# K&M Project Experience

| Job # | Duration | Assignment Name & Brief Description of Main Deliverables/Outputs | Name of Client & Country of Assignment | Approx. Contract Value (US$) | Role on the Assignment |
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| 1000 | N/A | **Technical and Commercial Inspection Services:** K&M was the exclusive agent in the northeast region of the United states for technical and commercial inspection services applying to all kinds of goods (with the exception of agricultural products and construction). For this effort, K&M provided the client with highly specialized inspection services and management support. K&M also provided services to COTECNA’S affiliate in Italy for the evaluation of shop and manufacturing capabilities of various potential U.S. suppliers for a project in Abu Dhabi. In addition, K&M provided expediting services on several other projects. | USA  COTECNA | N/A | Sole Consultant |
| 1002 | N/A | **Al-Manah 90 MW Power Station:** K&M was contracted by the International Finance Corporation, on behalf of the Sultanate of Oman’s Ministry of Electricity and Water, to review the detailed technical and economic feasibility study for a 3x30 MW central power station to be located near Bilah Manah. K&M reviewed the feasibility study and made recommendations on how to improve it. K&M also examined the energy demand for the region and recommended the best methods for meeting that demand. | Oman  International Finance Corporation | N/A | Sole Consultant |
| 1003 | Sep. 1987 – Oct. 1987 | **IPP Opportunities and Barriers:** K&M served as technical and financial consultant to the US Agency for International Development (USAID) and the Center for Privatization of the Government of the Dominican Republic. K&M evaluated the opportunities for and impediments to independent power producers in the Dominican Republic. Incorporating technical, financial, legal, regulatory issues, K&M evaluated private sector options for power generation. This effort resulted in the eventual development of the private power law enacted by the Dominican Republic in 1990. | Dominican Republic  USAID | N/A | Sole Consultant |
| 1004 | N/A | **Conventional Energy Technical Assistance:** For the United States Agency for International Development (USAID) and International Development and Energy Associates (IDEA), K&M provided a performance evaluation of the $20.5 million Conventional Energy Technical Assistance (CETA) project. The project’s primary purpose was to provide developing countries with technical assistance in exploring and evaluating their indigenous conventional energy resources and facilitating their access to technology, services, and capital investment. | Global  USAID | N/A | Sole Consultant |
| 1005 | N/A | **Biomass Development Program:** K&M served as technical and financial consultant to the US Department of Energy and the US Agency for International Development on privatization opportunities, alternative energy sources, and diversification of the sugar industries in Mauritius, Swaziland, Zambia, and Zimbabwe. K&M evaluated the technical and economic feasibility of diversifying sugarcane industry operations with emphasis on the production of fuel alcohol and electricity. Particular attention was given to prospects for the introduction of US developed technologies and services in cane energy-related areas, especially for projects that were already in the planning stages (issues addressed: co-generation systems, project finance and development). K&M prepared a report on the highlights and findings of this mission which included recommendations for future action and identifications of project specific opportunities for potential involvement of the US private sector. | Mauritius, Swaziland, Zambia, Zimbabwe  USAID | N/A | Sole Consultant |
| 1006 | N/A | **Private Power Supply Options for San Miguel Corporation:** K&M served as technical and financial consultants to the U.S. Agency for International Development, Office of Energy, in cooperation with Bechtel National, Inc. K&M reviewed electric power and steam requirements of the San Miguel Corporation’s (SMC) industrial facilities in Canlubang and San Fernando. San Miguel Corporation is the Philippines’ largest manufacturing company and one of the premier companies in the Asia-Pacific region. Its’ primary industry sector is food and beverage. For this assignment, K&M assessed the technical, commercial and economic aspects of various private power technology options, including bioenergy systems and other renewable energy technologies, to meet SMC’s near-term load growth projections and to provide project structuring and planning as required. | Philippines  USAID | N/A | Sole Consultant |
| 1007 | Sep. 1987 – Sep. 1987 | **Tampa Energy 80 MW Power Station:** K&M was retained by the Tampa Energy Corporation to structure a privately financed 56 million gallon per year ethanol facility and associated 80 MW bagasse-fired cogeneration plant in the Dominican Republic, which would sell surplus electricity to the electric grid. In addition, K&M had the overall technical and project management responsibility for this project. K&M assisted Tampa Energy in the funding, design, feasibility and engineering studies, equipment and machinery supply contracts, and the supervision of the construction of the production facility. | Dominican Republic  Tampa Energy Corporation | N/A | Sole Consultant |
| 1008 | N/A | **Development of Gasoducto Central:** K&M served as technical and financial consultants to Promigas, S.A. for a private gas pipeline project. The project consisted of a 1,000 km gas pipeline in Colombia and is one of the largest private undertakings in the developing world. Promigas, S.A. planned to build, own, and operate the pipeline. K&M provided overall financial structuring as well as commercial specifications for the project. K&M was responsible for: formulating and optimizing the financial package, interfacing with the World Bank for hard and soft credit facilities, interfacing with export credit agencies, preparing risk matrices, negotiating financial contracts, and evaluating and revising cash flows. | Colombia  Promigas | N/A | Sole Consultant |
| 1009 | Mar. 1988 – Jul. 1988 | **Power Sector Privatization Law Drafting:** K&M served as technical and financial consultants to the Government of the Dominican Republic (GoDR) on behalf of the U.S. Agency for International Development (USAID) under subcontract to RCG/Hagler Bailly. K&M provided the GoDR with a format for reviewing and evaluating Independent Power Project (IPP) proposals submitted by private developers. Subsequently, K&M assisted in drafting the enabling legislation. Law No. 14-90, ratified on February 1, 1990, became the cornerstone for implementing the proposed sector reform program and established the framework for encouraging private participation and investment. The law also set forth procedures for creating a new agency, the Directorate for Development and Regulation of the Electric Power Industry, to plan, coordinate and regulate the power sector. | Dominican Republic  USAID | N/A | Sub-contractor |
| 1010 | N/A | **Puerto Chiquito Power Station:** Puerto Chiquito Diesel Station, Dominican Republic. K&M performed a feasibility study for a group of private investors in the Dominican Republic on the installation of a diesel generating system. The diesel plant provided power to a major tourist complex developed by the same owners. K&M also arranged U.S. Export-Import Bank financing for equipment services of U.S. origin. This World Bank-funded project served as a model for a much larger privatization undertaking in the 10-15 MW range. | Dominican Republic  World Bank | N/A | Sole Consultant |
| 1011 | N/A | **Safaga 9 MW Power Station:** K&M served as technical consultant to the Egyptian Ministry of Supply under a multi services contract on behalf of the Egyptian Electricity Authority and US Agency for International Development (USAID). K&M completed a design review, provided construction management and start-up services for a 3 x 3 MW diesel generating station located in southern Egypt on the Red Sea. | Egypt  USAID | N/A | Sole Consultant |
| 1012 | N/A | **Private Power Generation Feasibility Studies:** K&M was contracted by the World Bank to review and prepare an outline for privately funded power generation projects in Pakistan. K&M evaluated the following projects: (1) 4x323 MW, oil-fired station, (2) 3x340 coal-fired station, (3) lignite-fired multi-unit station with fluidized bed combustion, and (4) hydroelectric station. K&M also assisted the World Bank in the preparation of cost estimates for these projects. | Pakistan  World Bank | N/A | Sole Consultant |
| 1013 | N/A | **Institutional and Regulatory Framework Evaluation:** K&M was contracted by the World Bank to evaluate the options and requirements needed to improve the institutional and regulatory framework of the power sector in the Dominican Republic. K&M provided recommendations regarding 1) installation of technical systems, document preparation, formation of project evaluation parameters, and development of an institutional design for a Financing Guarantee Fund, 2) development of new power sector regulatory agency’s organizational structure, project evaluation policy, project modeling techniques and policy for private sector participation, 3) bid solicitation and evaluation guidelines for private power projects, and 4) a model RFP for the country’s first private power project solicitation. | Dominican Republic  World Bank | N/A | Sole Consultant |
| 1014 | N/A | **System Loss Reduction Study Corelca:** As technical consultants to the U.S. Trade and Development Agency (USTDA), K&M completed a definitional mission study of CORELCA, the electric utility responsible for the Atlantic coast grid in Colombia. K&M conducted an energy loss study of Atlantic coast states including Atlántico, Bolivar, Magdalena, Córdoba and César. This involved an in-depth analysis of CORELCA’s bidding procedures and evaluation of their commercial specifications; an identification of equipment requirements, possible follow-on U.S. exports. In addition, K&M completed a comprehensive review of major existing distribution companies (DISCOS) serving CORELCA and recommended management changes to reduce electrical distribution losses. These included power losses that were both technical- and fraud-related. K&M also completed an analysis of the inventory, distribution, mapping system and networks. K&M’s evaluation and recommendations resulted in a streamlined program approach which saved the Colombian government and CORELCA the equivalent of several million dollars from distribution losses. | Colombia  USTDA | N/A | Sole Consultant |
| 1015 | N/A | **Review Thermal Energy Expansion Plan:** K&M served as technical consultant to the US Trade Development Agency (USTDA) to evaluate the potential for implementation of automated process control systems in several key industrial sectors in Malaysia. For the Advanced Thermal Energy Improvement Program, K&M performed the following tasks: 1) reviewed the Government of Malaysia’s goal for infrastructure investment activity, 2) estimated annual budget allocation projected for thermal expansion, 3) conducted a financial analysis for the potential for U.S. exports of goods and services, 4) assessed export potential for U.S. goods and services, 5) assessed the competitive position of the U.S. in terms of being able to provide goods and services to the project, and 6) prepared the final report. | Malaysia  USTDA | N/A | Sole Consultant |
| 1016 | May 1989 – May 1989 | **Power Plant Rehabilitation Project:** K&M conducted a definitional mission for the Government of Venezuela, under the auspices of the US Trade and Development Agency (USTDA), to determine the feasibility of a power plant rehabilitation project. K&M analyzed the feasibility of establishing a program for the rehabilitation of electric power units (boilers, turbines, generators, and associated auxiliary equipment) for both Electricidad de Caracas (ELECAR) and Energía Eléctrica de Venezuela (ENELVEN). K&M investigated the needs relative to upgrading and modernizing their existing power generating units. In addition, potential trade benefits to U.S. firms were ascertained. | Venezuela  USTDA | N/A | Sole Consultant |
| 1017 | Jun. 1989 – Jun. 1989 | **Solar Water Pumps Feasibility Study:** K&M provided services to the US Trade Development Agency (USTDA) in determining the priority and need for a program to introduce solar water pumps for portable water supply in remote regions of Kenya, and conducted a preliminary feasibility study for potential U.S. solar electric applications. The scope of K&M’s work included the following: review of the Government of Kenya’s goals for infrastructure investment activity, a preliminary analysis of the economics of solar water pumping compared with alternative water delivery technologies, an analysis of the potential for US exports of goods and services, assessment of the export potential for US goods and services, evaluation of the competitive position of the US in terms of being able to provide goods and services for the project, and preparation of the final report. | Kenya  USTDA | N/A | Sole Consultant |
| 1019  1056 | Apr. 1988 – Feb. 1997 | **Hub River 1,292 MW Power Station, Pakistan:** Initiated in the late-1980s, the Hub Power Project was the largest private power project in the developing world to reach financial close. Structured on a Build-Own-Operate (BOO) basis, the transaction secured, for the first time ever, World Bank financing of a private infrastructure project. K&M served in a variety of roles as the project progressed from inception to commercial operation. The project consortium consisted of Xenel Industries of Saudi Arabia, National Power of the United Kingdom, Mitsui & Co. of Japan, Ishikawajima-Harima Heavy Industries of Japan, and K&M Engineering and Consulting Corporation of the United States. Phase I: As Privatization and Institutional Reform advisors, K&M played a critical role assisting the Government of Pakistan to address the legal, regulatory and financial reforms that established the institutional framework required for project implementation. Phase II: As Project Structuring and Development advisors, K&M’s was one of the initial architects of the transaction.  K&M’s project structuring strategies and risk mitigation techniques were instrumental in attracting private investment and achieving financial close. K&M led the negotiations between the Government of Pakistan, World Bank and consortium of bilateral lenders and commercial banks that resulted in $1.6 billion in funding. K&M managed each aspect of project development which included structuring the Security Package, preparing the International Competitive Bid documents for securing the EPC construction consortium as well as tendering and evaluating bids. K&M developed a highly sophisticated financial model used to determine the tariff structure, internal rate of return and loan drawdown schedule. Significantly, the Hub transaction broke new ground for World Bank participation in private sector infrastructure projects by providing a unique co-financing instrument that would further stabilize the government guarantees. Implemented for the Hub Project transaction, the Enhanced Co-Financing Operation (ECO) Program of the World Bank, in conjunction with the Japan Export-Import Bank (JEXIM), provided over $360 million dollars in guarantees to ease the political, convertibility, and balance of payment risks. Additionally, over 25% of the project financing was arranged through another World Bank loan for $390 million under the Private Sector Energy Development Fund. Phase III: As the overall Project Manager and Owner’s Engineer, K&M provided technical supervision, construction management, commodity procurement support, cost validation, quality assurance, and O&M contractor oversight. K&M supervised the turnkey EPC consortium including over 4,000 personnel that completed the power island, civil works, switchyard, transmission system, substations and associated support facilities. Technical Scope: The Hub Power Project consists of 4x323 high-sulfur, residual fuel oil-fired, steam generating units, a 500 kV switchyard, double circuit transmission line, water and wastewater treatment systems. Status: Commissioned in 1997. | Pakistan  Xenel Industries, The Hub Power Company Limited | 10,950,241 | Lead Partner |
| 1020 | N/A | **Desalination and Waste-to-Energy Power Station:** K&M was the technical advisor and consulting engineer to KTI Energy and Resources Services, Inc., for a 5 million gallon per day water desalination plant and municipal waste-to-energy facility capable of generating 40 MW (net) for sale to the grid to be completed for the Defense Housing Authority in Karachi. This project was offered on a build-own-operate basis. The scope of services for the contract included the following: obtaining USAID/TDP grant-in-aid for the feasibility study, developing of the Preliminary Feasibility Report, assisting the client and its agents in conducting negotiations in Pakistan for power purchase and water supply agreements, assembling the financial package, participating in the development of the procurement documents, serving as the Owner’s Engineer for construction contract negotiations and construction and start-up period. | Pakistan  KTI Energy and Resources Services | N/A | Sole Consultant |
| 1021 | Jan. 1990 – Oct. 1996 | **Al-Manah 90 MW Power Station, Oman:** K&M served as transaction advisor, and subsequently as Owner’s Engineer. K&M’s work was organized in two phases. Phase I: K&M served as the transaction advisor to the Ministry of Electricity and Water (MEW). During this phase K&M: developed and prepared the project implementation plan, established a prequalification process, prepared Request for Proposal (RFP), evaluated the proposals and made an award recommendations to MEW, and served as the Government’s lead negotiator for all project related agreements (Implementation Agreement, Power Purchase Agreement, Land Lease Agreement). The project was partially financed by the IFC, export credit agencies and commercial banks, with 40% of the equity floated on the Oman stock exchange. Phase II: K&M served as the Owner’s Engineer. K&M’s services ranged from power station layout and design to start-up and commissioning as well as compliance with all legal, regulatory and financial agreements. This $214 Million plant consists of 90 MW (3x30) General Electric, frame 6 gas turbines, operating in simple cycle, with all support facilities comprising 182 kms of 132 kV and 66 kV transmission lines, and 5 electrical substations. The plant was commissioned in 1996. | Oman  Ministry of Electricity and Water | 1,675,048 | Lead Partner |
| 1022 | Mar. 1990 – Jun. 1990 | **Emergency Uninterrupted Power Supply Assessment:** K&M served as a technical and procurement advisor to the Foreign Buildings Operations Office (FBO) of the U.S. Department of State to identify and classify the Department’s worldwide needs for Uninterrupted Power Supply (UPS) equipment. K&M conducted a detailed study of current state of the art UPS systems and identified and established the relevant factors which were used to evaluate the UPS vendor equipment and the parameters required to properly operate all types of State Department equipment requiring UPS power. The results of the study were used to: (1) identify readily available commercial UPS systems which meet DOS requirements, (2) develop and advertise competitive, multi-year UPS requirements Request for Proposals (RFP) acceptable to all DOS Embassy UPS users, and (3) provide a technical basis for evaluation of RFP submissions and award of contract. | Global  U.S. Department of State | N/A | Sole Consultant |
| 1024 | Mar. 1990 – Mar. 1990 | **Generation Expansion Plan Review:** K&M was engaged by US Trade and Development Agency (USTDA) to conduct a desk review of the Generation Expansion Plan prepared by Electricidad de Caracas. The objective of this review was to identify power plants that could be developed or built by US companies. | Venezuela  USTDA | N/A | Sole Consultant |
| 1025 | Apr. 1990 – Apr. 1990 | **Private Power Investment Initiative:** K&M was engaged by USAID to investigate and identify private sector investment initiatives for natural gas-fired private power projects. K&M’s work included: assessing business synergies and risks of a potential gas pipeline and electricity generation plant project under a BOO/T scheme, recommending suitable level of return on equity (ROE) for the proposed project, and identifying potential sources of capital for debt and equity financing. | Bolivia  USAID | N/A | Lead Partner |
| 1026-1 | Jun. 1990 – Sep. 1996 | **Cairo West 348 MW Power Station:** K&M was hired by USAID and the Egyptian Electricity Authority (EEA) as Owner’s Engineer for the rehabilitation of the Cairo West Power Station. K&M had overall responsibility for managing, coordinating, inspecting and accepting all technical work in support of the rehabilitation of the boiler and steam turbine generators of the Cairo West Thermal Power Station, a $45 million, 4 x 87 MW steam power facility outside of Cairo. The construction contractors associated with this effort in Egypt was Westinghouse and Babcock and Wilcox (USA). Bailey Controls provided the boiler electronic burner management system. K&M’s scope of work included: design review, contract administration for plant construction, plant rehabilitation construction management, procurement and installation supervision of compressed Air System and Boiler Feed Pump Spare Parts, and inspect, review and monitor testing and startup of the facility and operations. | Egypt  USAID | N/A | Lead Partner |
| 1026-2 | Jun. 1990 – Sep. 1996 | **Hurghada 125 MW Power Station:** K&M was hired by USAID and the Egyptian Electricity Authority (EEA) as Owner’s Engineer for the rehabilitation of the 5X25 MW Gas Turbine Hurghada Power Station. Construction contractors included G.E. (USA) and Hydelco (Egypt). K&M, under contract to USAID, had overall responsibility for engineering and design, management and supervision of all rehabilitation and refurbishment activities. K&M’s services included: preparation of GE contract for equipment supply, assisting during negotiations, design review, construction site supervision, and testing, commissioning and startup. | Egypt  USAID | N/A | Lead Partner |
| 1026-3 | Jun. 1990 – Sep. 1996 | **Cairo-Suez-Ismailia Microwave and Fiber Optic Link:** K&M served as Owner’s Engineer on behalf of the Egyptian Electricity Authority (EEA), with funding from USAID to extend its microwave communication system from Cairo to Suez. The 100 km system links the electrical power generating stations in Cairo, Suez, and Ismailia with the EEA’s National Energy Control Center (NECC). K&M’s scope of work included engineering, procurement and construction management of 10 hop digital microwave, fiber optic cable and digital microwave radio communication system for the EEA. The equipment included radios, eight MUX equipment cabinets at drop and insert sites using SDH equipment and two digital access system cabinets installed at the terminal sites, equipment antennas and advanced communications towers. Fluor Daniel served as a Sub-contractor to K&M for developing the microwave system technical specifications. | Egypt  USAID | N/A | Lead Partner |
| 1028 | Aug. 1990 – Sep. 1990 | **Private Power and Biomass Options in the Sugar Industry:** K&M was engaged by USAID to assess the prospects for private biomass power sales to the Swaziland Electricity Board, and to perform energy audits as well as an inventory of required equipment for factory upgrades. K&M’s scope of work included: identifying changes needed for increased energy efficiency and power production in the Swaziland sugar industry; comparing sugar industry cogeneration to other electricity generation options; evaluate costs and benefits of increased private power cogeneration; make recommendations on institutional support and development assistance; and perform energy audits. | Swaziland  USAID | N/A | Sole Consultant |
| 1029 | Sep. 1990 – Sep. 1990 | **Combined Cycle Cogeneration Power Station:** K&M was engaged by USTDA to conduct a definitional mission for the Ghana National Petroleum Corporation to assess the feasibility of constructing a combined cycle cogeneration gas power plant 15 kilometers off of Ghana’s coast. The K&M team assessed the commercial, economic, financial, and technical feasibility of the proposed project. | Ghana  USTDA | N/A | Sole Consultant |
| 1031-1 | Jan. 1991 – Nov. 1991 | **Private Power Regulatory Framework:** K&M was engaged by USAID to assist the Jamaica Public Service Company, Ltd., the state-utility, to establish the regulatory and technical conditions necessary for the development of private power projects on a turnkey basis. K&M’s scope of work included: identifying regulatory and legal barriers, prepared pre-qualification notices and documents used to short-list project developers, establishing evaluation criteria for the prequalification process, preparing construction contracts, preparing tender documents, and writing Implementation and Power Purchase Agreements. Directly resulting from K&M’s work, the Jamaica Public Service Company procured private turnkey contracts for over 200 MW of additional capacity to its system. This represented an approximate 37% increase in installed capacity over the entire national grid system. | Jamaica  USAID | N/A | Sole Consultant |
| 1031-2 | Jan. 1990 – Jun. 1993 | **San Francisco 100 MW Power Station:** K&M was engaged by USAID to serve as IPP consultant for the private sector rehabilitation, lease and operation of the 100 MW San Francisco Private Power Project in Panama City. K&M assisted the Institución de Recursos Hidraúlicos y Electrificación (IRHE) by identifying changes to the legal and regulatory framework needed to enable IPPs, preparing the bid documents, and drafting project agreements. The project agreement became the model document for attracting private sector participation in the energy sector and provided the initial framework for power sector reform in Panama. | Panama  USAID | N/A | Lead Partner |
| 1031-3 | Nov. 1992 – Nov. 1992 | **Private Power Policy Framework:** USAID engaged K&M to assist the Institución de Recursos Hidraúlicos y Electrificación (IRHE) to develop the financial, technical, commercial, policy principles and documentation required to enable private power development in Panama. K&M’s scope of work included an assessment of the legal and regulatory barriers to private investment in power, development of policy recommendations to remove these barriers, and extensive capacity building for IRHE staff on preparation, procurement and implementation of privately financed power projects. | Panama  USAID | N/A | Sole Consultant |
| 1032 | Sep. 1990 – Sep. 1991 | **Strengthening of Power Regulatory Agency:** K&M was engaged by USAID to provide the Government of the Dominican Republic with technical assistance on the institutional design and development of the Directorate for Development and Regulation of the Electric Power Industry (DDRIE). This agency was deemed necessary for the country’s development of the over 700 MW of power needed to achieve sustainable social and economic growth. DDRIE’s mission was to develop the power sector on a private basis. K&M’s work included assisting DDRIE to: interpret existing legislation and to produce rules and regulations for reform of the power sector; develop its organizational structure; develop an institutional design for the Financing Guarantee Fund; provide training for the DDRIE personnel; and prepare complete set of guidelines and manuals for: accounting, tariffs, project proposal solicitation, evaluation and award, concessions, performance monitoring, operation of private sector participants, and enforcement procedures. | Dominican Republic  USAID | 486,000 | Sole Consultant |
| 1033-1 | Oct. 1990 – Oct. 1991 | **Nucal 100 MW Power Station:** The Nucal Station was the world’s first and largest utility-scale CFB facility, and the first application of this technology in the United States. K&M was engaged by DOE to perform a comprehensive evaluation of the technical progress relative to meeting project objectives, with particular emphasis on status of the test plan. K&M identified key test results, findings, and potential problem areas, compared test results with the original test plan, and reviewed variations. K&M also developed an independent test plan to assess the remainder of the testing for the facility. | USA  DOE | N/A | Sole Consultant |
| 1033-2 | Nov. 1990 – Dec. 1990 | **Review Capital and Operating Costs for CFB:** K&M was engaged by DOE to perform a comprehensive industry and literature review of advanced coal combustion and utilization technologies, specifically circulating fluidized-bed (CFB) combustion units currently operating in the United States. K&M’s technical analysis provided a practical composite of summaries of U.S.-developed CFB systems based on such variables as fuel ash loading, size and steam flows. The report included CFB’s attributes, potential markets, a compilation of capital and operating costs in the United States as well as graphic displays | USA  DOE | N/A | Sole Consultant |
| 1033-3 | Nov. 1990 – Sep. 1991 | **Review Solid Waste Disposal Technologies for Advance Coal Processes:** K&M was engaged by the US DOE to analyze and interpret results of field studies, research and testing conducted on behalf of METC’s Clean Coal Technology Program to support development of commercially viable solid waste disposal technologies for utilization and management of residues generated from advanced coal technologies. This multi-faceted task addressed the environmental, health and safety aspects of project testing procedures and results, operating procedures, documentation requirements, and contractor surveys. K&M prepared assessments and recommendations for implementing strategies to maximize technology transfer to the utility and regulatory sectors. K&M also reviewed economic viability and market assessments for solid waste utilization. | USA  DOE | N/A | Sole Consultant |
| 1033-4 | Nov. 1990 – Jun. 1991 | **Analyze Contaminant Emission Rates for Gas Turbines:** K&M was engaged by US DOE to assess the effects of erosion and corrosion on gas turbines and evaluate quantities of particulates, trace elements and other pollutants present in gas turbine exhaust. K&M also reviewed specifications for allowable trace metal contaminant levels in feed coal being developed by major turbine manufacturers to meet proposed new federal regulations. A sophisticated theoretical analysis was completed in the absence of experimental data to determine acceptable levels of contaminants. K&M’s work also included estimated economics of power generation via the three gasifier types, based on comparable cost of electricity calculation method supplied by METC. Comparisons revealed no significant differences between gasifier types. | USA  DOE | N/A | Sole Consultant |
| 1033-6 | Dec. 1990 – Jul. 1991 | **Feasibility of Externally-Fired Combined Cycle:** K&M was engaged by US DOE to, along with its Sub-contractors, develop the conceptual design for the Externally-Fired Combined Cycle (EFCC) 7 MWe Demonstration Project at Dupont’s Waynesboro, Virginia facility. K&M assessed the technical feasibility of repowering the existing steam turbine-generator with an indirect-fired combined cycle system, as well as coordinated the efforts required to prepare a conceptual/preliminary design, including budgetary cost estimate and implementing schedule. | USA  DOE | N/A | Sole Consultant |
| 1033-7 | Jan. 1991 – Jun. 1991 | **Horizontal Air Drilling Technology Assessment:** K&M was engaged by US DOE to survey technologies currently being used to horizontally drill for oil or gas using air instead of mud as the drilling fluid. The study identified areas where further developments in high-angle drilling with air might be most effective. It gave an overview of the current status of research efforts and industry perception of air drilling technology. The K&M survey also included techniques based on drilling horizontal wells with muds, a brief background in conventional horizontal drilling, and studies of individual wells. | USA  DOE | N/A | Sole Consultant |
| 1033-8 | Apr. 1991 – Mar. 1992 | **Performance and Economic Analysis of Membrane Technology:** K&M was engaged by US DOE to evaluate the potential performance and economics of membrane technologies for high temperature gas separations in three gasification system schemes. A systems approach using computer modeling compared the performance of these new technologies with baseline performance of existing processes. The new membrane-based separation technologies considered include those whose process steps include separation of H2 and CO2 gases, removal of contaminant gases such as H2S and NH3 and those that deal with other contaminates as indicated in the Clean Air Act of 1990. Research focused on ceramic, glass and metal membranes, with particular emphasis on flux and separation factors achieved by various types of membranes at moderate and high temperatures. | USA  DOE | 236,337 | Sole Consultant |
| 1033-9 | Feb. 1991 – Oct. 1991 | **Low Quality/Low Cost Thermal Fuel Assessment:** K&M was engaged by US DOE to assess the potential use of low quality/low cost alternatives to bituminous coal-based coal water slurry in heat engines already modified to burn such fuels. The successful development of these new technology prompted further research to determine the suitability of eight specific alternative low quality/low cost fuels. K&M also assessed the cost of production, availability and potential commercial success of low quality fuels, quality requirements vs. conventional heat engine fuels, and the state of current technology. | USA  DOE | N/A | Sole Consultant |
| 1033-10 | Jan. 1991 – Jan. 1992 | **Feasibility of Natural Gas Storage/Co-fired Retrofit System:** K&M was engaged by US DOE to assess the preliminary technical and economic feasibility of a natural gas storage/co-fired retrofit system, to highlight potential institutional constraints, and to identify potential participants in advancing the concept to a commercial scale demonstration. The preliminary assessment, completed in 1991, initially considered a number of coal-burning power plants in the Appalachian area as possible retrofit candidates. | USA  DOE | N/A | Sole Consultant |
| 1033-11 | Feb. 1991 – Jul. 1991 | **Communication Campaign on Waste to Energy Project:** K&M was engaged by US DOE to conduct an extensive review of available industry and research technical literature on incineration of infectious and chemotherapeutic hospital wastes utilizing a coal-fired fluidized bed combustion facility. Located on the grounds of the Lebanon Veterans Administration Medical Center, the facility would also produce process steam to meet energy requirements. K&M produced a videotape and design a letter campaign to educate the local Lebanon, Pennsylvania population on the positive environmental and economic aspects of installing the facility. In addition, a communications strategy was developed to persuade citizens about the merits of incineration while acknowledging and addressing their concerns. | USA  DOE | N/A | Sole Consultant |
| 1033-12 | Apr. 1991 – Mar. 1992 | **Detailed Cost Analysis of Externally-Fired Combined Cycle:** As a follow-on work, K&M was engaged by US DOE to develop a detailed cost estimate for a 7 MW externally-fired combined cycle prototype power plant. All related costs for each individual contractor were researched and evaluated to demonstrate the true project cost distributed by major work packages and each responsible contractor for the site specific demonstration project. K&M’s review team, which included DuPont, Hague International, Allison Gas Turbine, and Babcock & Wilcox, provided critical documentation for this analysis. K&M determined that the total cost for the construction of this prototype project (in 1992 dollars) was estimated at $56.06 million, or $8,009/KW. This cost did not include several factors that could potentially increase the final price. | USA  DOE | N/A | Lead Partner |
| 1033-13 | Jun. 1991 – May 1992 | **Feasibility of Using Dimethyl Ether Synthesis for Converting Methane to Gasoline:** K&M was engaged by US DOE to analyze the feasibility of methane conversion to gasoline via dimethyl ether (DME) synthesis. K&M designed a computer model to compare the economics of two conversion methodologies. These methods are variations of one method of converting natural gas to methanol, followed by the Mobil-M process to produce gasoline. | USA  DOE | N/A | Sole Consultant |
| 1033-14 | May 1991 – Jan. 1993 | **Feasibility of Low Quality Natural Gas:** K&M was engaged by US DOE to perform a technical and economic analysis of Low Quality Natural Gas (LQNG). The objective of the study was to 1) evaluate the low quality natural gas (LQNG) resource base, current utilization of LQNG, and environmental issues relative to its use; 2) review processes for upgrading LQNG to pipeline quality; 3) make recommendations for research needs to improve the potential for LQNG utilization; and 4) provide an economic and performance assessment. LQNG, for the purposes of this particular study, was defined as natural gas that contains more than 2% carbon dioxide, more than 4% nitrogen, or more than 4% combined CO2 plus N2. | USA  DOE | N/A | Sole Consultant |
| 1033-15 | Jun. 1991 – Jul. 1992 | **Coal Gasifier Control Strategies Modeling:** K&M was engaged by US DOE to review existing steady state models for IGCC systems based on fixed bed gasifiers of novel design; and to recommend a process control model suitable to evaluate control strategies for such novel configurations. K&M conducted site visits to two models operated by METC and a private corporation, and run a series of cases covering a range of conditions for the novel gasifier. K&M also reviewed the technique for embedding a steady state model into one capable of handling transients so that process control strategies could be assessed. Recommendations were made on the approach to incorporate one of the steady state models into a larger, time-varying one. | USA  DOE | N/A | Sole Consultant |
| 1033-16 | Jun. 1991 – Feb. 1992 | **Technical Review of Clean Coal Technologies:** K&M was engaged by US DOE to provide technical and strategic planning experts in support of the newly created Product Management team at the U.S. Department Energy, Morgantown Energy Technology Center. K&M experts designed various technical reviews and analyses to identify potential clean coal technologies and applications capable of moving from bench-scale to near-term demonstration and longer-term commercialization by a post-2005 time frame. | USA  DOE | N/A | Sole Consultant |
| 1033-17 | Aug. 1991 – Dec. 1993 | **Feasibility of Alternative Technologies for Single Shell Tanks:** K&M was engaged by the US DOE to analyze the feasibility of cross-deployment of commercially available technologies found in the oil and gas industries, as well as the coal mining sector, for such applications as characterization, monitoring, barrier installation and possible mitigation of entrained transuranic wastes under and around subsurface tank farms. The specific objective of this study is to evaluate alternative industrial drilling technologies and subsurface confinement concepts for their potential application at the 241-C tank farm, a single shell tank farm located in the 200-E area at the DOE Hanford site. | USA  DOE | 767,613 | Sole Consultant |
| 1033-18 | Sep. 1991 – Oct. 1992 | **Feasibility of Pulse Tube Combustion System:** K&M was engaged by US DOE to analyze the feasibility and develop conceptual design of a pulse tube combustion system for a commercial scale integrated gasification combined cycle (IGCC) electric power generation plant that would indirectly heat a gasifier using coal as a feed stock. K&M’s work also included economic analysis of this design, and an assessment of the commercialization prospects of such a system. | USA  DOE | N/A | Sole Consultant |
| 1033-19 | Nov. 1991 – Mar. 1992 | **Evaluation of Proposals for Environmental Restoration and Waste Management:** K&M was engaged by US DOE to manage the technical review and selection of contractors to complete research in the areas of groundwater and soil technologies based on proposals submitted by a diversity of organizations, including universities, small businesses, non-profit groups and large commercial firms. K&M developed evaluation procedures and document formats; conducted interviews and selection of panelists (including OCI procedures) based on the requirements of the solicitation and on number and distribution by technology area of the proposals; developed procedures to ensure fairness and timeliness of the evaluations, including documentation and scoring of each proposal; and ensured that both the individual and consolidated reviews met quality standards. The evaluation led to the award of twenty-one contracts selected from a total of 164 proposals. | USA  DOE | N/A | Lead Partner |
| 1033-20 | Apr. 1992 – May 1993 | **Marketing Strategy for Externally Fired Combined Cycle:** K&M was engaged by US DOE to develop a marketing strategy for fast-track implementation of Externally Fired Combined Cycle (EFCC) systems. These systems have the potential to provide an environmentally sound power generation alternative that can use coal at considerably higher efficiency than with other current fossil-fuel technologies. K&M’s work included: cycle performance and cost analysis that incorporates the Hague International ceramic heat exchange predictive model; conceptual design of the most probable configurations for both cogeneration and utility applications; identify the most viable potential markets as well as best sizes of the EFCC to be developed to meet industrial and power applications; competition analysis; and financing analysis. | USA  DOE | 176,361 | Lead Partner |
| 1033-21 | Mar. 1992 – Aug. 1992 | **Risk Assessment of Gasification Product Improvement Facility:** K&M was commissioned by US DOE to perform a risk assessment and determine insurance requirements for a proposed Gasification Product Improvement Facility (GPIF). This GPIF consisted of development and commercialization of a simplified Integrated Gasification Combined Cycle (IGCC) technology. Project plans called for implementation in three phases. K&M assessed the potential impact of all risks associated with the GPIF facility and its interconnection with the Ft. Martin #2 unit. Recommendations to mitigate risk were developed to address potential failure of the GPIF (especially the gasifier) to handle the LBG which may result in fire or explosion; potential rupture of the hot coal gas pipe connecting the GPIF and the boiler, and burner fires from deposition of tars. | USA  DOE | N/A | Sole Consultant |
| 1033-22 | Sep. 1993 – Sep. 1993 | **Market Analysis for Clean Coal Technologies:** K&M was engaged by US DOE to assess international market opportunities for CCT with an emphasis on power generation technologies. K&M’s work included: conducting a detailed study of U.S. industrial activities in the international energy generation business and identifying the barriers and problems to market entry and the keys to success; identifying methodologies for DOE activities to assist in overcoming the identified barriers; and identifying geographical areas most suited for the introduction of DOE/METC sponsored technologies. | USA  DOE | 413,681 | Sole Consultant |
| 1033-23 | Jun. 1993 – Jul. 1994 | **Develop and Cold Test New Contaminant Barriers:** K&M was engaged by US DOE to develop and cold test new containment barriers, utilizing advanced drilling technologies, to prevent contamination of the water table approximately 200 feet below the base of the underground storage tanks. In a previous engagement K&M identified the two most promising technologies: Circulating Air Barrier and Cone Grouting Barrier Systems. In this engagement, K&M with Sub-contractors, BDM International, Inc. and Archtech, Inc., assisted in the identification and adaption of commercially-available computer models used to accurately simulate the CAB and ConeGrout processes in order to predict and optimize subsurface barrier performance in this highly specialized application. K&M then developed demonstration- and full-scale (prototype) CAB and Cone Grouting systems. | USA  DOE | 852,100 | Lead Partner |
| 1033-24 | Jan. 1994 – Apr. 1994 | **Feasibility of IGCC Facility Using Lignite:** K&M was engaged by US DOE to determine the technical and economic feasibility of locating a fluidized bed IGCC facility in North Dakota, using lignite as feedstock. K&M’s study determined the Engineering, Procurement, and Construction (EPC) costs, and the Cost of Electricity (COE) for a nominal 100 MWe IGCC plant to be located next to an existing lignite-fired plant. K&M examined the suitability and availability for utilizing lignite coals for the IGCC process, performed a preliminary process design, developed a plant layout for a specific site, and evaluated the impact of the site on project risk. | USA  DOE | 248,608 | Lead Partner |
| 1033-25 | May 1994 – Apr. 1995 | **Market Assessment of Natural Gas-Derived Products:** K&M was engaged by US DOE to analyze three energy markets -- transportation fuels, power generation, and chemical feedstock -- to determine the economic feasibility of utilizing natural gas-derivatives. Conversion of natural gas to liquid fuels, and other forms of energy, could exploit unconventional reserves and provide a secure supply of liquid fuels for the future. Substitution of low cost coal- and gas-derived liquid in applications that currently use crude oil-derived products was evaluated for the economics of the conversion process and potential competitiveness in these three markets. K&M examined production of methanol, MTBE, higher alcohols, gasoline, CNG, and LNG for the transportation market. Production and use of methanol and ammonia in the chemical feedstock market and use of natural gas for power generation were assessed. The use of both high and low quality gas (containing CO2 and N2 levels above normal pipeline quality standards) as a process feed stream was evaluated. | USA  DOE | 161,573 | Lead Partner |
| 1033-26 | May 1994 – Aug. 1994 | **Market Assessment for ACFB Technologies:** K&M was engaged by US DOE to conduct a comprehensive survey of available technical, industrial, and power generation industry literature to develop a summary of Atmospheric Circulating Fluidized Bed (ACFB) combustors operating, being designed or constructed in the U.S. and abroad. Emphasis was placed on units of 100 MW or greater capacity, particularly those related to electric power generation applications. The information K&M gathered during the literature, vendor, and market survey was utilized to assist in the assessment of the 250 MW York, Pennsylvania demonstration project on future utility-scale ACFB commercialization. | USA  DOE | 32,018 | Lead Partner |
| 1033-27 | Jul. 1994 – Jun. 1995 | **Market Assessment for R&D Funding for Advance Fossil Fuel Technologies:** K&M was engaged by US DOE to evaluate major changes in R&D financing worldwide for fossil fuel energy technology, particularly in light of the trend toward foreign funding sources. The impact on the global competitiveness of the U.S. energy sector was also assessed. K&M analyzed international energy sector R&D efforts in industrial countries with the objective of evaluating funding sources, levels, trends, and driving forces. K&M’s analysis focused on innovative new fossil fuel technologies under research and development, particularly fuel cell and advanced gas turbine systems. | USA  DOE | 95,282 | Sole Consultant |
| 1033-28 | Sep. 1994 – Feb. 1996 | **Feasibility Study for IGCC:** K&M, along with Sub-contractor Tata Consulting Engineers (India), was engaged by US DOE to conduct a technical and financial feasibility study and developed business plans for commercial deployment of the Integrated Gasification Combined Cycle (IGCC) advanced technology in India. Two proposed projects consisting of a gasification island and a power island were evaluated: 1) a 150 MW IGCC facility fueled with Indian coal, and 2) a 250 MW IGCC facility fueled with Indian lignite, both to be located in the state of Gujarat, India. Two financing approaches were evaluated: 1) a government-sponsored infrastructure project backed by the full faith and credit of the Government of India, and 2) a privatized project utilizing either a BOO or BOT concept and financed on a limited- or non-recourse basis. In addition, K&M hosted a study tour to the United States for senior executives of a local Indian private power utility to meet with IGCC experts. | India  DOE | 304,576 | Lead Partner |
| 1033-29 | Sep. 1994 – Dec. 1994 | **Assessment of METC’s Organizational Restructuring:** K&M was engaged by US DOE to evaluate and assess the progress of DOE/METC’s organizational restructuring and planning efforts during a period when two DOE-sponsored technology centers were merged. A confidential report was provided incorporating observations, findings, conclusions and recommendations. | USA  DOE | 7,030 | Sole Consultant |
| 1033-30 | Dec. 1994 – Apr. 1996 | **Scoping for International Opportunities for Fossil Fuel Technologies:** K&M was engaged by US DOE to conduct a comprehensive review of potential application of clean coal power generation technologies in China, India and Indonesia. K&M did a detailed analysis of these three markets to assess specific opportunities, barriers to meeting the opportunities, and options for addressing those barriers. K&M used the information gathered from these three countries to evaluate changes influencing or creating new opportunities for deployment of US clean coal technology advanced power systems. | China, India, Indonesia  DOE | 450,894 | Sole Consultant |
| 1033-31 | Oct. 1994 – Sep. 1995 | **Feasibility Study for Waste-to-Energy System:** K&M was engaged by US DOE to conduct a technical and commercial feasibility assessment of gasifying municipal solid waste (MSW) to generate low/medium Btu product gas for turbine combustion at the proposed 800 ton per day waste-to-energy facility and landfill to be located at DOE’s Savannah River Site in South Carolina. K&M assessed the feasibility of constructing an integrated facility(s) combining municipal solid waste processing, a pulse enhanced steam reforming island, a landfill, and any one of the following options: combined cycle plant for the production of electricity, boiler and steam turbine for the production of electricity, methanol production plant, or generation of hot water for industrial use. | USA  DOE | 208,828 | Sole Consultant |
| 1033-32 | Jan. 1995 – Jan. 1996 | **Evaluation of the Pulsatech™ Pollution Control System:** K&M, supported by Pulsatron Technology Ltd. (the British technology licensor) and the Washington, D.C.-based Sheet Metal Worker’s International Association (holder of U.S. installation and maintenance rights), was engaged by US DOE to conduct a study to estimate the cost and schedule for design, installation and potential testing of a Pulsatech™ pollution control device on a plasma furnace at DOE’s Western Environmental Technology Office (WETO). K&M’s assessment reviewed available information on Pulsatron science and technology as well as potential commercial application and market considerations. | USA  DOE | 111,300 | Lead Partner |
| 1033-33 | Jun. 1995 – Oct. 1995 | **Brazilian Energy Sector Analysis:** In anticipation of a high-level trade mission planned by the Department of Energy to help U.S. companies explore this growing market, K&M was engaged by US DOE to provide a comprehensive analysis of the Brazilian energy sector. The survey entailed data collection regarding the current situation and needs in the energy and environmental sectors. It also provided a market assessment, identified U.S. companies interested in pursuing business opportunities, and identified potential viable projects. | Brazil  DOE | 72,877 | Sole Consultant |
| 1033-34 | Jul. 1995 – Jun. 1996 | **Market Assessment of METC’s Natural Gas Products:** K&M was engaged by US DOE to perform cost/benefit analyses and natural gas market forecasts for natural gas technology research and development projects sponsored by DOE-METC. K&M assisted DOE-METC to evaluate the commercial viability of specific products in order to promote technology transfer to the private sector and ultimate market penetration. K&M developed and tested an advanced technology characterization taxonomy model for use in GSAM analyses as well as to integrate the findings of prior analyses. | USA  DOE | 377,980 | Sole Consultant |
| 1033-35 | Jul. 1995 – Dec. 1995 | **Conceptual Design and Cost Estimate for Coking Process:** K&M developed conceptual designs and cost estimates for Coal Technology Corporation’s (CTC) coking process. CTC, with support from the Morgantown Energy Technology Center (METC), developed and patented a process for coke-making which solves significant pollution problems caused by the present coke-making process. K&M reviewed the patented coke-making process design, established site-related design requirements, determined and specified applicable codes, standards and other required regulations, developed equipment layout and building arrangement, developed a project schedule, identified required permits and cognizant federal and state approving entities, prepared bid documents, obtained bids from eligible tenderers for a potential turnkey construction contract, evaluated responsive bids and assisted in negotiating a firm turnkey contract with the winning bidder. | USA  DOE | 308,154 | Lead Partner |
| 1034-1 | Jul. 1992 – Aug. 1992 | **Energy Efficiency Audits and Training:** K&M was engaged by Hagler-Bailly (under contract with USAID) to prepare a policy and institutional analysis report and an industry profile report. In addition, K&M identified up to eight industrial plants for participation in the industrial energy efficiency program. At each plant, K&M performed the following technical due diligence services: preliminary energy audit, energy management training, equipment procurement, energy management implementation and seminar paper. The preliminary energy audit estimated plant specific energy consumption and identified potential energy management and conservation opportunities. The scope of the PEA covered the main fuel-using units. | USAID  Estonia, Yugoslavia and Russia | N/A | Sub-contractor |
| 1034-2 | Oct. 1991 – Mar. 1992 | **Noubaria 300 MW Power Plant:**  K&M performed a comprehensive technical and economic feasibility study for the rehabilitation, upgrading and relocation of as many as eight frame 5 gas turbine generators from different sites around Egypt to one central site at Noubaria. The existing units were evaluated for their physical condition and remaining useful operational life. Furthermore, K&M evaluated the feasibility of adding a steam cycle that would increase efficiency and allow the facility to operate as a 300 MW combined cycle plant. A financial analysis of the station was performed using the tariff rates agreed upon by the Government for future implementation. Finally, the economic benefit of using the combined cycle versus the simple cycle was also demonstrated. | USAID  Egypt | 75,623 | Sub-contractor |
| 1035 | Oct. 1990 – Oct. 1990 | **Water Treatment Plant Systems:** K&M was retained by Infilco to perform an evaluation of proposals for conformance to specifications regarding instrumentation and control requirements, on behalf of Infilico Degermont Co., for water treatment plant systems for the Government of the Arab Republic of Egypt’s Ministry of Electricity. The tender specification required provision of an advanced central distributed control system capable of simultaneously monitoring and controlling a raw water pretreatment system, a chlorination plant, demineralizer plant, waste water treatment plant, and controls from the pump house and water intake area. | INFILCO  Egypt | N/A | Sub-contractor |
| 1036 | Apr. 1990 – Apr. 1990 | **Private Power Natural Gas Utilization:** K&M was engaged by the World Bank to support recommendations to the Government of Bolivia (GOB) for the promotion and co-financing with the private sector in the utilization of natural gas. The proposed projects attempt to increase the value-added of Bolivia’s natural gas reserves. K&M reviewed the business economics of the proposed investments and assessed the synergies and risks involved in a portfolio of projects depending on natural gas supply. The analysis served to provide a clear understanding of the business feasibility for private sponsorship of each project, given the long-term conditions of the domestic, Brazilian, regional and world energy markets. | World Bank  Bolivia | N/A | Sole Consultant |
| 1037 | Feb. 1991 – Aug. 1991 | **Petroleum Refinery Environmental Retrofit:** K&M prepared detailed characterization and optimization studies for the DKV and TIFO refineries in Hungary. These studies addressed the implementation of efficient, cost effective, and environmentally acceptable improvements in the production of refined petroleum products in Hungary, as well as assisted refinery managers in learning to operate their hydrocracker units at optimal efficiencies especially during conditions when crude oil inputs and product slate outputs are changing rapidly. | USAID  Hungary | 503,591 | Sole Consultant |
| 1039 | Apr. 1991 – Sep. 1992 | **Buenos Aires Private Natural Gas Distribution System:** The consortium, CONCEGAS, led by Benito Roggio e Hijos, S.A. and including Ecofisa, S.A., Calix, S.A., Conipa, S.A., and Siabe, S.A., was formed to pursue an agreement with the Argentine Government for the concession of privatizing a natural gas distribution system, which serves the City of Buenos Aires and the Greater Metropolitan Area of Buenos Aires. K&M was retained by Benito Roggio e Hijos, S.A. to provide assistance in identifying a suitable entity to join the consortium and operate the gas distribution system once the award of the concession was made. K&M was also retained as an operating entity by an association of American companies, led by Coastal Natural Gas Company, including CMS Energy Company and Public Service of Colorado. In addition, K&M provided assistance with project and financial structuring, and the development of a regulatory framework for the industry. | CONCEGAS  Argentina | N/A | Sole Consultant |
| 1041 | Aug. 1990 – Nov. 1993 | **Rockfort 60 MW Power Station IPP, Jamaica:** K&M was engaged by the World Bank to assist the Jamaica Public Service Company (JPSC) to structure, competitively procure and negotiate the 60 MW Rockfort IPP. The project is located in an industrial area at Kingston Harbor, and consists of 3x20 MW low speed MHI diesel units and all associated support facilities. The generators are of a two stroke valveless design and use heavy fuel oil. K&M’s work was organized in two phases. During Phase I K&M reviewed the existing legal, regulatory and institutional framework and identified specific constraints to be addressed before private power projects could be realized. During Phase II K&M analyzed the project’s feasibility; drafted and issued prequalification documents; identified, analyzed and allocated risks; developed the contractual structure; draft tender documents and project agreements; supervised the tendering process; and participated in the bid evaluation, developer selection and contract negotiations. This was the first IPP in the Caribbean and in Jamaica to reach financial close. A principle feature of the financing package was a credit enhancement to facilitate use of Caribbean Basin Projects Financing Authority (CARIFA) 936 bond financing. Additionally, the project secured the first financing offered by Jamaica’s newly established Private Sector Energy Fund, which was developed by the World Bank to promote and facilitate private sector participation in energy development. The US$114 million project reached financial close in 1994 and commercial operation in 1996. | World Bank  Jamaica | 545,495 | Lead Partner |
| 1042 | Aug. 1992 – Dec. 1992 | **Sugar Diversification Program:** K&M was engaged by USAID to assist the Directorate for Agro-Industrial Operations (DACEA) to carry out its sugar diversification program on two fronts. First, it provided support and financing for DACEA’s diversification program activities; second, it provided support to enhance the capability of DACEA to carry out its diversification program through staff training, equipment procurement, and technical assistance. The project scope also included support and assistance to USAID to meet its project management and evaluation responsibilities. | Dominican Republic  USAID | N/A | Sole Consultant |
| 1043 | Oct. 1991 – Oct. 1991 | **Power Generation and IPP Scoping Study:** The EBRD engaged K&M to provide the services of a senior financial and technical team to visit Warsaw, Poland, to review potential energy and power sector projects which might qualify for EBRD financial support. This team reviewed and assessed the current technical and operations status and environmental performance of several power plants; analyzed the feasibility of the proposed projects with special emphasis on improvement of environmental performance; advised EBRD on various technical aspects, and assisted in the preparation of necessary EBRD documents, such as mission reports, project appraisal concerning the project. | EBRD  Poland | N/A | Sole Consultant |
| 1044 | Jun. 1991 – Mar. 1992 | **Corrections Facility Feasibility Study:** K&M conducted a feasibility study for International Corrections, Inc. for the design, building, and operation of a 1,000 person holding facility on 300 acres in the Duty Free Zone. This facility was for excludable aliens present in the United States but not legally deemed as such. K&M was responsible for the overall coordination of the study, including interfacing with the project sponsors, contractors, the Government of the Dominican Republic, and participants. | International Corrections Inc.  Dominican Republic | N/A | Lead Partner |
| 1045-0 | Sep. 1991 – Mar. 1995 | **Private Sector Energy Development Program:** K&M served as Program Manager for the Private Sector Energy Development (PSED) program for five years from 1991-1995. This program, sponsored by the U.S. Agency for International Development, Office of Energy and Infrastructure, paved the way for increasing the global supply of reliable, affordable and environmentally sound energy provided by the U.S. private sector. K&M worked closely with USAID missions overseas to coordinate private power technical assistance activities and served as a consultant to host country governments to foster institutional reform needed to promote and create opportunities for independent power projects. | USAID  Global | 62,306 | Lead Partner |
| 1045-1 | Aug. 1992 – Aug. 1992 | **Design Technical Assistance Program:** K&M designed a $5 million program of technical assistance that would enable the Government of India to effectively respond to the needs of private power project developers attempting to develop projects in the country. | USAID  India | 3,921,696 | Lead Partner |
| 1045-2 | May 1993 – Sep. 1993 | **Gas Pipeline Feasibility Study**: K&M deployed a team of privatization specialists and technical engineers to Uruguay to assess and make recommendations on the feasibility of a private natural gas pipeline from Argentina to Montevideo. | USAID  Uruguay | 68,978 | Lead Partner |
| 1046-1 | Sep. 1993 – Jun. 1997 | **India Private Power Initiative:** K&M served as Privatization and Institutional Reform consultants to the Government of India (GoI) for this U.S. Agency for International Development (USAID)-sponsored program supported by the World Bank. Over a five-year period, K&M provided a full range of advisory services covering institutional, legal, regulatory, technical and financial issues for power sector reform in order to promote efficiency and attract private sector investment. K&M structured the India Private Power Initiative (IPPI) to foster development of private power projects on an economically viable, environmentally sustainable and technologically sound basis. A full-time Resident Advisor and multi-discipline project team assisted in power sector policy planning, institutional reform guidance, regulatory framework development, tariff policy options and project financial analysis. Acting through the Investment Promotion Cell of the Ministry of Power, K&M provided assistance to the Power Finance Corporation, Central Electricity Authority, State Electricity Boards, and other governmental agencies. This comprehensive program was designed to build in-country capabilities to evaluate, process, and independently negotiate a myriad of private power project proposals pending before local, regional, and national government agencies. | USAID  India | 1,210,374 | Lead Partner |
| 1046-2 | Jun. 1992 – Feb. 1993 | **Pricing Study Oil Industry:** To assess a program for reform and determine an accurate tariff and price structure for the Philippines petroleum industry, the Philippine Department of Energy (DOE) and USAID contracted K&M to conduct a technical, financial and institutional reform evaluation of the domestic oil sector. K&M’s review and evaluation of the oil sector included: analysis of detailed the pricing conditions of the Philippine oil sector; identifying short and long-term objectives for the sector; evaluating the current cost and regulatory/institutional conditions of the industry; analyzing the capabilities and strength of the oil refinery industry; and presented alternative approaches to the current Philippines pricing mechanism. | USAID  Philippines | 432,602 | Lead Partner |
| 1046-3 | Jun. 1994 – Mar. 1996 | **Restructuring and Institutional Reform of EEA:** As a contractor to USAID, K&M was tasked to investigate and provide recommendations on institutional and policy reform measures necessary for the privatization and commercialization of the power sector as a whole, and the Egyptian Electricity Authority (EEA), specifically. K&M analyzed EEA’s legal and regulatory framework and made recommendations for introducing legal and institutional reforms that would address constraints and promote private sector participation. These recommendations supported the adaptation of legislation for the introduction of IPPs, independent generation companies, establishment of an independent regulatory body, and the restructuring of the power sector into 7 autonomous generating and distribution companies. The institutional and policy reform assessment served as the reference document for subsequent privatization and commercialization efforts. It is the foundation for the enabling legislation and the current restructuring of EEA into a transmission and distribution holding company. | USAID  Egypt | 489,317 | Lead Partner |
| 1046-4 | Mar. 1993 – Jan. 1994 | **Private Power Initiative:** K&M assessed privatization opportunities and developed an innovative financing mechanism for promoting the development of private mini-hydro projects in Armenia. K&M’s scope of work included: Assessing several hydro sites for their potential to be developed on a private basis; participated in World Bank and USAID approved Consultative Group assistance efforts; completed an institutional constraints analysis pertaining to private investment in the power sector; and developed an innovative financing mechanism for promoting the development of private mini-hydro projects. | USAID  Armenia | 426,179 | Lead Partner |
| 1046-5 | Mar. 1993 – Jan. 1994 | **Private Power Initiative:** K&M was engaged by USAID to work with the Russian Ministry of Energy and Fuels and the national utility as part of the company’s leadership of the Joint US-Russian Investment Promotion working group. K&M evaluated power sector investment opportunities as well as trained Russian counterparts in project evaluation methodologies. K&M’s scope of work included: detailed evaluation of four proposed power projects: Krasnodar (1200 MW Combined Cycle in the North Caucasus), Beloporozhskaya (130 MW Hydro Project in Karelia in the Northwest); Urengoi project (950 MW Thermal Plant in Northern Siberia), and Cherepovets Transmission (750 kV transmission line); training workshops in procurement and privatization issues; evaluation of a private power development group in Russia and their current projects for foreign investment; promotion of investment with multilateral banks and potential private investors. | USAID  Russia | 892,979 | Lead Partner |
| 1046-6 | Aug. 1993 – Apr. 1996 | **San Pedro de Macoris 300 MW Power Station:** K&M served as privatization and institutional reform consultants to the Government of the Dominican Republic and the state-utility, Comisión Dominicana de Electricidad (CDE) under a U.S. Agency for International Development/World Bank-sponsored program. Subsequently, K&M served as transaction advisor for the proposed San Pedro de Macorís thermal plant IPP. During Phase I K&M evaluated the existing legal, regulatory and institutional framework and provided recommendations on power sector reforms and privatization strategy to facilitate private investment. During Phase II K&M evaluated the technical and financial issues associated with the tender, evaluation and award of the proposed San Pedro de Macorís 300 MW power plant. K&M conducted a fuel pricing (coal and fuel oil) and transportation study, outlined procedures for drafting, tendering and evaluating the RFP procurement documents, and drafted model security package agreements. K&M assisted the CDE to issue the RFP and evaluate bid submissions. The San Pedro de Macorís project consisted of a proposed 300 MW thermal plant, switchyard, 138 kV double circuit high voltage transmission lines and support facilities. The project reached financial close in 2000 for US$318 million. | USAID  Dominican Republic | 634,734 | Lead Partner |
| 1048 | Sep. 1991 – May 1992 | **Feasibility Study of Three 475 MW Cogeneration and District Heating Plants:** K&M conducted a feasibility study to evaluate the technical and commercial options available to improve efficiency, power and steam output and alleviate environmental concerns of three cogeneration and district heating plants: Ujpest (185 MW), Debrecen (125 MW), and Kispest (165) MWe. K&M’s scope of work included: study and evaluation of the interconnection with the national grid to include stability, load-flow, and short circuit analysis; study and evaluation of the problems and difficulties for plant optimization of operation; and environmental policy review and assessment conforming to the international standard World Bank environmental guidelines. | Hungarian Electricity Board  Hungary | 801,507 | Lead Partner |
| 1049 | Jan. 1992 – Apr. 1994 | **Arento Telecommunications Expansion:** K&M provided engineering, technical and consulting services in the areas of procurement management, engineering design, technical support and project and construction management in the implementation of the planned expansion of Cairo’s telecommunication system. K&M procured over $6 million materials and equipment. K&M was responsible for conceptual design and construction management of the Outside Plant (OSP) facilities and installation of the digital switching systems. This project added two new digital telephone exchanges to the existing Cairo system. Each of the two switching systems has an initial capacity of 30,000 lines expandable to an ultimate capacity of 60,000 lines. Funding was provided to the Arab Republic of Egypt National Telecommunications Organization (ARENTO) by USAID. | USAID  Egypt | 9,799,439 | Lead Partner |
| 1050 | Jan. 1992 – May 1993 | **Construction Manager Procurement IMF Building:** K&M was contracted to provide engineering and procurement services to the International Monetary Fund (IMF) for the preparation, evaluation, and award of a tender for the selection of a Construction Manager/General Contractor (CM/GC) to construct the IMF’s planned $100 million, Phase III Headquarters Building in Washington, D.C. K&M prepared international competitive bids (ICB), based upon the World Bank’s international tendering standards, and developed the tendering documents. The project was successfully tendered and a CM/GC was evaluated and chosen by K&M. The project is currently under construction in downtown Washington, D.C. with the project being managed and constructed by the CM/GC selected by K&M. | International Monetary Fund  USA | 107,375 | Sole Consultant |
| 1051-1 | Apr. 1992 – Jan. 1994 | **El-Kureimat 1,200 MW Power Station:** K&M served as Owner’s Engineer to the Egyptian Electricity Authority providing engineering design, procurement, and construction management for its 1,200 MW (2x600) El-Kureimat Power Project near Cairo. It was the first 600 MW unit in Egypt and the largest gas/oil-fired plant in North Africa, providing 20% of the country’s power. The plant was designed and built under a co-financing structure involving multilateral and bilateral development banks and funding agencies. This project was constructed using a multi-package financing concept developed by K&M utilizing funds from the U.S. Agency for International Development (USAID), World Bank, African Development Bank, Arab Fund for Social & Economic Development, and other lending institutions. K&M coordinated the project development, funding, and loan aspects to ensure overall financing optimization of the project. K&M’s innovative approach to implementing projects, and its thorough understanding of linkage of multi-source funding, project packaging, and procurement, saved the EEA over $350 million from the original project budget. K&M enhanced and improved the contract packaging by matching the sources of project funds with the proper scope of work items, thereby having timely procurements in step with construction scheduling. K&M, in association with Raytheon/EBASCO Overseas Corp., provided technical, procurement, project and construction management services for 7 of the 18 contract packages for this project valued at over $250 million. K&M also provided customs clearance support in Egypt for all 18 of the contract packages representing over $420 million in equipment and spare parts. Phase I included preliminary engineering and procurement of prime contract packages for the civil, architectural and engineering works including the plant boilers, pumps and drives, the water and wastewater treatment systems, the switchyard and the electrical distribution equipment, control room simulators, and insurance, etc. Phase II included all post-contractual duties such as design review of the detailed engineering performed by the contractors, construction management, training programs and assistance in startup, testing, commissioning and initial operations. The project was commissioned in 1998. | Egyptian Electricity Authority  Egypt | 76,942 | Sub-contractor |
| 1051-2 | Jun. 1994 – Jul. 1994 | **Cairo to El-Kureimat Fiber-Optic Link:** K&M served as Owner’s Engineer to the Egyptian Electricity Authority for the engineering design, procurement and construction supervision of Egypt’s first subscriber fiber-optic carrier loop system. This project provided a short-term reliable telecommunications link between Cairo and the 1,200 MW El-Kureimat Power Station under construction 100 kilometers south of Cairo. | Egyptian Electricity Authority  Egypt | N/A | Sub-contractor |
| 1053 | Jan. 1993 – Jun. 1993 | **Cost of Service and Tariff Study:** K&M was hired to provide ARENTO with a basis for designing and implementing an effective strategy for future telecommunications pricing. K&M worked closely with ARENTO executives and Egyptian government officials to ensure the feasibility and practicality of alternative tariff structures and other service enhancements evaluated in the study. This assessment was an integral component of ARENTO’s efforts to increase operational efficiency, decrease costs and improve customer service quality. The ability to accurately determine costs and establish an acceptable and equitable tariff rate assisted ARENTO to facilitate future planned investments, reduce debt and improve its viability as a corporate entity. | USAID  Egypt | 494,744 | Sole Consultant |
| 1055 | Nov. 1992 – Dec. 1994 | **Mamonal 100 MW Power Station, Colombia:** K&M served as project developer, technical consultant and owner’s engineer for the 100 MW Mamonal project. As such, K&M’s involvement in Latin America’s first-ever privately financed non-recourse Independent Power Project (IPP) encompassed a broad range of advisory services. K&M developed this pioneering project on a Build-Own-Operate-Transfer (BOOT) basis and structured the transaction to achieve financial close within a period of only 7 months. K&M worked with the government to develop and reorganize the commercial, regulatory, legal and securities framework to allow for private investment. The Mamonal plant sells electricity to both private industries and the national grid, thus the project structure required negotiation of a full range of issues related to market-oriented operation in the energy sector, including wholesale and retail tariff models and methodologies, fuel supply transportation and pricing, and spot market system. K&M developed risk mitigation arrangements, which included the implementation agreements, long-term lease agreement, and the sales agreements to private and public clients. K&M worked with the various government entities and local partners involved to negotiate the complete terms of the transaction including: fair tariff wheeling arrangements (the first in Colombia); EPC construction contract which included procurement procedures; Power Purchase Agreement (PPA); Security Package agreements; and non-recourse financial agreements. Mamonal’s success was covered extensively in the trade media. It was recognized as “Deal of the Year” in 1994 by Project Finance International Yearbook and “One of the Ten Most Creative Deals” of 1993 by Infrastructure Finance. The contractual guarantees, risk allocation concepts and the incentive structure of the Mamonal transaction, as conceived and negotiated by K&M, are now being used as a model worldwide. The $100 million facility consists of a 100 MW (ISO) natural gas-fired combined cycle power plant in a steam-augmented mode. The power island includes two General Electric LM 5000 steam injected gas turbines (STIG) and two heat recovery boilers (HRSG). It connects to the grid through a 69 kV switchyard and 1 km 69 kV transmission line. Status: Commercial operation 1994. | KMR Power Corporation  Colombia | 1,536,711 | Lead Partner |
| 1057 | Jan. 1993 – Mar. 1994 | **Hunts Bay 33 MW Power Station:** K&M served as Owner’s Engineer to the Jamaica Public Service Company (JPSC) for implementation of its Hunt’s Bay Power Project, a new $23.2 million, 32.5 MW facility. K&M was responsible for startup and commissioning of the plant. K&M organized an international competitive selection process for the EPC contractor, and evaluated/selected the turnkey contractor according to World Bank standards. K&M brought the project to completion, from initial feasibility study to operation, in under 1-1/2 years on time and on budget. The plant, commissioned in 1994 in Kingston, Jamaica, serves as a peaking plant providing support to steam and diesel generators already in service in the area. The new Hunt’s Bay facility consists of a gas turbine (GT 10) engine running on distillate/fuel oil. Phase I technical services included: project feasibility study, conceptual design, bid package documents preparation, proposals evaluation, developer recommendation, and final EPC contract preparation. Phase II technical services included: design review, construction services oversight, and overall quality control for plant construction and start-up. The EPC contractor was the firm of Wallace O’Connor from Texas using local Sub-contractors. | Jamaica Public Service Company  Jamaica | 298,490 | Lead Partner |
| 1058 | Mar. 1994 – Apr. 1994 | **Support to Argonne National Laboratory:** K&M is providing cost and schedule support and validation of estimate of two toxic waste alleviation facilities at DOE’s Savannah River site. These validations are in support of the Department of Energy’s 1996 fiscal report to Congress. In undertaking this assignment K&M is involved in participating in site tours along with U.S. DOE site personnel and site contractors, Bechtel & Westinghouse. K&M’s effort involves knowledge of the Congressional budget process, the tools the U.S. Congress utilizes to monitor DOE’s work and technical knowledge of the facilities. | US DOE  USA | 11,264 | Sole Consultant |
| 1060 | May 1993 – Mar. 1994 | **Feasibility Study of GRIRO Cogeneration Rehabilitation:** K&M was engaged by USAID to conduct the feasibility of rehabilitation options for an existing cogeneration plant at GRIRO, the largest steel fabrication facility in Eastern Europe. The GRIRO rehabilitation project was perceived as one of the most promising project opportunities in Eastern Europe from the standpoint of need, replicability, and potential for private sector participation. K&M’s feasibility work included: power and thermal demand forecast, technical feasibility analysis of four repowering or replacement options, economic and financial feasibility assessment, preliminary environmental assessment, equipment specification preparation, and preliminary financing plan. | USAID  Romania | 95,841 | Sub-contractor |
| 1061 | Jul. 1993 – Jul. 1995 | **Ismailia Wastewater Treatment Plant:** K&M served as the independent quality control engineer for project procurement and quality assurance on this USAID/Cairo-funded project under sub-contract to Morrison and Knudsen. The Ismailia facility rehabilitation was part of Phase II of the $100 million Canal Cities Project, which includes a 90,000 CMD wastewater treatment facility, 10 km of 1200 mm influent lines, 10 km of 1700 mm effluent lines, a wastewater pumping station, and an industrial user survey with an industrial waste monitoring program. K&M was responsible for design specification review, implementation of the onsite quality control and quality assurance program as well as onsite/offsite testing and quality inspection of all construction work put in place. | Morrison and Knudsen  Egypt | 1,510,426 | Sub-contractor |
| 1062 | Jul. 1993 – Nov. 1993 | **IPP Procurement Guidelines, Global:** K&M served as primary technical consultants to the World Bank, Office of Energy and Infrastructure, and the U.S. Agency for International Development (USAID) to establish guidelines for tendering and evaluating private power projects. Published in 1994, “*Submission and Evaluation of Proposals for Private Power Generation Projects in Developing Countrie*s” IEN Occasional Paper No. 2, remains the standard process and conditions for international competitive bidding of private power projects. The Guidelines are designed to help governments of developing countries address impediments faced by the private sector in power generation development and investment. | World Bank  Global | 100,000 | Sole Consultant |
| 1063 | Aug. 1993 – Aug. 1995 | **Infrastructure Advisory Services Program:** K&M managed the Infrastructure Finance Advisory Service Program as part of the US-Asia Environmental Partnership (US-AEP) for the U.S. Agency for International Development (USAID). The US-AEP was a cooperative effort managed by USAID in conjunction with the Export-Import Bank of the U.S. (EXIM), the Overseas Private Investment Corporation (OPIC), the Trade Development Agency (TDA). | USAID  Asia-Pacific | 1,535,554 | Lead Partner |
| 1064 | Oct. 1993 – Jan. 1994 | **Power Supply Options Study:** K&M was engaged to conduct a power supply options analysis for Columbia Falls Aluminum Company (CFAC). CFAC’s electric supply requirement was 350 MWe at nearly a 100% load factor supplied at the time by the Bonneville Power Administration (BPA). Due to losses of both hydroelectric and thermal generation capability system wide and BPA’s curtailment of CFAC’s power supply by 25%, CFAC had concerns over future supply and reliability. K&M’s scope of work included: analyzing BPA as a future power supplier, identifying and evaluating alternate existing power sources, and reviewing CFAC energy management operations. | Columbia Falls Aluminum Company  USA | 130,000 | Lead Partner |
| 1065-1 | Nov. 1994 – Dec. 1998 | **Termovalle 205 MW Power Station:** As Owner’s Engineer to KMR Power Corporation, (K&M’s affiliated IPP development and investment company), K&M performed engineering, oversight and construction management services ranging from project conceptual design, through construction, plant startup and commissioning. K&M’s was responsible for technical support and oversight of the Engineering-Procurement-Construction (EPC) contractor. The 240 MW (ISO) Termovalle natural-gas fired combined cycle power plant was developed on an Independent Power Project basis using a Build-Own-Operate (BOO) financial structure. This project required the development of a first of its kind fuel supply agreement for the first major pipeline in the Cauca region of Western Colombia. It involved an innovative financing structure with the local utility and achieved financial closure without a government guarantee. It is one of the few project-financed greenfield power projects in Latin America to achieve financial close and construction completion. 140 MW of power is sold to the local utility, with the remaining capacity and associated energy being sold to nearby industrial customers or on the open pool system (Bolsa). The $150 million Termovalle projects consists of one 170 MW Siemens-Westinghouse 501F(C) advance gas turbine generator, one 70 MW Siemens-Westinghouse steam turbine, one heat recovery steam generator, a 4.2 m/s water treatment plant producing demineralized water, a circulating water system for condenser cooling, 115 kV substation and 1 km of 115 kV transmission to the substation. The project reached commercial operation in 1998. | KMR Power Corporation  Colombia | 38,463 | Lead Partner |
| 1065-5 | Oct. 1994 – Dec. 1994 | **Hawks Bay 100 MW Power Station:** K&M served as primary consulting engineers for this due diligence assignment. K&M was responsible for a complete technical and financial review of a 100 MW independent private power project (captive plant) in Pakistan. The review was to determine the technical feasibility and commercial application of the medium-speed diesel engines, fueled by heavy-fuel oil. K&M conducted performance review of the project and evaluated the engines, site conditions and fuel requirements of the facility. Further technical issues reviewed included emissions and environmental concerns for securing financing, capital and O&M cost analysis, and the projected performance record of this type of plant for feasibility of commercial operation. | KMR Power Corporation  Pakistan | N/A | Lead Partner |
| 1065-8 | Jan. 1998 – Jun. 2000 | **TermoCandelaria 314 MW Build-Own-Operate (BOO), Colombia:** K&M served as the turnkey Engineering-Procurement-Construction (EPC) contractor to KMR Power Corporation. K&M had overall technical responsibility for a complete range of engineering services for the 314 MW TermoCandelaria gas-fired simple cycle power project, utilizing 501-F advanced turbine technology. K&M services included conceptual and detailed engineering design, construction management, equipment procurement, environmental permitting, inspection, testing, startup, operation and commissioning of the plant. In consortium with Siemens Westinghouse, which provided the combustion turbine generators, K&M procured and constructed the balance of the plant’s equipment and materials. The facility consists of 2x150 MW gas turbines, a 220 kV switchyard, 1 km of double circuit 220 kV transmission line, water and wastewater treatment systems and miscellaneous support facilities. Commissioned in June 2000, the $175 million TermoCandelaria project operates as Colombia’s first 100% merchant plant, selling electricity into the Bolsa, or spot market. | KMR Power Corporation  Colombia | N/A | Lead Partner |
| 1065-9 | Nov. 1994 – Nov. 1998 | **Magnitogorsk 150 MW Power Station:** K&M was engaged by KMR Power Corporation for the 150 MW electrical, 600 t/hr steam capacity combined cycle cogeneration power plant being developed on an Independent Power Project basis for the Magnitogorsk Metallurgical Works (MMK) in Magnitogorsk. K&M’s scope of work included technical and financial due diligence, and EPC contracting. Technical due diligence work covered: comprehensive assessment of the facility’s capability to perform with respect to the project’s capacity requirements, environmental conditions and according to generally accepted engineering standards; comprehensive technical evaluation of the project agreements; and evaluation of power system interaction and grid compatibility for transmission line load flows. K&M’s financial due diligence included developing the financial and tariff model for the project. K&M’s work on EPC contracting included: developing project’s technical specifications, drafting EPC contract, assisting with permits, competitively procuring and negotiating EPC contract. | KMR Power Corporation  Russia | N/A | Sole Consultant |
| 1065-10 | Nov. 1994 – Nov. 1998 | **Zapsib 240 MW Power Station:** K&M was engaged by KMR Power Corporation for the 240 MW, 300 Gcal/hr heat capacity circulating fluidized bed (CFB) plant for the Zapsib Metallurgical Works (Zapsib) in Novokuznetsk. K&M’s scope of work included technical and financial due diligence, and EPC contracting. Technical due diligence work covered: comprehensive assessment of the facility’s capability to perform with respect to the project’s capacity requirements, environmental conditions and according to generally accepted engineering standards; comprehensive technical evaluation of the project agreements; and evaluation of power system interaction and grid compatibility for transmission line load flows. K&M’s financial due diligence included developing the financial and tariff model for the project. K&M’s work on EPC contracting included: developing project’s technical specifications, drafting EPC contract, assisting with permits, competitively procuring and negotiating EPC contract. | KMR Power Corporation  Russia | N/A | Sole Consultant |
| 1065-11 | Nov. 1995 – Jun. 1996 | **Geita Mine 60 MW Power Station:** K&M advised Ashanti Goldfields, Ltd on the due diligence of a 60 MW facility in the Geita region of Tanzania to support new mining operations that Ashanti planned in the region. The project included a potential small distribution network that could include sales to other surrounding mines in the region that were self-generating. This project was a first of its kind for Tanzania given its size compared to total install generation and its planned interaction with the national grid. K&M’s due diligence included the regulatory regime, electricity market, plant siting, fuel supply and transportation, and accessibility to the national transmission grid. | Ashanti Gold Mines  Tanzania | N/A | Lead Partner |
| 1065-12 | Jun. 1993 – Jul. 1994 | **Daule Peripa 130 MW Power Station:** K&M performed technical, market and commercial due diligence for the development of a proposed 130 MW hydro power generation plant and associated transmission lines at the Daule Peripa dam and reservoir near Guayaquil. The existing reservoir is the second largest in South America. The proposed greenfield power station was part of a multipurpose project which included hydroelectric power production, water supply, flood control and agricultural irrigation. The project was structured on a Build-Operate-Transfer (BOT) basis utilizing both a Concession Agreement and a Power Purchase Agreement with a 20 year term. The Ministry of Mines and Energy and regional utility, Comision de Estudios para el Desarrollo de La Cuenca del Rio Guayas (CEDECE), offered co-guarantees. K&M”s work included cost and performance analysis, financial analysis, electricity market analysis, review original design plans, verify electrical output, review hydrology, and review legal and regulatory framework. | KMR Power Corporation  Ecuador | N/A | Sole Consultant |
| 1065-13 | Apr. 1995 – Dec. 1995 | **TermoTasajero 163 MW Power Station:** K&M was engaged to do the due diligence of the Central Termoeléctrica de Tasajero 163 MW bituminous coal-fired power plant. K&M’s due diligence included design, operations, asset condition, O&M, fuel supply, environmental compliance, electricity market, and developing a financial model. | KMR Power Corporation  Colombia | N/A | Sole Consultant |
| 1065-14 | Jun. 1995 – Sep. 1995 | **Bursa 67 MW Power Station:** K&M was engaged to do the technical due diligence and provide inputs to develop an indicative bid for the Bursa 67 MW gas fired power plant with 145 tph of steam. The project also included a 34.5 kV switchyard and 2 km of transmission line. K&M’s technical due diligence included all site and infrastructure requirements, all equipment and materials for construction, all equipment and units for the facility, freight, EPC costs, insurance, labor, spares (for 1 year), working capital, permitting costs, financing costs, contingency, and all other required items for scheduling and costing. During the analysis K&M recommended looking at the base case and three additional options, based on different MW and steam generation scenarios, and equipment variations. Power would be sold to the Turkish Electricity Authority (TEAS). | KMR Power Corporation  Turkey | N/A | Sole Consultant |
| 1065-15 | Jun. 1995 – Sep. 1995 | **Adapazari 800 MW Power Station:** K&M was engaged to do the technical and financial due diligence in preparation of the bid for the 800 MW Adapazari IPP project. The Adapazari project has 2 X 1 configuration with 2 X 260 MW gas turbines and one 280 MW steam turbine. K&M’s due diligence work included: evaluation of the technical parameters of the facility, its engineering, design, procurement and construction costs, its startup and operating costs, construction schedule, tariff rates, capital and operating costs, environmental issues, financing, and other items. | KMR Power Corporation  Turkey | N/A | Sole Consultant |
| 1065-16 | Jan. 1996 – Apr. 1996 | **Shougang Hierro 95 MW Power Station:** K&M conducted a feasibility study for the proposed 95-150 MW Shougang Hierro Peru(SHP) power project at San Nicholas. K&M evaluated power generation alternatives to determine the most cost-effective means of meeting SHP’s future energy requirements. The evaluation considered installation of additional generating capacity on land owned by SHP at its Marcona, Peru iron ore facility. It included a review of the expected future energy demand by SHP and a review of the potential for selling excess energy production into the electricity market in Peru. It also compared several alternative generation technologies, various fuels including Orimulsion and sizes of plants by evaluating their overall life cycle costs. | KMR Power Corporation  Peru | N/A | Sole Consultant |
| 1066 | Nov. 1993 – Apr. 1994 | **ARENTO’s Restructuring:** K&M assessed the legal, regulatory, financial and investment framework for ARENTO as a first step in moving the utility towards commercialization and a competitive market entity. K&M undertook a policy reform and institutional framework analysis of the telecommunications sector in Egypt to determine constraints to ARENTO’s development as a progressive, financially viable telecommunications utility employing appropriate management and organizational structures. K&M performed a cost of service/tariff rate study to rationalize the institutional reform process. K&M’s evaluation and review also included: assessment of the legal, regulatory, and investment framework to determine steps necessary for the eventual commercialization and/or privatization of ARENTO; ARENTO’s operations technical assessment; ARENTO’s organizational assessment; and determine ARENTO’s optimal human resource requirements. | USAID  Egypt | 377,506 | Lead Partner |
| 1067 | Jun. 1994 – Dec. 1994 | **Gas and Steam Turbine Training:** K&M was engaged to prepare and deliver training to the Egyptian Electricity Authority’s personnel on gas turbine and steam turbine as well as the balance of plant operations. The training was delivered over an 18 weeks period. | USAID  Egypt | 147,699 | Sole Consultant |
| 1070-1 | May 1995 – Nov. 1995 | **Distribution Utility Business Plan:** K&M was engaged by the World Bank to serve as project advisor on transmission and distribution rehabilitation project. K&M’s work included preparing the business plan for the newly formed Yerevan Distribution Company; preparing an evaluation report of the recently completed small hydroelectric plant privatization process; and overseeing the preparation of other documents and analyses required for World Bank project appraisal. | World Bank  Armenia | 268,252 | Sub-contractor |
| 1070-2 | Apr. 1995 – Dec. 1996 | **Krasdonar 900 MW Power Station:** K&M served as transaction advisor for the proposed 900 MW natural gas-fired combined-cycle private power project in Krasnodar. This assignment involved extensive institutional development and reform components, which would support initial steps toward establishing competition among generating plants. This project was envisioned as one of the first power sector projects in Russia to secure a loan from the World Bank ($515 million), and one of the largest Independent Power Projects (IPP) in all of the FSU and Eastern Europe. K&M developed the $818 million project financing plan and risk strategy, structured the roles of the participants in the transaction, developed a corporate plan for the new generating company, drafted the project agreements, analyzed all factors affecting private investment including fuel supply options, pipeline transportation systems and pricing, reviewed Kubanergo’s (the regional utility) commercial operations and reviewed the local, regional and federal regulatory practices as they affect the structuring plans and plant operations. | USAID  Russia | 215,289 | Lead Partner |
| 1071 | Jun. 1994 – May 1996 | **Energy Sector Restructuring:** K&M provided technical assistance to the Philippine Department of Energy in restructuring the electricity sector. K&M assisted in developing and coordinating institutional and regulatory policies in such areas as private sector participation and investment in utilizing energy resources, tariff types and levels, personnel allocation, and privatization of operation & maintenance (O&M). Specifically, K&M assisted in the establishment of the Energy Regulatory Board and the National Power Company, developed contract procedures, standards, commodity procurement procedures, and power purchase agreements, and guided the privatization and commercialization efforts of the Philippine National Oil Company. | USAID  Philippines | 1,278,334 | Lead Partner |
| 1073 | May 1995 – Jun. 1996 | **San Gaban II 100 MW Power Station:** K&M assisted the Ministry of Energy and Mines to identify viable project and institutional structures to attract private sector participation in the $205 million San Gaban II hydroelectric project. San Gaban is a 100 MW, high head (644m net) hydroelectric project and includes the construction of 160 km of new 138 kV transmission line. K&M assisted the Government to find the most viable project structure and sources of investment which included up to $140 million in funds from the Export-Import Bank of Japan. Specific considerations were given to private sector purchase of existing public sector assets, long-term lease to the private sector for O&M, and development of a BOO facility by the private sector. | Ministry of Energy and Mines  Peru | 26,603 | Lead Partner |
| 1077 | Jul. 1994 – Feb. 1997 | **Port Said Water, Wastewater and Solid Waste Project:** K&M served as Owner’s Engineer under subcontract to Morrison Knudsen performing construction management, quality control and testing services for the Port Said water and wastewater treatment project. The $117 million project consists of a head works facility, a 200,000 CMD raw water pumping station, raw water transmission pipeline, 190,000 CMD wastewater treatment facility with 6.5km of 1800/2100mm pipeline, standby power building, liquid lagoons, solid waste storage site, co-composting facility of municipal waste, operations center, sludge drying lagoons and effluent facilities. K&M’s work included design review, procurement of suppliers and contractors, quality control, construction supervision, and on-site testing and commissioning. | Morrison Knudsen  Egypt | 3,219,495 | Sub-contractor |
| 1080 | Jan. 1995 – Jan. 1995 | **Nueve de Enero 130 MW Power Station:** K&M was engaged by IRHE, the national electric utility of Panama, to perform technical and financial due diligence evaluation of international tender offers for the turnkey rehabilitation and new capacity addition of the 130 MW Central 9 de Enero combined cycle power plant at Bahía de las Minas. Specifically, K&M evaluated adequacy of turbo-generator controls, whether the equipment fulfilled the necessary technical requirements of the plant and followed the terms of the RFP, and if the general standards for control (both manual and computerized) were compatible with the plant to receive and transmit the required dispatching information. | IRHE  Panama | 29,636 | Sole Consultant |
| 1081 | Mar. 1995 – May 1996 | **Cairo-Suez Canal Cities Sanitation Development Project:** K&M served as technical assistant and procurement services contractor to Metcalf & Eddy for the Cairo-Suez Canal Cities Sanitation Development Project in Egypt. This was part of the Canal Cities Institutional Development Project being implemented on behalf of the Arab Republic of Egypt National Organization for Potable Water and Drainage (NOPWASD). For this assignment, K&M procured over $275,000 worth of training equipment and materials, books, publications, and provided training personnel in strict accordance with USAID Procurement Guidelines. Metcalf & Eddy was responsible for conducting a comprehensive technical training program for local Egyptian Water Utility personnel. | NOPWASD  Egypt | 713,725 | Sub-contractor |
| 1082 | Mar. 1995 – Dec. 1996 | **Alexandria Wastewater Treatment Project:** K&M served as technical assistant and procurement services contractor to Metcalf & Eddy for the Alexandria Phase II wastewater treatment project. This was being implemented on behalf of the Arab Republic of Egypt National Organization for Potable Water and Drainage (NOPWASD). For this assignment, K&M procured training equipment and materials, books, publications, and provided training personnel in strict accordance with USAID Procurement Guidelines. Metcalf & Eddy was responsible for conducting a comprehensive technical training program for local Egyptian Water Utility personnel. | NOPWASD  Egypt | 1,601,021 | Sub-contractor |
| 1084-1 | Apr. 1995 – Dec. 1995 | **Natural Gas Conversion Project:** K&M provided technical expertise to assess, as a pilot project for a city-wide conversion, the technical requirements for converting heating systems in four buildings from using highly polluting fuels to using natural gas. This assessment included inspecting the present boilers, determining the equipment, tasks, and expenses involved in the fuel conversion, and provide training to local consultants on boiler inspection techniques and standards and on equipment procurement procedures. | USAID  Bulgaria | 96,833 | Sub-contractor |
| 1084-2 | May 1995 – Dec. 1995 | **Vapenka Tisovek Limestone Factory:** K&M provided procurement services to support conversion of the one operational furnace at the Vapenka Tisovek Limestone Factory from using coke and coal fuel to using natural gas. This required two engineering assessment and planning visits, developing a list of equipment to be procured, conducting the procurement, and managing the installation of the new lime kiln refractory brick, gas regulator, gas burners, and related equipment. | USAID  Slovakia | 205,405 | Sub-contractor |
| 1084-3 | Sep. 1995 – Mar. 1996 | **Vilkas Tannery Wastewater Treatment:** K&M provided procurement services for Industrial Wastewater Pretreatment Process improvements at the Vilkas Tannery. K&M coordinated and reviewed the equipment specifications and drawings provided by the Chemonics engineer and prepared plant system design, performance, and installation specifications for ten categories of equipment. K&M solicited competitive bids for each equipment category, and managed the procurement from the suppliers to transporting the shipment to the site. | USAID  Lithuania | 188,894 | Sub-contractor |
| 1084-4 | Nov. 1995 – Jun. 1996 | **Municipal Landfill Biogas Project:** K&M assessed the feasibility of controlling the Landfill Gas (LFG) emitted from the landfill by installing an LFG collection system. The LFG could then be used as fuel, perhaps with on-site electricity generation. K&M’s report analyzed the amount of LFG available for recovery, made recommendations on design and operations, made observations concerning unusual and operational parameters, and concluded that development of an LFG recovery project was feasible at the Radom Landfill. | USAID  Poland | 10,005 | Sub-contractor |
| 1084-5 | Jan. 1996 – May 1996 | **Environmental Assessments of Samara Industries:** K&M made environmental assessments at four industrial facilities to identify and promote implementation of no-cost and low-cost measures to improve the environmental and economic performance of these enterprises: the Samara Cable Company, Samara Bearing Company, Yukos Novokuybishev Oil Refinery, and Rodnik Vodka Company (bottling plant and distillery). Activities included detailed in-plant assessments of selected portions of these plants, identifying pollution prevention opportunities and the relative costs and benefits of the options available, and training local experts to conduct such assessments throughout the remainder of the plants and at other plants in the Samara region. | USAID  Russia | 6,447 | Sub-contractor |
| 1084-6 | Mar. 1996 – Sep. 1996 | **Environmental Assessments of Industries in Zlanta, Romania:** For four industrial facilities K&M provided cost estimates, process and equipment design criteria for controlling SO2 air pollution; prepared engineering, design, equipment and installation specifications for plant systems; conducted equipment procurement management including RFP, bid evaluation, delivery and installation; provided onsite training to local engineers. Services were provided at the Ampellum Copper Smelter (air pollution control), Phoneix Copper Smelter (air pollution control), Romplumb Lead Smelter (copper and lead recovery), and Romplumb Lead Smelter (recycling). | USAID  Romania | 970 | Sub-contractor |
| 1084-7 | Jun. 1996 – Sep. 1996 | **Technical Assistance to the Czech State Fund**: for the Environment (SFZP), Prague, Czech Republic. K&M provided a financial expert to advise policy makers and managers in the Ministry of Finance, Ministry of Energy and SFZP on the basic concepts and terminology of municipal loan guarantees in support of their Loan Guarantee Program for Municipal Infrastructure Finance. | USAID  Czech Republic | 21,413 | Sub-contractor |
| 1085 | May 1995 – Dec. 1995 | **Nizhny 580 MW Power Station:** K&M was contracted by Amoco to conduct a comprehensive technical and commercial due diligence of the 580 MW and 1079 G/Cal cogeneration dual-fired power plant in Nizhny Novgorod. K&M’s technical due diligence covered: review and evaluation of the plant: visual inspection of the plant, equipment condition, configuration, and operation; assessment of the unit and plant efficiencies based on actual instrument readings and real-time data during site visit; review plant O&M practices and control systems; and assess options for upgrade/repowering and maximizing efficiency. K&M’s commercial due diligence included: sensitivity analysis using financial models tailored for each of the project structuring options considered by the client; developed a project strategy and structure which included risk analysis and risk mitigation techniques; and regulatory analysis. | Amoco Power Resources  Russia | 62,195 | Lead Partner |
| 1086 | Nov. 1995 – Mar. 1996 | **Raiwind 117 MW Power Station:** K&M was retained as Lender’s Engineer by the National Development Finance Corporation of Pakistan (NDFC) on behalf of the project lenders for the Raiwind Power Project as part of NDFC’s due diligence review. The project sponsors formed SEPCOL as a limited company incorporated in Pakistan to implement the US$138 million 117 MW (gross) power plant near Raiwind. The Water and Power Development Authority (WAPDA), a Government owned utility, will purchase all the project’s capacity under a 22 year take or pay Power Purchase Agreement (PPA). K&M’s independent review was carried out in four weeks. This short period was required to meet the intended project schedule for financial close. | National Development Finance Corporation  Pakistan | 185,544 | Sole Consultant |
| 1087 | October 1995 – October 2015 | **Rousch 412 MW Power Station:** K&M was serving as Lender’s Engineer to the Australia New Zealand International Merchant Banking Group (ANZ) on behalf of the project lenders for the 412 MW residual fuel oil-fired combined-cycle Rousch power plant located at Sidhnai Barrage near Multan. K&M initially conducted an independent engineer’s review of the project as part of the lender’s due diligence. The project was structured as an IPP. K&M reviewed all technical and commercial aspects of the project including design, costs and schedules, as well as all major project agreements. Subsequently, K&M provided periodic inspection and construction monitoring on behalf of the project lenders, providing Independent Engineer’s certificates verifying progress, completion and satisfaction with the work. | ANZ Bank  Pakistan | 2,060,333 | Sole Consultant |
| 1090 | Aug. 1995 – Jul. 1998 | **Due Diligence Review of New Coking Technology:** K&M's served as technical reviewer for the U.S. DOE Morgantown Energy Technology Center (METC) for a newly patented, environmentally clean, coking technology. K&M conducted a due diligence review of the process and, after developing a business plan, worked on arranging financing for the commercial application of new technology. | USDOE/ Morgantown Energy Technology Center (METC)  USA | 203,396 | Sole Consultant |
| 1091 | Oct. 1995 – Apr. 1996 | **Selection of a Developer for 250 MW Fossil-Fired Power Station in the Dominican Republic:** K&M was engaged by the World Bank to provide technical and commercial advisory services for selecting a developer for a 250 MW fossil-fired power plant in the Dominican Republic. The scope of services provided by K&M included power plant site selection and development of the Request for Proposal (RFP) including, among others, Technical Specification and draft Project Agreements. | The World Bank  Dominican Republic | 75,807 | Sole Consultant |
| 1092 | N/A | **Electricity Sector Rehabilitation Assessment:** As part of a joint TDA/USAID Mission team, K&M conducted assessment of the country's power sector towards the reconstruction of damaged assets and prepared a comprehensive report documenting findings and recommendations. | USTDA  Bosnia-Herzegovina | 32,999 | Sole Consultant |
| 1094 | Jan. 1995 – Jan. 1996 | **Evaluation of Proposal for Operational Efficiency Study:** K&M performed a desk study for USTDA to assess the proposal from Southern Electric, as US company, and Thailand PEA for a feasibility study aimed to evaluate PEA’s operational efficiency and modernization options. | USTDA  Thailand | 2,500 | Sole Consultant |
| 1095 | Jan. 1996 – Mar. 1996 | **Prefeasibility Study for Quindio 45 MW Gas Turbine Power Station:** K&M was commissioned by Mitsui to conduct a prefeasibility study to assess the technical and economic feasibility of the 45 MW gas fired power project located in Colombia. As part of this assignment, K&M performed preliminary engineering to select suitable plant configuration and to assess plant performance, prepared preliminary project cost estimate, developed preliminary financial model to evaluate project economics, and prepared the Pre-feasibility Study Report. | Mitsui  Colombia | 19,500 | Sole Consultant |
| 1097 | Feb. 1996 – Apr. 2001 | **Meghnaghat 450 MW Power Station:** K&M was engaged by the Asian Development Bank (ADB) to serve as the Lead Transaction and Financial Advisors to the Government of Bangladesh and the Bangladesh Power Development Board (BPDB) to implement the country's first Independent Power Project (IPP). K&M was responsible for the technical, commercial, financial and legal aspects of the 450 MW Meghnaghat Power Project. It was structured and tendered on a Build-Own-Operate-Transfer (BOT) basis. Specific assignments ranged from conducting a feasibility assessment, analyzing the sector institutional and regulatory framework to structuring the deal, developing the security package and project agreements, determining adequate tariff levels, identifying project financing resources, managing the international tendering process and providing negotiation support to the BPDB. K&M also analyzed wholesale operation procedures, regional energy issues related to the development of offshore gas fields, regional pipeline transportation options, and gas transfer pricing. The $300 million Meghnaghat natural gas-fired combined cycle project achieved financial close in 2001. The project was recognized as “Asia Power Project Deal of the Year” in 2001 by Project Finance International. | ADB  Bangladesh | 595,000 | Sole Consultant |
| 1098 | Jan. 1996 – Oct. 1996 | **30 MW Ajinkyatara Cogeneration Plant:** K&M was engaged by a US company THERMOCHEM Incorporated under a Subcontract Agreement to assist them in performing a Feasibility Study for an Indian sugar producer, Ajinkyatara Cooperative who considered developing a 30 MW cogeneration plant. K&M estimated plant’s performance characteristics and prepared cost estimate as well as financial model to estimate the tariffs to be charged for steam and electricity and return on investment. | Thermochem Inc.  India | 15,160 | Sub-consultant |
| 1099 | Feb. 1996 – Aug. 1996 | **Panama Private Power Sector Consulting:** Through the Private Power Technical Assistance program in Panama, K&M assisted the Institución de Recursos Hidráulicos y Electrificación (IRHE), the Panamanian electricity authority, in selection of a private developer for rehabilitation of their 50 MW plant. A preliminary set of bidding documents and power purchase agreements were also prepared. | Instituto de Recursos Hidráulicos y Electrificación (IRHE)  Panama | 96,100 | Sole Consultant |
| 1100 | Mar. 1996 – Mar. 1998 | **Rades 471 MW Build-Own-Operate-Transfer (BOOT), Tunisia:** The Société Tunisienne de l’Electricité et du Gaz (STEG), chose K&M as the Lead and Financial Transaction Advisor for the Government of Tunisia to implement the first private power project in North Africa. The power facility, called “Centrale 2000,” is a combined-cycle gas turbine developed on a Build-Own-Operate-Transfer (BOOT) basis. K&M was responsible for the entire procurement and transaction process. K&M’s assessed the project’s technical and commercial feasibility, developed an appropriate regulatory framework, managed the international competitive tender process, structured the bid security package and project agreements, and determined the project’s tariff level. Furthermore, K&M provided counterpart training to STEG personnel in the entire international independent private power procurement process; assisted in the technical and financial evaluation of the proposals; provided a sophisticated computerized financial model; and assisted STEG in the negotiation process with the selected bidder/developer. The project reached financial close in 1999 for US$261 million. | Ministère de l'Industrie Groupe IPP  STEG  Tunisia | 517,061 | Sole Consultant |
| 1101 | May 1996 – Jun. 2000 | **Phu My 2.2 715 MW Build-Operate-Transfer (BOT), Vietnam (1996-2000):** Electricity of Vietnam (EVN) contracted K&M as the Lead and Financial Transaction Advisor to assist with regulatory reforms of the power sector and the implementation of the country’s first Build-Own-Transfer (BOT) PPP in the power sector. K&M assessed Vietnam’s power sector and regulatory environment and provided technical and financial recommendations for developing a viable power project. On behalf of EVN, K&M developed and implemented an international competitive bid process, including drafting the project security agreements for the selection of a developer, sponsors and investors. K&M evaluated the proposals, played a lead role in the negotiation process, and executed project contracts and agreements through to financial close. The project reached financial close in 2002 for US$480 million.  \*\*\*  K&M was the financial advisor to the Government of Vietnam (GOV), Ministry of Industry and the state-utility, Electricity of Vietnam (EVN), for implementing the country's first independent power project. The Phu My 2, Phase 2 (Phu My 2.2) project was structured and tendered on a Build-Own-Operate-Transfer (BOT) basis. It represented the first international competitive bid for a power project in Vietnam and the second largest foreign investment at that time. The project is a 700 MW natural gas-fired, combined-cycle facility. Phu My 2.2 was developed as a part of the multi-phase 3,600 MW Ba Ria Vung Tau power complex near Ho Chi Min City that will deliver 40% of the country's energy needs. The Phu My 2.2 portion of the facility produces power at one of the lowest prices in the country under a 20-year PPA. The project had a total investment of $480 million, of which $140 million was equity (EDF (France) 56.25%, Sumitomo (Japan) 28.125% and Tokyo Electric (Japan) 15.625%), and the balance was non-recourse debt from a group of banks including Japan Bank for International Cooperation, Asian Development Bank, ANZ Singapore and Proparco (France). The World Bank provided a $75 million political-risk guarantee. | Electricity of Vietnam (EVN)  Vietnam | 1,863,069 | Sole Consultant |
| 1103 | Jun. 1996 – Jun. 1998 | **140 MW Quetta Habibullah-Coastal Combined Cycle Power Project:** As Owner's Engineer for the project developer, Habibullah-Coastal Power Company, K&M had overall responsibility for managing, inspecting and accepting technical and engineering work in the design and construction of the 140 MW Quetta combined-cycle plant using three GE LM6000 turbines. K&M’s services comprised a complete range of technical assistance representing the developer's interest in the project's design, engineering and construction, and continued these services through to the commissioning and start-up of the facility. | Habibullah-Coastal Power (Private) Company  Pakistan | 216,246 | Sole Consultant |
| 1104  1109 | Jun. 1996 – Apr. 1998 | **Azito 288 MW Build-Own-Operate-Transfer (BOOT), Côte d’Ivoire:** K&M served as the Lead and Financial Transaction Advisor to assist the Government of Côte d'Ivoire and its infrastructure planning and privatization agency, the Bureau National d’Etudes Techniques et de Developpement (BNETD), with the preparation and implementation of the country’s first power generation PPP, the Azito 288 MW BOOT. K&M’s first task was to assist in the development of the enabling environment for private participation in the power sector, which included designing legal and regulatory reforms and financial guarantees to support the project. K&M structured the technical, commercial, financial and legal contracts to implement the project under a build-own-operate-transfer (BOOT) arrangement. Beginning in May 1996, K&M assisted in prequalifying the shortlist of potential bidders, reviewed transmission feasibility studies, prepared the Request for Proposal (RFP) and draft project agreements, conducted the pre-bid conference, reviewed bid submissions, and assisted BNETD in its negotiations with the winning bidders, the Cinergy SA Team. At the time of the Azito project’s financial close in 1999, the Azito plant was the largest IPP in Sub-Saharan Africa and the first major power project in Sub-Saharan Africa to receive financing from an international commercial bank. The project closed in 1999 for US$223 million. | Bureau National d’Etudes Techniques et de Développement  Côte d'Ivoire | 974,281 | Sole Consultant |
| 1105 | N/A | **Caruachi 2,422 MW Hydropower Plant:** K&M provided procurement support for the one of the largest hydropower projects of the nineties, the 2,422 MW Caruachi hydropower project located on the Caroni River in Venezuela. K&M was contracted to develop the most competitive prices for the balance of plant equipment on behalf of one of the turnkey construction contractors, Hitachi Power Construction (HPC). K&M undertook an international solicitation for prices, delivery schedules, contract terms and conditions for the instrumentation, electrical and mechanical equipment. K&M also supervised delivery from vendors and manufacturers to the remote job site in Venezuela. | Hitachi Power Construction  Venezuela | 165,209 | Sole Consultant |
| 1107 | Jul. 1996 – Jun. 1997 | **Centrale Thermique de Lomé 100 MW Power Project:** K&M served as Transaction Advisor to the and the state utility, Compagnie d’Energie Electrique du Togo (CEET). K&M provided technical advice and negotiation support for the rehabilitation, repowering and expansion of the 100 MW Centrale Thermique de Lomé power plant. K&M conducted a technical, commercial and financial review of the project and assisted in the selection of a private developer. K&M reviewed existing legislation and the regulatory framework, analyzed privatization options, and structured the project on a BOT basis. K&M developed the bid document package, evaluated the developer's proposal, and provided support to the Ministry in the negotiation of all the agreements with the developer. | CEET  Togo | 220,000 | Sole Consultant |
| 1114 | Oct. 1996 – Dec. 2000 | **Aliaga 650 MW Power Project:** K&M led the development of a 2x325 MW thermal plant on a Build, Operate and Transfer (BOT) basis in Aliaga near the Izmir refinery. The lead sponsor, Xenel Industries Ltd. of Saudi Arabia, selected K&M based on their similar experience in the Hub River project in Pakistan that was also sponsored by Xenel Industries. K&M undertook a technical and financial evaluation of the Aliaga facility including reviewing of all of the technical parameters, environmental assessment, and project financial evaluation. K&M also performed project risk evaluation and suggested mitigation measures. K&M took the lead role in negotiating the commercial and technical terms for various agreements, including the Fuel Supply, EPC Contract, Energy Sales and the Implementation Agreement. Additionally, K&M also took lead role in constructing the financial terms and credit agreements for the project. | Xenel Industries  Turkey | 1,699,866 | Sole Consultant |
| 1115 | Jan. 1995 – Dec. 1999 | **Owner’s Engineer for the 205 MW Termovalle Combined Cycle Power Project, Colombia:** K&M served as Owner’s Engineer to KMR, K&M’s affiliated IPP development and investment company. K&M provided technical assistance during the tendering and the development stage as well as performed engineering, oversight and construction management services ranging from project conceptual design, through construction, plant startup and commissioning. After the project achieved commercial operation, K&M continued providing Owner’s Engineer services during the operating period assisting in managing plant performance and planning and overseeing major maintenance. | KMR Power  Colombia | 1,582,530 | Sole Consultant |
| 1117  (1-3) | Mar. 1997 – Jun. 2002 | **Ilijan 1,200 MW Build-Operate-Transfer (BOT), the Philippines:** K&M served as Commercial Advisor and as Owner’s Engineer to Korea Electric Power Corporation (KEPCO) providing multi-faceted IPP evaluation and negotiation support during the project’s development phase. K&M assisted KEPCO with all commercial and technical aspects of the project’s structure and development. K&M’s services included reviewing and negotiating major project agreements (the ECA and EPC), and evaluating risk allocation and advising on risk mitigation measures. In order to determine optimal equipment selection, K&M performed a technical due diligence on the use of the MHI 501-G advanced technology gas turbine, and conducted an environmental compliance review. Subsequently, K&M served as On-Site Owner’s Engineer to KEPCO Ilijan Corporation (KEILCO) during the construction, startup and commissioning phase of the project. The project cost US$700 million and it entered commercial operations in 2002. | KEPCO  The Philippines | N/A | Sole Consultant |
| 1117-4 | N/A | **Due Diligence Review of the 100 MW Gas Turbine Power Project:** K&M was engaged by the Korean Electric Power Company (KEPCO) to complete due diligence review to determine feasibility of the proposed 100 MW simple cycle, gas-fired IPP located near the the City of Tomsk, Russia. The project planned to use natural gas as the primary fuel, and gas condensate as backup. In addition to the power plant the project scope included gas production and treatment facilities and a 60 km supply pipelines between the gas treatment facility and the power plant. K&M developed project performance and cost estimates and performed economic analysis considering two options: project financing and corporate balance sheet financing calculating the revenue stream based on the electricity tariffs in the region. | KEPCO  Russia | 11,090 | Sole Consultant |
| 1118 | Feb. 1997 – Oct. 1999 | **IPP Development of Samra I Power Project:** K&M was engaged by the Hashemite Kingdom of Jordan to assist the National Electric Power Company (NEPCO) with an assessment of Jordan’s energy needs, potential for IPP development, and the procurement of new power generating capacity. K&M conducted a feasibility study of public and private options for developing new power generating capacity to meet Jordan’s energy needs. This work included an assessment of Jordan’s energy supply and demand, an analysis of its regulatory and legal environment, and an evaluation of various project structures for private investment in power generation. K&M prepared draft tender documents for the procurement of a developer for 300-450 MW of generating capacity at the Samra site under a Build-Own-Operate arrangement. K&M attended pre-bid meetings and provided technical support to MEMR and NEPCO for the technical specifications of the project and the design of the transaction documents. The project eventually was built and a government-owned facility and is now  operating as Phase 1 of Samra Electric Power Company (SEPCO) power generation complex. | Ministry of Energy and Mineral Resources (MEMR)  NEPCO  Jordan | 620,000 | Sole Consultant |
| 1119 | Jan. 1994 – Dec. 1998 | **Feasibility Study for the 135 MW Sabamati IGCC Project:** Ahmedabad Electricity Company (India) engaged K&M as the Owner’s Engineer for development and implementation of the proposed IGCC project at the Sabarmati Thermal power Station. This assignment was a follow-up to the previously performed assignment where K&M under the contract with US DOE conducted a pre-feasibility study for constructing a nominal 150 MW IGCC plant at AEC’s Sabarmati Thermal Power station using coal. K&M developed conceptual preliminary design, estimated the Engineering, Procurement, and Construction (EPC) costs, assessed the environmental impact of the project, developed financing plans, and established the Cost of Electricity (COE) generation. K&M then prepared the Detailed Project Report which included equipment specifications and the necessary documents required by lending institutions for financing the project, and subsequently, providing Construction Management for the Project. | AEC  India | N/A | Sole Consultant |
| 1120 | Jun. 1997 – Apr. 1999 | **Electricity Sector Restructuring:** K&M assisted the Government of Ecuador in the restructuring of the country's electric power sector and the implementation of a new commercial and regulatory framework. Through a comprehensive management consulting and commercial evaluation program, the K&M team led virtually every phase of this assignment including the review and valuation of existing generation, distribution and transmission assets, bundling these assets into commercially viable business units, and drafting new legislation to create a wholesale market. | CONAM  Ecuador | 2,889,163 | Sole Consultant |
| 1121 | May 1998 – Dec. 1999 | **Feasibility Study for Sihwa 200 MW Cogeneration Project:** K&M was engaged by the development consortium comprised of Ssangyojng Engineering and Construction Company Ltd., Marubeni Corporation, and KMR Power Corporation to conduct a detailed feasibility study (including commercial, financial and technical studies) for the SiHwa Cogeneration Project in South Korea. The coal fired cogeneration project was expected to be constructed in the industrial park and to supply electricity to the grid and process steam to the industrial users and for district heating. The Feasibility Study examined seven (7) different technical plant options to meet the needs projected and to produce varying amounts of electric energy providing detailed technical and financial analysis for each of the options and recommending the optimal option. The study also examined South Korea's investment environment and the most important strategic issues and risks for the project in this environment. | Ssangyojng Engineering and Construction Company Ltd., Marubeni Corporation, and KMR Power Corporation  South Korea | 278,499 | Sole Consultant |
| 1122 | Jan. 1997 – Feb. 1998 | **Technical, Commercial, and Financial Due Diligence for Advanced Char Production Project:** K&M's technical expertise in project finance, advanced coal technologies, and environmental issues led Nuecol Corporation, Coal Technology Corporation L.P.'s parent company, to contract K&M to serve as an independent engineer to conduct a comprehensive technical and financial feasibility study of a new and advanced 60,000 tons per year char production project utilizing CTC's patented CTC/CLC® Process for presentation to an investment banking firm interested in financing the project. K&M conducted a due diligence review of the project and the proposed financing structure, and prepared a report that led to the successful closing of the municipal bond financing for the project. | USA  Nuecoal Corporation | 77,500 | Sole Contractor |
| 1123 | Jul. 1997 – Sep. 1997 | **Technical, Commercial, and Financial Due Diligence for International Coke-Works L. P.’s Coke-Making Project:** K&M's technical expertise in project finance, advanced coal technologies, and environmental issues led CTC International Coke-Works L.P., a subsidiary of the Coal Technology Corporation, to contract K&M to serve as an independent engineer to conduct a comprehensive technical and financial due diligence for a new and advanced 90,000 ton per year foundry coke production facility utilizing CTC’s patented CTC/CLC® Process on behalf of an investment banking firm for financing the project. K&M conducted a due diligence review of the project and the proposed financing structure and prepared a report which led to the successful closing of the municipal bond financing for the project. | USA  CTC International Coke-Works L.P | 77,500 | Sole Contractor |
| 1124 | Aug. 1997 – Oct. 1997 | **Owner's Engineer to Coastal Power for the 4x50 MW Basin Bridge Power Project:** K&M service as Owner’s Engineer to Coastal Power who was developing a 200 MW Basin Bridge Power Project on an IPP basis in Tamil Nadu, India. The project utilized 4x50 MW low speed 2-stroke diesel engines. K&M conducted a comprehensive engineering due diligence evaluation of the raw sewage water treatment system and power generating facilities. The scope of the facility included the power plant and the sewerage treatment facility. Water from the sewerage treatment facility would be used as a water source for the power plant. As a result of the due diligence review, K&M concluded that the basic process design presented for the STP and certain issues concerning the power generating plant required modifications, and advised Coastal Power to consider a revised process which would better meet the requirements of the power plant. | Coastal Power Company  India | 43,704 | Sole Contractor |
| 1125 | Aug. 1997 – Aug. 2000 | **Institutional Advisory Services to Telecom Egypt:** K&M in conjunction with GTE provided telecommunications technical assistance services in implementing and maintaining sector policy reforms and in strengthening Telecom Egypt’s capabilities to operate and perform as a commercially viable and autonomous organization. The K&M/GTE team provided technical consultants/advisors and training specialists in areas such as legal and regulatory reform, financial analysis, information technology, results-oriented business and telecommunications utility management, human resources and personnel, contracting, communications negotiations, and conflict management. In addition, the K&M/GTE Team oversaw the completion of the on-going reform actions implemented by Telecom Egypt and worked closely with the new regulatory commission and the senior management of Telecom Egypt to assist them in their work in the sector reforms. | USAID  Egypt | 2,232,150 | Sub-contractor |
| 1126 | Feb. 1996 – Apr. 2001 | **Meghnaghat 450 MW Build-Own-Operate-Transfer (BOOT), Bangladesh:** The Asian Development Bank chose K&M to serve as the Lead and Financial Transaction Advisor to the Bangladesh Power Development Board to implement the Meghnaghat 450 MW natural gas-fired, combined-cycle power project on a Build-Own-Operate-Transfer (BOOT) basis. K&M was responsible for all technical, procurement, commercial, financial, and legal aspects of the project. K&M assessed the project's feasibility, institutional framework, and regulatory framework. To support the project, K&M also analyzed wholesale operation procedures, regional energy issues related to the development of offshore gas fields, regional pipeline transportation options, and gas transfer pricing. K&M managed the international tendering process, deal structuring, development of the security package and project agreements, project financing, determination of adequate tariff levels, and the selection of the developer. The project reached financial close in April 2001 for US$300 million. The project was recognized as “Asia Power Project Deal of the Year” in 2001 by Project Finance International. | ADB  Bangladesh | N/A | Sole Consultant |
| 1127-1 | N/A | **Market Assessment of Gas-to-Liquids Products:** K&M performed assessment of the market potential for using the products received via conversion of natural gas to liquid hydrocarbons using Fischer-Tropsch (FT) process. The market assessment of GTL products has focused primarily on an FT-diesel fuel product as this product is a high quality, environmentally attractive fuel which is compatible with conventional diesel fuel produced from crude oil. It can be blended with conventional diesel fuel and can use the existing infrastructure for delivery and marketing. As a result of the market analysis, K&M came to a conclusion that the FT process produces a quality array of products that can be readily absorbed into the current refined products markets. | US DOE Federal Energy Technology Center  USA | 50,717 | Sole Consultant |
| 1127-2 | N/A | **Low-Quality Natural Gas Production Database:** Under the contract with US DOE Federal Energy Technology Center (FTEC), K&M updated the Natural Gas Database developed by the Gas Research Institute and performed analysis of trends and barriers to low quality gas production. K&M prepared a report that included description of the database and updates, conversion of the database to a spreadsheet format and instruction to its use, the analysis of the impact of nitrogen content on production and utilization of natural gas, and the need for additional information beyond this database. | US DOE Federal Energy Technology Center (FETC)  USA | -5,361 | Sole Consultant |
| 1127-3 | Aug. 1998 – Sep. 1998 | **Communications Strategies for Methane Hydrates Information:** K&M, under the contract with US DOE Federal Energy Technology Center (FETC), prepared a report outlining the methods for distribution of methane hydrate information and provided suggestions for website design and content. Major sections of the report contained information on the gas hydrate resources and methods of exploration. | US DOE Federal Energy Technology Center (FETC)  USA | N/A | Sole Consultant |
| 1127-4 | Jul. 1998 – Nov. 1999 | **Analysis of R&D Needs for Fluidized Bed Combustion (FBC) Technology:** K&M, under the contract with US DOE Federal Energy Technology Center (FETC) performed analysis of the current status of the Fluidized Bed Combustion technology for burning coal, analyzed the current technical issues that have to be overcome to improve the technology, and provided justification for further R&D activities outlining the focus areas for such activities including improving system efficiency and carbon burnout, developing high temperature, high corrosion resistant material, reducing emissions, improving system maintainability, and improving by-product quality and utilization. | US DOE Federal Energy Technology Center (FETC)  USA | N/A | Sole Consultant |
| 1127-5 | N/A | **Independent Review of Plutonium Stabilization and Handling System:** K&M conducted independent review of the Plutonium Stabilization and Handling System Project (W-460) for the Department of Energy’s (DOE) Plutonium Finishing Plant (PFP) at the Hanford Site, Washington under a task order from the DOE Federal Energy Technology Center (FETC). The purpose of the external independent review was to determine the validity and credibility of the technical scope of the project, the proposed technology and underlying assumptions regarding technology, the cost and schedule baselines and underlying assumptions regarding cost and schedule, the contingency provisions in accordance with the budgetary and administrative constraints, and the project management system and personnel planned and in place for the W-460 Project. | US DOE Federal Energy Technology Center (FETC)  USA | N/A | Sole Consultant |
| 1127-6 | Aug. 1998 – Feb. 1999 | **Independent Review of Tritium Extraction Facility:** K&M conducted independent review of the Tritium Extraction Facility (TEF) Project at the DOE Savannah River Site near Aiken, SC under the task order from the Department of Energy, Federal Energy Technology Center (FETC). The purpose of the external independent review was to determine the validity and credibility the technical scope of the project, proposed technology and underlying assumptions regarding technology, cost and schedule baselines including underlying assumptions, contingency provisions in accordance with the budgetary and administrative constraints, project management system and personnel (planned and in place, and acquisition and contracting strategy. K&M conducted site visit and prepared a report summarizing it findings, conclusions, and recommendations. | US DOE Federal Energy Technology Center (FETC)  USA | N/A | Sole Consultant |
| 1127-7 | N/A | **Independent Review of Accelerator Production of Tritium:** K&M conducted independent review of the Accelerator Production of Tritium (APT) Project at the DOE Los Alamos National Laboratory (LANL) at Los Alamos, NM under the task order from the Department of Energy, Federal Energy Technology Center (FETC). The purpose of the external independent review was to determine the validity and credibility the technical scope of the project, proposed technology and underlying assumptions regarding technology, cost and schedule baselines including underlying assumptions, contingency provisions in accordance with the budgetary and administrative constraints, project management system and personnel (planned and in place, and acquisition and contracting strategy. K&M conducted site visit and prepared a report summarizing it findings, conclusions, and recommendations. | US DOE Federal Energy Technology Center (FETC)  USA | N/A | Sole Consultant |
| 1127-8 | Apr. 1998 – Jun. 1999 | **Verification of Environmental Technology Deployment Information:** K&M was tasked by the Federal Energy Technology Center (FETC) to independently verify certain information regarding Office of Science and Technology (OST) supported environmental technologies deployed in FY-1998. To perform this task, K&M developed project Fact Sheets for 113 projects and sent them to the project owner to be filled out and returned. K&M summarized the owners’ responses and developed updated/corrected project Fact Sheets for future used by FETC and OST. | US DOE Federal Energy Technology Center (FETC)  USA | N/A | Sole Consultant |
| 1130 | Jan. 1998 – Jul. 1998 | **Paper and Presentation on Transaction Advisory for the Meghnaghat Power Project:** At request of the Asian Development Bank (ADB), K&M prepared a paper and a presentation summarizing its’ experience including the process, the results, and lessons learned during performance of the Transaction Advisory assignment assisting the Government of Bangladesh and the Bangladesh Power Development Board (BPDB)) in implementing the country's first Independent Power Project (IPP). K&M was responsible for the technical, commercial, financial and legal aspects of the 450 MW Meghnaghat Power Project. It was structured and tendered on a Build-Own-Operate-Transfer (BOT) basis. Specific assignments ranged from conducting a feasibility assessment, analyzing the sector institutional and regulatory framework to structuring the deal, developing the security package and project agreements, determining adequate tariff levels, identifying project financing resources, managing the international tendering process and providing negotiation support to the BPDB. K&M also analyzed wholesale operation procedures, regional energy issues related to the development of offshore gas fields, regional pipeline transportation options, and gas transfer pricing. The $300 million Meghnaghat natural gas-fired combined cycle project achieved financial close in 2001. The project was recognized as “Asia Power Project Deal of the Year” in 2001 by Project Finance International. | ADB  Bangladesh | 19,700 | Sole Consultant |
| 1132 | Jun. 1999 – Aug. 2000 | **TermoCandelaria 314 MW Power Station:** K&M served as the Financial and Technical Advisor for the project sponsor of this 320 MW gas-fired power plant in Cartagena. The Termocandelaria power plant was developed under a Build-Own-Operate (BOO) project financing structure, and it was the first power plant developed with private, non-recourse financing to operate as a merchant plant in Colombia’s spot market. K&M analyzed dispatch and hydrology over a long time horizon and developed an innovative financial structure with an institution to guarantee 50% of the debt financing. This provided a viable platform to attract commercial banks to the project. K&M approached commercial lenders, negotiated loan agreements, and succeeded in raising US$190 million for the project, which reached financial close in 1999. After financial closing, K&M served as Owner’s Engineer to the project developer. In this phase of work, K&M’s services included conceptual and detailed engineering design, construction management, equipment procurement, environmental permitting, inspection, testing, startup, operation and commissioning of the plant. In consortium with Siemens Westinghouse, which provided the combustion turbine generators, K&M procured and constructed the balance of the plant’s equipment and materials. The facility consists of 2x150 MW gas turbines, a 220kV switchyard, 1km of double circuit 220 kV transmission line, water and wastewater treatment systems and miscellaneous support facilities. | KMR Power  Colombia | 7,562,543 | JV Partner |
| 1134 | Jun. 1999 – Aug. 2000 | **TermoCandelaria 314 MW Power Station:** K&M served as the turnkey Engineering-Procurement-Construction (EPC) contractor to KMR Power Corporation. K&M had overall technical responsibility for a complete range of engineering services for the 314 MW TermoCandelaria gas-fired simple cycle power project, utilizing 501-F advanced turbine technology. K&M services included conceptual and detailed engineering design, construction management, equipment procurement, environmental permitting, inspection, testing, startup, operation and commissioning of the plant. In consortium with Siemens Westinghouse, which provided the combustion turbine generators, K&M procured and constructed the balance of the plant’s equipment and materials. The facility consists of 2x150 MW gas turbines, a 220 kV switchyard, 1 km of double circuit 220 kV transmission line, water and wastewater treatment systems and miscellaneous support facilities. Commissioned in June 2000, the $175 million TermoCandelaria project operates as Colombia's first 100% merchant plant, selling electricity into the Bolsa, or spot market. It is one of the lowest cost thermal facilities in Colombia. KMR Power Corporation, the project owner and K&M’s sister company, structured the project on a Build-Own-Operate (BOO) basis. Financial close was achieved utilizing an innovative financing package which attracted a pioneering insurance company guarantee. For its innovative financing structure, the TermoCandelaria project was designated as "Latin American Merchant Power "Deal of the Year" in 1999 by Project Finance International. | KMR Power  Colombia | N/A | JV Partner |
| 1136 | Jan. 1998 – Jan. 2001 | **Kelanitissa 163 MW Build-Operate-Transfer (BOT), Sri Lanka:** K&M served as IPP project structuring and development consultants to Sri Lanka's Board of Infrastructure Investment (BII) under a USAID-funded program. Working with counterparts from the Ministry of Irrigation and Power and Ceylon Electricity Board, K&M evaluated proposals received from private developers for a proposed 163 MW diesel-fired combined cycle gas turbine power plant. K&M’s IPP services included serving as resident technical, financial and economic advisor to the BII; preparing detailed financial model, tariff structure and sensitivity analysis, assisting in preparation of the Request for Proposal; analyzing and evaluating technical and commercial proposals providing counsel on negotiation of the project agreements, and training of BII staff in financial analyses of infrastructure projects. The $104M project was awarded to AES Kelanitissa (Pvt) Limited which provided bridge financing to initiate construction. Commercial operation in 100 MW open-cycle mode started anticipated in 2002 and in combined-cycle mode in 2003. Financial close was achieved in 2001. | Board of Investment of Sri Lanka  Bureau of Infrastructure Investment (BII)  Sri Lanka | 84,800 | Sole Consultant |
| 1138 | Feb. 1999 – May 1999 | **USTDA World Power Conference Investment Survey:** In May 1999, the US Trade and Development Agency (USTDA) hosted, in cooperation with the US Department of Energy and US Department of Commerce, The World Power Conference: Lighting the Globe for the 21st Century. This major international conference showcased more than 65 power projects valued at more than $17 Billion that are expected to be developed by the year 2001. K&M was selected by the USTDA to prepare project profiles representing leading opportunities in the energy sector under development in Asia, Central and Eastern Europe, the former states of the Soviet Union, Latin America, Middle East, North Africa and Sub-Saharan Africa. These project profiles were included in the conference briefing book that was disseminated to attendees. K&M also developed a companion interactive compact disc. The conference briefing book was the product of extensive research and investigation of viable opportunities. K&M staff traveled to dozens of countries in the profiled regions to verify and update data, and meet directly with representatives in energy ministries, regulatory agencies, and utilities as well as the private sector. This effort yielded more than 65 projects representing sound opportunities for US private power developers, equipment vendors, consulting companies and the financial community. | USTDA  Worldwide | 151,631 | Sole Consultant |
| 1139 | N/A | See 1239 |  | 256,128 |  |
| 1140 | Mar. 1999 – Dec. 2000 | **Feasibility Study for Fort William Power Project:** K&M was selected by the Government of Mauritius (GOM), represented by the Ministry of Public Utilities (MPU) and Central Electricity Board, to conduct a USTDA-funded feasibility and market study for a proposed greenfield 100 MW thermal power plant, the country’s first private power project to be developed and implemented as an IPP on a Build-Own-Operate (BOO) basis. K&M evaluated the technical, commercial and financial components of the project, assisted in selection of the project site, appropriate technology, optimal size, fuel source and associated transmission requirements. K&M evaluated three technologies (combined cycle with residual fuel oil, diesel engines with residual fuel oil, and a coal-fired Rankine steam cycle plant). Coal and residual fuel oil were selected as the best candidate fuels. K&M developed a financial model for each plant configurations based on each technology. Also addressed were the technical, economic, environmental and financial issues involved in structuring the project. K&M performed a Preliminary Environmental Impact Assessment as part of the assignment. K&M also developed project cost estimates and investigated financing options. | Ministry of Public Utilities  Mauritius | 393,316 | Sole Consultant |
| 1142 | Jun. 1999 – Sep. 2000 | **Cavité Bulk Water Supply Project:** K&M served as project development consultants to the project sponsor, OMI, Inc., for a private bulk water supply project in the Province of Cavité, Philippines. The system, serving approximately 500,000 people, included of a 125,000 m3/day surface water treatment plant as well as associated works, including the water intake system, transmission lines and reservoirs. K&M's scope of services included structuring the project's commercial arrangements, undertaking detailed financial modeling and risk analysis activities, and mobilizing debt and equity financing for the project. As part of this assignment, K&M prepared a comprehensive financial and economic analysis of the Project. The analysis provided an indication of the tariff rates and affordability issues associated with this private sector project. K&M assessed the ability to implement an economically sustainable tariff, while also meeting indicative rates of return for investment and project financing criteria. K&M also recommended a framework for examining potential project structures and financing strategies for implementing the project. | Operations Management International, Inc. (OMI)  The Philippines | 229,587 | Sole Consultant |
| 1143 | Dec. 1998 – Oct. 1999 | **Investment advisory services to the Infrastructure Development Company of Bangladesh:** K&M, under a subcontract to Price Waterhouse Coopers provided investment advisory services to the Infrastructure Development Company of Bangladesh. The contract was based on task orders that could include such activities as project appraisal, development services, feasibility study, and technical and commercial due diligence. Under the contract, K&M completed the task of developing the guidelines for selection of an Independent Engineer for private power projects. | Development Company of Bangladesh  Bangladesh | 8,286 | Sub-contractor |
| 1144 | Aug. 1999 – Jun. 2000 | **Nam Leuk 60 MW Power Station:** K&M was contracted by the Asian Development Bank to assist the utility of the Lao PDR analyze a 60 MW hydropower project and determine the best structure for private sector participation to complete financing for the project. K&M assessed the status of construction, analyzed the cost overruns and financing structure for the project, reviewed the financial statements and financial projections for the entire utility, assessed the private sector interest in the project, analyzed the prospects for cross-border sale of electricity, and recommended two commercial structures for possible private sector participation. Subsequently, K&M prepared a Request for Proposals, managed the bid process, evaluated proposals and made recommendations to EdL and the existing creditors to the project. The facility included a 45 meter embankment dam, a power house facility featuring two vertical shaft turbines (2 x 30 MW), two 115 kV transmission lines and two substations. The facility transmitted the majority of its output to Thailand through a transmission line and substation. The Electricity Generating Authority of Thailand (EGAT) was the purchaser of all electricity from EdL through a 12-year Power Purchase Agreement. | Electricité du Laos (EdL)  Asian Development Bank (ADB)  Laos | 132,457 | Sole Consultant |
| 1146 | N/A | **Hazira 515 MW Power Project:** K&M served as Lender’s Engineer to the Global Environment Fund on behalf of a private investor seeking to acquire, own and operate the 515 MW Gas Fired Combined Cycle Hazira Power Project in Gujarat, India. Owned by Essar Power Company, Hazira entered into combined cycle commercial operation in 1997, and was India’s first Independent Private Power Project (IPP). Structured as a hybrid IPP, the major offtakers were the Gujarat Electric Board (300 MW) and Essar Steel Limited (215 MW). K&M completed a due diligence evaluation to verify the technical, commercial and financial status of the plant. K&M reviewed the Project Agreements, EPC Contact, O&M Agreement, Financial Model, and technical, environmental, and financial characteristics of the project to ensure that the project risks are properly addressed and that technical and cost assumptions used in the Financial Model are reasonable. As a result of their review, K&M made recommendations for upgrades to improve efficiency and emissions. | Global Environment Fund  India | 10,398 | Sole Consultant |
| 1147 | Oct. 1999 – Dec. 1999 | **Stainless Steel Slab Plant Due Diligence:** K&M Engineering has been asked to review a project on behalf of a private client to construct a stainless steel slab plant to be built in New York. As part of the due diligence, K&M performed the review of domestic and international markets for stainless steel, assessed the worldwide demand, sources of raw materials, compared the expected cost of production for the planned facility with costs of production of the most efficient international steel producers, and came to a conclusion that there may be no sufficient growth in demand to stainless steel slabs and that the new facility may not be sufficiently competitive to justify proceeding with the project. | Centre Solutions/ Zurich Group [USA]  USA | 50,000 | Sole Consultant |
| 1148 | Oct. 1999 – Sep. 2003 | **Telecommunications Sector EPC Management:** K&M provided Engineering, Procurement and Construction Management services to Telecom Egypt, on behalf of USAID, for the expansion, digitization and modernization of its telecommunications system. The project was implemented in several phases starting in 1994. K&M supervised the installation of 1,000,000 new subscriber lines and 12 exchanges in Cairo, Alexandria and Port Said. The project entailed network design, installation of a network operations center, digital switching system, centralized operations and maintenance system, and all associated outside plant cable networks and facilities. The new system utilized copper, fiber optic and fixed wireless local loop technologies. This optimized the utility's ability to serve an emerging market of high tech customers as the country implemented the telecommunications reform and privatization program. Specific services included field engineering, construction monitoring, supplier quality inspection and enforcement of technical compliance with specifications resulting in Installation of 1,000,000 new subscriber lines, 12 exchanges, and digital switching system. | USAID under subcontract to General Dynamics/ Morrison Knudsen | 7,693,671 | Sub-contractor |
| 1150 | Dec. 1998 – Jan. 2000 | **Energia Lublin 175 MW Power Station**: K&M completed a technical, environmental and commercial due diligence for the proposed rehabilitation of the coal-fired 502 MWth / 175 MWe Energia Lublin combined heat and power plant (CHP) at Lublin. K&M’s technical due diligence covered a review of major plant components and drawings supplied in the independent engineering assessment. K&M’s environmental due diligence assessed environmental justification, existing licenses, compliance components, remediation plans, reporting and testing requirements, impact of air protection, surface and ground water protection, solid waste management and noise protection. K&M’s commercial due diligence included reviewing proposed joint venture investment plan, offtakers, risk mitigation factors, tariffs, and financial model and cash flows. | Global Environmental Fund  Poland | 3,427 | Lead Partner |
| 1151 | Jan. 2000 – Mar. 2001 | **Emergency Power IPPs:** K&M, on behalf of the Federal Republic of Nigeria, Bureau for Public Enterprises, assessed sites and developed international competitive bidding instruments for the procurement of emergency power supply units. Several sites were recommended for implementation of fast-track independent projects that would add 450 MW gas-fired capacity on a Build-Own-Operate (BOO) basis. K&M’s scope of work included preparation of prequalification tender documents, Request for Proposal (RFP) document, selection criteria design, and security package, bid evaluation, bidder shortlist and recommendation of the successful bidder. K&M also conducted an extensive technical evaluation of existing generation, transmission and distribution assets in order to assist the Government of Nigeria and NEPA to prioritize rehabilitation of existing power plants, upgrade of transmission facilities and meet demand for new generation. K&M’s scope of work also included a training workshop for key government and utility officials in Abuja. | World Bank  Nigeria | 185,493 | Lead Partner |
| 1152 | May 2000 – May 2000 | **ELW Wastewater Treatment Plant:** K&M did the technical and financial due diligence of the Entwasserungsbetrieb Lutherstadt Wittenberg (ELW) wastewater facility and collection system in Lutherstadt-Wittenberg. K&M performed an independent review of technical, financial and commercial documents related to the proposed cross-border lease transaction for this 3.9 million m3/d wastewater treatment facility and associated sewer system located 80 km outside of Berlin. | SELCO  Germany | 38,749 | Sole Consultant |
| 1153 | Jun. 2000 – Dec. 2000 | **110 MW Eldoret and Lanet Power Stations:** K&M was engaged by DEG to perform the technical and commercial due diligence of the Eldoret and Lanet power plants, located north and west of Nairobi, and with 55 MW of capacity each. K&M financial and market due diligence assessed the projects’ competitiveness, tariffs, project costs, commercial terms of project agreements, financial model and its assumptions, and insurance provisions. The technical due diligence included: proposed site, technical aspects of project agreements, EPC contract, performance guarantees and liquidated damages, permits and licenses and several other technical characteristics of the projects. | DEG  Kenya | 191,072 | Sole Consultant |
| 1154-1 | Jun. 2000 – Jul. 2000 | **Paiton I 1,230 MW Power Station:** K&M was engaged by private investor to perform a capital cost comparison (EPC) of the Paiton 1, Units 7&8 power plant with a similar Plant in the same region. Paiton 1 consists of 2x670 MW coal-fired units producing 1230 MW of net electric power. The Plant is located in East Java, Indonesia and became operational in the year 1999. | Confidential  Indonesia | 85,204 | Sole Consultant |
| 1154-2 | Aug. 2000 – Dec. 2000 | **Piñon Pine 100 MW Power Station:** K&M performed technical due diligence of the 100 MW Piñon Pine Integrated Gasification Combined Cycle (IGCC) project at Tracy Station in Reno, Nevada. This plant was the third IGCC facility built under the U.S. DOE-sponsored Clean Coal Technology program. K&M’s technical due diligence analyzed the gasifier to verify whether it was designed, built and operated according to generally accepted engineering principles. K&M also verified the nature and extent of engineering rework. Evaluation of the gasification island included all the significant start-up issues. K&M completed a comprehensive review and analysis of the contract terms, the project schedule, and all the technical issues identified by the parties for which position papers were presented start-up failures prompting review of the design and equipment before sustained operation could be achieved. | Confidential  USA | 231,768 | Sole Consultant |
| 1156 | May 2000 – Oct. 2006 | **Alexandria Wastewater Treatment Plant:** K&M serves as an Owner’s Engineer and Quality Control (CQC) Sub-contractor to ABB-SUSA on this EPC/CM assignment on behalf of construction manager Metcalf & Eddy. On-site mechanical, electrical and civil inspectors assisted to expand treatment, pumping and support facility capacity at Alexandria’s (Egypt) two primary wastewater treatment plants. As the largest single public works investment (US$95 million) in Alexandria, improvements consisted of expansion and modification of the two plants, six existing pump stations and support facilities operated by the Alexandria Government Organization for Sanitary Drainage. During this Phase II expansion the current peak flow capacity of the East Treatment Plant of 525 million liters/day (ML/D) will be increased to handle 804 ML/D. The West Treatment Plant will be increased from 284 ML/D to 719 ML/D. Phase II completion is targeted for late-2002. USAID is providing funding for this project. | USAID  Egypt | N/A | Sub-contractor |
| 1157 | Jul. 2000 – Jul. 2000 | **Ulm and Ludwigsburg Wastewater Treatment Plants:** K&M did the technical and commercial due diligence on the proposed cross-border lease transaction of four wastewater treatment plants and associated collection systems, in Zweckverband Klarwerk Steinhaule, Hoheneck, Eglosheim, and Poppenweiler. K&M’s scope of work included reviewing the engineering due diligence report, appraisal report, network access agreement, facility support agreement and service contract. K&M also reviewed operations, maintenance and management costs. | Fleet Capital Corporation  Germany | 18,418 | Sole Consultant |
| 1158-1 | Jul. 2001 – Dec. 2001 | **NOx Emissions Reduction Study:** K&M provided an independent technical review to the U.S. Department of Energy, National Energy Technology Laboratory for a Program, Product and Project Engineering and Analysis Services task order completed under subcontract to Energy and Environmental Solutions (E2S). The overall objective of the study was to evaluate the impact of further reduction of NOx emission limits on DOE’s Advanced Turbine Program. This assignment entailed evaluating various ultra-low NOx emissions reduction technologies, their realistic commercially viable potential, and providing recommended options for consideration by the Office of Fossil Energy. These recommendations were also considered in an interagency review of proposed new Environmental Protection Agency regulations. | USAID  USA | 103,123 | Sole Consultant |
| 1158-2 | Jul. 2001 – Dec. 2001 | **Accelerated Approval of New Materials:** K&M provided an independent technical review to the U.S. Department of Energy, National Energy Technology Laboratory for a Program, Product and Project Engineering and Analysis Services task order completed under subcontract to Energy and Environmental Solutions (E2S). This assignment entailed examination of the American Society of Mechanical Engineers (ASME) review and certification process to determine the potential for accelerated approval of new materials for supercritical and ultra-supercritical steam power plant service to conform to the requirements of the ASME Boiler and Pressure Vessel Code, Section I, Power Boilers. The overall objective of the study was to identify existing restraints and obstacles to more expeditious review and adoption. | USAID  USA | 19,312 | Sole Consultant |
| 1159 | Sep. 1999 – Jun. 2001 | **IPP Advisor for Contract Renegotiation:** K&M served as lead advisor to Indonesia’s national electric utility, PT Perusahaan Listrik Negara (PLN), in renegotiating its IPP contracts. This effort was directed at reducing the significant financial burden that PLN faced in the aftermath of the Asian financial crisis, whilst trying to maintain investor confidence in the sector. The renegotiations also had to assure investors that they would not lose their investment, but would receive lower returns. After a detailed analysis of the terms and costs of project agreements for 28 IPPs with a total capacity of more than 11,091 MW (coal, geothermal, gas, diesel and hydro), K&M developed a renegotiation strategy and plan, and then supported PLN through the negotiation of project agreements with each developer. The renegotiations were successfully completed and PLN saved millions of dollars. | World Bank  Indonesia | 534,514 | Lead Partner |
| 1160 | Oct. 2000 – Dec. 2000 | **Altenwörth 328 MW Power Station:** K&M was retained to perform technical, commercial and market due diligence for the asset purchase and cross-border lease transaction of the 328 MW Altenwörth Hydro Power Plant. The plant entered commercial operation in 1976 and is owned by Verbund. K&M’s scope of work included: review and comment on engineering due diligence report, power purchase agreement, financial appraisal report, and service contract and lease agreement; review pool of qualified bidders and operators; and conduct energy market study of the European and Austrian electricity market. | Fleet Capital Corporation  Austria | 45,815 | Sole Consultant |
| 1161 | Sep. 2000 – Sep. 2002 | **Gujarat–Madhya Pradesh 660 km Transmission Line:** K&M was engaged by the Asian Development Bank as transaction advisor to assist POWERGRID Corporation of India to structure, tender and evaluate India’s first international competitive bid (ICB) for the 660 km, 400 kV transmission line that will connect the Bina, Nagda and Degham substations in the States of Gujarat and Madhya Pradesh. K&M’s scope of work included: reviewing the relevant laws and regulations, assessing the feasibility study, structuring the BOOT transaction, developing a financial model, developing RFQ and RFP documents, drafting project agreements, assisting during prequalification and proposal processes, evaluating proposals, and assisting during negotiations. This transmission project was the first of its kind to be offered on a private basis by a central power utility in India. | Asian Development Bank  India | 586,522 | Lead Partner |
| 1162 | Jul. 2001 – Jul. 2001 | **Payload Processing Facility EPC Contract:** K&M Engineering and Consulting Corporation (K&M) was retained to review the EPC Contract related to the construction of the payload processing facility in Florida undertaken by Astrotech, a wholly owned subsidiary of Spacehab. As a result of this review, K&M provided its independent opinion relative to the EPC contract. The independent opinion was a 3 – 4 page Opinion Letter prepared in accordance with the format provided to K&M by Spacehab. K&M’s analysis concentrated on such aspects of the EPC contract as specific risks associated with the contract, risk allocation between the parties, and EPC contract’s conformity to the current turnkey contract practices existing on the market. | Spacehab  USA | 7,548 | Sole Consultant |
| 1164 | Oct. 2001 – Dec. 2001 | **Rayong 108 MW Power Station:** K&M was hired by Unocal to perform technical due diligence on the 108 MW gas-fired plant in Rayong—215 km southeast of Bangkok. K&M’s scope of work included: analysis on the use of low Btu fuel gas in combined cycle power plants; identifying problems which have been experienced during the startup of recent technology combustion turbines ( F-class and newer) and operational problems once started; and analysis of the effects of gas quality variation on gas turbine operations. | UNOCAL  Thailand | 84,291 | Sole Consultant |
| 1165 | Dec. 2001 – Dec. 2001 | **Köhlbrandhöft Wastewater Treatment Complex:** K&M did the technical and commercial due diligence on the proposed cross-border lease transaction of two wastewater treatment plants with a capacity of 345,600-432,000 m3/day, in Hamburg. K&M’s scope of work included reviewing the engineering due diligence report, appraisal report, network access agreement, facility support agreement and service contract. K&M also reviewed operations, maintenance and management costs. | PNC Capital Leasing  Germany | 45,454 | Sole Consultant |
| 1166 | Dec. 2001 – Dec. 2001 | **Zentralkläranlage Konstanz Wastewater Treatment Plant:** K&M did the technical and commercial due diligence on the proposed cross-border lease transaction of the wastewater treatment plant in Zentralkläranlage Konstanz. The plant treats wastewater from the cities of Konstanz, Dingelsdorf, Dettinger, Reichenau and Hegne in Germany, and the city of Kreuzlingen in Switzerland. Fifteen separate components (interceptors, pumping stations, overflows, etc) were analyzed. K&M’s scope of work included reviewing the engineering due diligence report, appraisal report, network access agreement, facility support agreement and service contract. K&M also reviewed operations, maintenance and management costs. | Key Corporate Capital  Germany | 24,729 | Sole Consultant |
| 1167 | Nov. 2000 – Nov. 2001 | **Al-Jubail Petrochemical Complex 242 MW Power Station**: K&M served as Lead Transaction Advisor to the Saudi Petrochemical Company (SADAF) for the development of the Jubail power station. The proposed US$150 million power plant would provide 242 MW electricity and 510 tons/hour steam. This was the first private power project undertaken in the Kingdom of Saudi Arabia. It was structured on a Build-Own-Operate-Transfer (BOOT) basis under a 20-year Energy Conversion Agreement (ECA). The project reached financial close on July 2003. The transaction is the first Saudi independent power project (IPP) to reach financial close and consequently the first Saudi IPP to be financed in the international markets on a limited recourse basis. K&M’s transaction preparation work attracted four bidders: Enelpower, CMS Energy and National Power Company (NPC), Enron and Xenel Industries, and Mitsubishi Corporation. CMA and NPC were awarded the contract in April 2001. | Saudi Petroleum Company  Saudi Arabia | 184,806 | Sole Consultant |
| 1169 | Jan. 2001 – Jan. 2001 | **Power and Telecoms Privatization Training:** K&M conducted a training workshop on utility’s privatization with key government and utility officials. The training aimed to strengthen the institutional, organizational and technical capacity of the Nigerian Bureau of Public Enterprises (BPE)—the central authority tasked to implement the country’s ongoing privatization program. K&M’s utility privatization training team prepared an agenda focused on Nigeria’s electric power and telecommunications sectors. Four workshop days were aimed at familiarizing the BPE senior core team, staff members, other government officials, and power and telecom utility officials with the principles of utility privatization. In addition, discussions focused on current privatization programs in other developing economies. | USAID  Nigeria | 58,357 | Sole Consultant |
| 1170 | Jan. 2001 - Apr. 2001 | **Technical Audit of Six Power Stations:** K&M was engaged by the National Dispatch Center (CND) to verify the operating and cost data provided by six generating companies. The objective of this audit was to independently validate data that CND will use to dispatch plants based on their marginal cost. Marginal costs were calculated based on plant generation costs, technical restrictions such as minimum and maximum loads, startup times, ramp rates, etc. Generating companies report these data to CND for each generating unit. K&M did a technical audit of six thermal units: Bahia Las Minas 120 MW steam cycle, Bahia Las Minas 161 MW combined cycle, AES 42 MW simple cycle gas turbine, COPESA 44 MW simple cycle gas turbine, PanAm 96 MW diesel, and Petroelectrica 55 MW diesel. | Centro Nacional de Despacho  Panama | 82,609 | Lead Partner |
| 1172 | Mar. 2001 - May 2001 | **Hugo 446 MW Power Station:** K&M was engaged to perform technical due diligence of the Hugo Power Plant, a 446 MW coal-fired generating facility located near Fort Towson in Southeastern Oklahoma. This due diligence assessment was used to evaluate the financial security of the proposed sale and lease back transaction. K&M was also retained to review certain commercial documents related to the proposed transaction and render an independent opinion relative to the commercial aspects of the Service Contract Term Sheet. K&M’s assessment was based upon an inspection of the facilities, interviews with plant personnel and review of plant documentation. | Coadunate LP  USA | 163,671 | Sole Consultant |
| 1173 | Jun. 2001 - Sep. 2001 | **Abwinden-Asten 168 MW Power Station:** K&M was retained to perform technical, commercial and market due diligence for the asset purchase and cross-border lease transaction of 168 MW Abwinden-Asten hydro power plant, designed as a run-of-river, located on the Danube River in upper Austria near Linz. The plant is owned by Verbund, and entered commercial operation in 1979 and produces 996 million kWh per year. K&M’s scope of work included: review and comment on engineering due diligence report, power purchase agreement, financial appraisal report, and service contract and lease agreement; review pool of qualified bidders and operators; and conduct energy market study of the European and Austrian electricity market. | State Street Bank and Trust Company  Austria | 32,862 | Sole Consultant |
| 1174 | May 2001 - Oct. 2002 | **Dell 600 MW Power Station:** K&M served as Owner’s Engineer for TECO Power Services (TPS) providing Construction Oversight and engineering consulting services for the Dell combined cycle power plant. The plant uses highly efficient GE 7FA combustion turbines in a 2x1 configuration. It also employs two heat recovery steam generators with selective catalytic reduction for lowering NOx emissions and one GE reheat steam turbine generator. The plant is designed to interconnect with the Entergy transmission system and sell electricity to wholesale customers in the Southeast and Midwest, including AK, LA, MS, AL, GA, TN and KY. K&M mobilized an on-site project team to perform such services as progress monitoring, construction quality monitoring, EPC change request reviews, schedule compliance oversight and regular status reporting and forecasting. K&M also attended meetings to discuss issues such as safety, environmental matters, quality, progress, and start-up. K&M was responsible for identifying situations that could jeopardize the on-time completion and commissioning of the project including, but not limited to, material shortages, labor shortages, quality concerns, and design changes. K&M also offered its technical expertise to recommend corrective measures to the project owner to ensure successful commissioning on-time and on-budget. | Teco Power Services  USA | 1,101,593 | Lead Partner |
| 1175 | May 2001 - Oct. 2002 | **McAdams 600 MW Power Station:** K&M served as Owner’s Engineer for TECO Power Services (TPS) providing Construction Oversight and engineering consulting services for the McAdams combined cycle power plant. The plant uses highly efficient GE 7FA combustion turbines in a 2x1 configuration. It also employs two heat recovery steam generators with selective catalytic reduction for lowering NOx emissions and one GE reheat steam turbine generator. The plant is designed to interconnect with the Entergy transmission system and sell electricity to wholesale customers in the Southeast and Midwest, including AK, LA, MS, AL, GA, TN and KY. K&M mobilized an on-site project team to perform such services as progress monitoring, construction quality monitoring, EPC change request reviews, schedule compliance oversight and regular status reporting and forecasting. K&M also attended meetings to discuss issues such as safety, environmental matters, quality, progress, and start-up. K&M was responsible for identifying situations that could jeopardize the on-time completion and commissioning of the project including, but not limited to, material shortages, labor shortages, quality concerns, and design changes. K&M also offered its technical expertise to recommend corrective measures to the project owner to ensure successful commissioning on-time and on-budget. | Teco Power Services  USA | 1,007,892 | Lead Partner |
| 1178 | Mar. 2002 - Apr. 2002 | **Stadwerke Düsseldorf Waste-to-Energy Facility:** K&M provided technical and commercial due diligence services for a facility to process approximately 420,000 tons per year of household and industrial waste with a calorific value of 9,500 kJ/kg and to generate approximately 1,000,000 tons per year of steam for the adjacent Flingern power plant. K&M’s scope of work included reviewing the engineering due diligence report, appraisal report, network access agreement, facility support agreement and service contract. K&M also reviewed operations, maintenance, and management costs. K&M also analyzed market trends and private participation in the German Waste-to-Energy Sector. | PNC Capital Leasing  Germany | 47,816 | Sole Consultant |
| 1180 | Jun. 2001 - Sep. 2001 | **BEWAG Electricity Transmission and Distribution System:** K&M was retained to perform technical, commercial and market due diligence for the asset purchase and cross-border lease transaction of The BEWAG system. The BEWAG system operates at three different voltages levels: High Voltage 110kV (632 km), Medium Voltage 20 kV (3,008.9 km) and Low voltage 400 V (4,822.8 km). The transmission system associated with HV is mainly an overhead system. The MV and LV systems have both overhead and underground systems, with the ratio of percentage of overhead representing 64 percent and 26 percent, respectively, of BEWAG’s System. It is part of the national transmission and distributions structure which mainly consists in 380/220kV transmission lines owned by Verbund. K&M’s scope of work included review and comment on engineering due diligence report, electric transmission and distribution system appraisal report, and marketability of swap agreement. | Fleet National Bank  Austria | 53,348 | Sole Consultant |
| 1181 | Jun. 2001 - Dec. 2001 | **Sellrain-Silz 781 MW Power Station:** K&M was retained to perform technical, commercial and market due diligence for the asset purchase and cross-border lease transaction of the 781 MW (combined capacity) Sellrain-Silz pumped storage hydro power project. The project consists of the Kuhtai and Silz power stations, the Finstertal and Langental reservoirs, and related dam and support facilities. The project is located in Stubaier Alps in northern Austria and is among the highest dam of this type in the world. The power plants entered commercial operation in 1977 and 1981, respectively. Water is first processed at the Kuehtai facility, then passes through the Silz facility. K&M’s scope of work included review and comment on engineering due diligence report, financial appraisal report and assumptions, service contract and lease agreement, power purchase agreement, pool of qualified bidders, and energy market study. | John Hancock Life Insurance Company  Germany | 72,000 | Sole Consultant |
| 1182 | Sep. 2001 - Nov. 2001 | **IKB Electricity Transmission and Distribution System:** K&M was retained to perform technical, commercial and market due diligence for the asset purchase and cross-border lease transaction of the Innsbrucker Kommunalbetriebe AG (IKB) system. The IKB system provides electricity to 640,000 customers, including the city of Innsbruck. The IKB System operates at three different voltages levels: high voltage 110kV (7.8 km), medium voltage 20 kV (64.3 km) and 10 kV (30.7 km), and low voltage 400 V (751.9 km). The transmission network in the HV is mainly an overhead system. The System also includes six substations. It connects to the national network which mainly consists of 380/220kV transmission lines owned by Verbund, a quasi-government owned monopoly of Austria. K&M’s scope of work included review and comment on engineering due diligence report, electric transmission and distribution system appraisal report, and marketability of swap agreement. | Fleet Capital Corporation  Austria | 48,618 | Sole Consultant |
| 1184 | Nov. 2001 - Feb. 2003 | **Pereira Wastewater Treatment Plant:** K&M served as the transaction advisor to the Empresa de Acueducto y Alcantarillado de Pereira (EAA) on the development of a new wastewater treatment plant for Pereira. K&M’s work was organized in two phases. During phase I K&M conducted a technical, economic, financial and environmental feasibility study for the construction of a new wastewater treatment plant on a Build-Own-Operate-Transfer basis. During phase II K&M prepared preliminary design and specifications of the wastewater treatment plant (including size and technology); drafted the service contract; developed financial models; performed risk analysis; reviewed institutional, legal and regulatory framework; and prepared the international competitive bid and tender process to attract private investors. MWH Américas, a subsidiary of Montgomery Watson Harza Global, Inc. (one of the world’s premier water and wastewater design engineering firms) served as a Sub-contractor on this project along with Ingesam, Ltda., a local environmental, sanitary engineering and consulting firm. | Empresa de Acueducto y Alcantarillado de Pereira  Colombia | 1,047,997 | Lead Partner |
| 1185 | Sep. 2001 - Dec. 2001 | **BEGAS Electricity Transmission and Distribution System:** K&M was retained to perform technical, commercial and market due diligence for the asset purchase and cross-border lease transaction of the Burgenlandische Erdgasversorgungs AG (“BEGAS”) natural gas transmission and distribution system. BEGAS owned four natural gas transmission and distribution systems: 1) Burgenland Edelstal, Kittsee and Pama, 2) Burgenland Nord und Mitte, 3) Burgenland Sud, and 4) Jennelsdorf consisting of low, medium and high pressure grids. The systems included 6 measuring stations, 119 reduction stations, and 25 isolation stations which serve approximately 40,905 connections. K&M’s scope of work included review and comment on engineering due diligence report, financial appraisal report, and swap agreement report. | AmSouth Leasing Ltd.  Austria | 53,393 | Sole Consultant |
| 1186 | Sep. 2001 - Dec. 2001 | **Burg Wastewater Treatment Plant:** K&M did the technical and commercial due diligence on the proposed cross-border lease transaction of the wastewater treatment plants for the cities of Konstanz, Dingelsdorf, Dettinger, Reichenau and Hegne in Germany, and the city of Kreuzlingen in Switzerland. Fifteen separate components (interceptors, pumping stations, overflows, etc) were analyzed. K&M’s scope of work included reviewing the engineering due diligence report, appraisal report, network access agreement, facility support agreement and service contract. K&M also reviewed operations, maintenance and management costs. K&M reviewed certain commercial, technical, and financial documents related to the proposed cross-border head lease transaction and furnished an independent opinion of the due diligence engineering report, appraisal report, service contract agreement and facility support agreement. | PNC Capital Leasing  Germany | 60,000 | Sole Consultant |
| 1187 | Sep. 2002 - Dec. 2002 | **Merom 1,073 MW Power Station:** K&M was engaged to perform technical and commercial due diligence on the sale and leaseback transaction for the 1,073 coal-fired Merom power generating station located in Sullivan County, Indiana. The station consists of two similar pulverized coal-fired units. Unit 1 began commercial operation in 1981 and Unit 2 – in 1982. The plant has a total gross capacity of approximately 1,073 MW with Unit 1 gross capacity being 543 MW and Unit 2 – 530 MW. K&M’s scope of work included an independent review of: independent technical review report, the appraisal report, service contract term sheet, operating and support agreement, facility lease, and the participation agreement. | John Hancock Life Insurance  USA | 65,000 | Sole Consultant |
| 1189 | Jan. 2002 - Mar. 2002 | **IKB 54 MW Power Generation System:** K&M was retained to perform technical, commercial and market due diligence for the asset purchase and cross-border lease transaction of the 54 MW (combined capacity) Innsbrucker Kommunalbetriebe AG (IKB) hydro power system. The system consists of four run-of-river hydro power stations: Obere Sill (18 MW), Ruetz (6 MW), Zwischenkraftwerk (1.6 MW), and Untere Sill (28 MW). The four stations have been owned and operated by Innsbrucker Kommunalbetriebe (IKB), and are located on both sides of the Inn River Valley near Innsbruck. The Obere Sill, Zwischenkraftwerk and Ruetz powerhouses are located just above the point where the Sill and Ruetz Rivers meet. The Untere Sill powerhouse is located downstream of the confluence of the two rivers on the Sill River. K&M’s scope of work included review and comment on engineering due diligence report, appraisal report and assumptions, service agreement, and swap agreement. | Fleet National Bank  Austria | 69,134 | Sole Consultant |
| 1190 | Mar. 2002 - Jun. 2002 | **192 MW Achensee, Imst, and Kirchbichl Power Stations:** K&M was retained to perform technical, commercial and market due diligence for the asset purchase and cross-border lease transaction of three hydroelectric power stations: Achensee (79 MW), Imst (89 MW), and Kirchbichl (24 MW). The Achensee power station is net generating capacity of 79 MW, draws water from the Achensee Lake, which is about 10 km long, 1-km wide and up to 133 meters deep. The station is located 40 kilometers east of Innsbruck, and was the first project of TIWAG, constructed in the period of 1924-27. Imst and Kirchbichl hydropower facilities were subsequently developed and operated by TIWAG. For each of these assets, K&M’s scope of work included: general overview of the Austrian and central Europe energy market; benchmark equity return to investors; identifying a pool of qualified bidders; and reviewing and commenting engineering due diligence report, appraisal report and assumptions, service agreement, power purchase agreement, facility operating agreement, and lease agreement. | PCI Netherlands Corporation  Austria | 60,853 | Sole Consultant |
| 1191 | Apr. 2002 - Sep. 2006 | **Amman East 370 MW Build-Own-Operate (BOO), Jordan:** K&M served as Lead and Financial Transaction Advisor to The Hashemite Kingdom of Jordan, Ministry of Energy and Mineral Resources (MEMR). K&M assisted with structuring and tendering a 370 MW gas-fired combined cycle plant on a Build-Own-Operate (BOO) basis. The K&M team provided financial, legal, and technical support in site selection for this project, developed the international competitive bid tender documents, managed the bidding and selection process, and concluded contractor negotiations through financial close. An updated electricity demand study was reviewed and finalized by K&M. In addition, a risk assessment and financial sources assessment were prepared. The resulting RFP was issued to a group of bidders previously pre-qualified by K&M. After receiving and evaluating the proposals, K&M recommended a developer for negotiations. The K&M team then assisted MEMR with the negotiations of the project agreements with the successful bidder. The project reached financial closure in March 2007 for a total of US$300 million. | Ministry of Energy and Mineral Resources  Jordan | 1,623,864 | Lead Partner |
| 1192 | Jun. 2002 - Aug. 2002 | **Geismar 80 MW Power Station:** K&M served as Lender’s Engineer performing an independent review of the 80 MW Geismar power project. The Geismar power plant was under construction at Shell Chemical’s petrochemical manufacturing complex at Geismar, Louisana. The power plant is a 80.3 MW (gross at average site temperature of 68°F) cogeneration facility consisting of a two identical GE Frame 6B Gas Turbine Generators (GTGs), each rated at 40.16 MW at site average temperature and each coupled with a Heat Recovery Steam Generator (HRSG). K&M assessed the physical condition, expected continued performance, and remaining useful life of the facility. This assessment was based on an inspection of the assets constituting the plant, interviews with plant personnel, and review of plant documentation. | NorLease Inc  USA | 91,203 | Sole Consultant |
| 1193 | Feb. 2002 - Jun. 2002 | **Termovalle Power Station Litigation Support:** K&M was engaged by the owner of the Termovalle power plant to support the arbitration related to the EPC contract. K&M’s scope of work was to provide expert technical inputs related to the arbitration. | Confidential  Colombia | 94,135 | Sole Consultant |
| 1194 | Mar. 2002 - Jun. 2002 | **Gelsenkirchen Wastewater System:** K&M did the technical and commercial due diligence on the proposed cross-border lease transaction of the wastewater treatment plants for the city of Gelsenkirchen. The wastewater collection and transportation infrastructure in Gelsenkirchen consists of approximately 665.8 km of closed sewers and 5 km of open channel sewers. The system also includes of three wastewater treatment plants: Lippeverband’s Picksmühlenbach WWTP, Emchergenossenschaft’s Bottrop and Emschermündung WWTPs. K&M’s scope of work was to assess the reasonableness of the technical, commercial and operational terms of the Service Contract; assess certain aspects of the due diligence engineering and the appraisal reports; and review the system support agreement. | First Fidelity International Bank  Germany | 55,619 | Sole Consultant |
| 1195 | Mar. 2002 - Jun. 2002 | **Wupperverband Wastewater Treatment Plants:** K&M did the technical and commercial due diligence on the proposed cross-border lease transaction of seven wastewater treatment plants owned by self-governing special purpose association located in North Rhine-Westphalia. Wupperverband owned and operated eleven wastewater treatment plants, seven of which were included in this transaction—these seven are located in: Buchenhofen, Wermelskirchen, Schwelm, Radevor MWald, Dhünn, Odenthal, and Leverkusen. The total catchment area of the Wupperverband is approximately 813 km2. The treatment plants are designed to treat a certain quantity and quality of wastewater within their region, and have some form of preliminary sludge processing. K&M’s scope of work was to assess the reasonableness of the technical, commercial and operational terms of the Service Contract; assess certain aspects of the due diligence engineering and the appraisal reports; and review the system support agreement. | PNC Capital Leasing / SELCO Service Corporation  Germany | 62,299 | Sole Consultant |
| 1196 | Jun. 2002 – Oct. 2002 | **Bedford 270 MW Gas Fired IPP:** K&M served as a project sponsor and a development advisor for the group of private investors for development of a 270 MW gas fired combined cycle IPP in Bedford, Nova Scotia, Canada. | Group of private investors,  Canada. | 100,395 | Sole Consultant |
| 1197 | Jul. 2002 – Oct. 2002 | **COGAS Electricity and Gas Transmission and Distribution Network:** K&M reviewed certain commercial, technical, and financial documents related to the proposed cross-border head lease transaction for the natural gas transmission and distribution and electrical distribution networks in the Netherlands. K&M furnished an independent opinion of the Due Diligence Engineering Report, Appraisal Report, and SWAP Agreements developed for the transaction. | SELCO Services Corporation.  Netherlands | 101,925 | Sole Consultant |
| 1198 | Jan. 2002 – Dec. 2002 | **100 MW Monte Rio Power Project:** K&M provided services to HMV Engineers of Columbia who were selected by Caterpillar Power Ventures Inc., to develop the Monte Rio 100 MW Power Plant Project, located in the Province of Azua, Dominican Republic. K&M provided day to day assistance to the HMV on issues of construction and EPC Contract compliance including cost control, schedule control and performance control. | HMV Engineers  Dominican Republic | 214,249 | Sole Consultant |
| 1199 | Sep. 2002 – Jun. 2006 | **Middle Egypt Water and Wastewater Treatment Project:** K&M served as an independent Contractor Quality Control (CQC) Sub-contractor to ABB-SUSA on this EPC/CM assignment. The project consisted of design/build expansion and modification of water and wastewater treatment plants, distribution and collection systems, pumping stations and support facilities. K&M’s scope of work included review of submittals, setting of field laboratory, calibration of concrete batch plants, compliance of materials to specifications and submittals and shop drawing review. | ABB-SUSA  Egypt | 2,530,450 | Sub-contactor |
| 1200 | Sep. 2002 – Sep. 2002 | **Innsbrucker Kommunalbetriebe (IKB) AG Wastewater Treatment Sale-Leaseback Transaction:** K&M provided an independent review and financial opinion for a proposed asset sale and lease-back transaction. K&M reviewed technical, financial, and commercial documents related to the proposed transaction, including the Engineering Report and the Appraisal Report, and rendered an independent opinion relative to the commercial aspects of the Service Contract. The transaction involved the wastewater collection assets in the City of Innsbruck with a total length of approximately 336km and the Innsbruck wastewater treatment plant serving a total population equivalent (PE) of approximately 233,000. | Austria  Bank of America Holding | 62,970 | Sole Consultant |
| 1201 | Sep. 2002 – Nov. 2002 | **Due Diligence of Six Small Hydroelectric Plants Sale-Leaseback Transactions:** K&M was engaged by Potomac Capital Investment Corporation to perform due diligence of six small hydropower plants in Austria for sale-leaseback transactions. The plants have capacities of 11.9 MW, 2.8 MW, 3 MW, 9.75 MW, 6.6 MW, and 12.2 MW, totaling 46.25 MW. Potomac Capital would purchase the assets and lease them back to the original owner over a period of 99 years, after which the original owner would have the option to purchase the assets or sign a services contract with Potomac Capital or a designated private party. K&M reviewed the electric power market in Austria and Central Europe, including the regulatory environment and future trends. K&M assessed the pool of qualified bidders and operators who may be willing to enter into PPAs and Operations Agreements with the facility owner in the future. K&M performed a technical review of the Engineering Report, Service Contract, Facility Operations Agreement, and Power Purchase Agreement Term Sheet to evaluate the reasonableness and commercial “arm’s length” nature of each. K&M also assessed the Facility Appraisal Report and commented on the fair market value of each facility. Finally, K&M compared the proposed equity rates of return for Potomac Capital’s investment with expected returns from investments in the European energy market. | Austria  Potomac Capital Investment Corporation | 82,970 | Sole Consultant |
| 1202 | Sep. 2002 – Nov. 2002 | **Due Diligence of Amlach, Heinfels, and Kalserbach Hydroelectric Plants Sale-Leaseback Transaction:** K&M was engaged by Potomac Capital Investment Corporation to perform due diligence of the Amlach, Heinfels, and Kalserbach hydropower plants in Austria in connection with a sale-leaseback transaction. The plants have capacities of 60 MW, 8.1 MW, and 11.7 MW, respectively, totaling 79.8 MW. Potomac Capital would purchase the assets from Tiroler Wasserkraft AG (TIWAG) and lease them back over a period of 97 years, after which TIWAG would have the option to purchase the assets or sign a services contract with Potomac Capital or a designated private party. K&M reviewed the electric power market in Austria and Central Europe, including the regulatory environment and future trends. K&M assessed the pool of qualified bidders and operators who may be willing to enter into PPAs and Operations Agreements with the facility owner in the future. K&M performed a technical review of the Engineering Report, Service Contract, Facility Operations Agreement, and Power Purchase Agreement Term Sheet to evaluate the reasonableness and commercial “arm’s length” nature of each. K&M also assessed the Facility Appraisal Report and commented on the fair market value of each facility. Finally, K&M compared the proposed equity rates of return for Potomac Capital’s investment with expected returns from investments in the European energy market. | Austria  Potomac Capital Investment Corporation | 62,200 | Sole Consultant |
| 1204 | Oct. 2002 – Nov. 2002 | **1,976 MW Thermal IPP Portfolio Due Diligence:** K&M was engaged by CDC Globeleq to conduct technical and commercial due diligence on a fast-track basis. K&M evaluated the following six power plants totaling 1,976 MW of capacity: the Haripur 360 MW CCGT IPP, the Meghnaghat 450 MW CCGT IPP, the Kelanitissa 163 MW diesel-fired combined cycle IPP, the Kelvin 600 MW coal-fired IPP, the Songas Ubungo 113 MW CCGT IPP, and the Ebute 290 MW gas-fired open cycle barge IPP. For each power plant, K&M evaluated technical performance, commercial arrangements, operations and maintenance (O&M) arrangements, plant management, regulatory structures, and the plant’s environmental profile. To support the technical due diligence, K&M engineers interviewed plant staff and conducted site inspections to evaluate the physical conditions of each plant. K&M reviewed all major contracts for each plant, including PPAs, fuel supply agreements, and O&M contracts, and K&M analyzed risks which could impact future operations and cash flows to investors. K&M also estimated the remaining useful life of each asset. | Bangladesh, Nigeria, Tanzania, South Africa, Sri Lanka  CDC Globeleq | 286,618 | Sole Consultant |
| 1206 | Dec. 2002 – Feb. 2003 | **Due Diligence for Aalen, Heidenheim, and Zollerwiesen Wastewater Treatment Sale-Leaseback Transactions:** K&M was retained by Fleet Overseas Capital LLC to assist with the technical due diligence of three sale-leaseback transactions for the Aalen, Heidenheim, and Zollerwiesen wastewater collection networks and treatment plants in Germany. Fleet Overseas Capital LLC would purchase the assets from the public authority and lease the assets back to the public authority over a number of years. At the end of the lease term, the public authority would have the option to either purchase the assets or enter into a wastewater services contract with the private party. K&M performed an independent technical review of the engineering due diligence report of the wastewater collection and treatment facilities. K&M also reviewed the asset appraisal report, the wastewater services contract, and the facility support and access agreement between the city and the private party. K&M commented on the methodology, assumptions, and results of the asset appraisal to identify any adjustments or potential issues with the contractual arrangements, including an assessment of the transaction against “arm’s length” criteria. The wastewater assets included 167km of sewerage collection lines and four wastewater treatment plants with a total capacity of 121,900 population equivalent. | Germany  Fleet Overseas Capital LLC | 142,450 | Sole Consultant |
| 1208 | Feb. 2003 – May 2003 | **Due Diligence for Bochum and Recklingshausen Wastewater Treatment Sale-Leaseback Transactions:** K&M was retained by First Fidelity International Bank to assist with the technical due diligence of two sale-leaseback transactions for the wastewater collection networks in the cities of Bochum and Recklinghausen, Germany. First Fidelity would purchase the assets from the public authority and lease the assets back to the public authority over terms of 26 and 29 years, respectively. At the end of the lease terms, the public authority would have the option to either purchase the assets or enter into a wastewater transportation services contract with the private party. K&M performed an independent technical review of the engineering due diligence reports of the wastewater collection facilities. K&M also reviewed the asset appraisal reports, services contracts, and the facility support and access agreements between the cities and the private party. K&M commented on the methodology, assumptions, and results of the asset appraisal to identify any adjustments or potential issues with the contractual arrangements, including an assessment of the transaction against “arm’s length” criteria. The wastewater assets included over 1,500km of sewerage lines serving 520,000 residents and a number of large commercial users. | Germany  First Fidelity International Bank | 79,620 | Sole Consultant |
| 1209 | May 2003 – Oct. 2003 | **Due Diligence for Ulm Wastewater Collection and Transport Sale-Leaseback Transaction:** K&M was retained by PNC Leasing LLC to assist with the technical due diligence of a sale-leaseback transaction for the wastewater collection network in the city of Ulm, Germany. PNC Leasing LLC would purchase the assets from the public authority and lease the assets back to the public authority over 26 years. At the end of the lease term, the public authority would have the option to either purchase the assets or enter into a wastewater services contract with PNC. K&M performed an independent technical review of the engineering due diligence report of the wastewater collection and treatment facilities. K&M also reviewed the asset appraisal report, the wastewater services contract, and the facility support and access agreement between the city and the PNC. K&M commented on the methodology, assumptions, and results of the asset appraisal to identify any adjustments or potential issues with the contractual arrangements, including an assessment of the transaction against “arm’s length” criteria. The system includes 558km of sewerage lines. | Germany  PNC Leasing LLC | 63,850 | Sole Consultant |
| 1210 | May 2003 – Oct. 2003 | **Due Diligence for AGR Herten Waste-to-Energy Sale-Leaseback Transaction:** K&M was hired by SELCO Service Corporation to perform technical and commercial due diligence of the AGR Herten Waste-to-Energy facility in Herten, Germany. SELCO would purchase the facility from the Kommunalverband Ruhrgebiet (KVR), the public authority which developed the facility. SELCO would lease the facility back to the KVR for 24 years, after which the KVR would have the option to purchase the facility or enter into a services contract with SELCO or an alternate designated operator. K&M reviewed technical, financial, and commercial documents related to the proposed transaction, including the Engineering Report and the Appraisal Report, and rendered an independent opinion relative to the commercial aspects of the Service Contract. K&M also performed market due diligence of waste-energy plants in Germany and Central Europe. K&M’s market due diligence included an assessment of the German electricity market, German and EU waste-to-energy policies and regulations, regional waste generation trends, and tariff structures. The facility processes 265,000 tonnes of waste per year and produces 146,000 MWh of electricity, of which 60,000 MWh is used internally, 9,500 MWh (therm) is used for district heating, and 86,000 MWh is sold to electricity consumers. | Germany  SELCO Service Corporation | 90,006 | Sole Consultant |
| 1211 | May 2003 – Oct. 2003 | **Due Diligence for Eitorf and Königswinter Wastewater Collection and Transport Sale-Leaseback Transactions:** K&M was retained by PNC Leasing LLC to assist with the technical due diligence of two sale-leaseback transactions for the wastewater collection networks and treatment plants in the cities of Eitorf and Königswinter, Germany. PNC Leasing LLC would purchase the assets from the public authority and lease the assets back to the public authority over a number of years. At the end of the lease term, the public authority would have the option to either purchase the assets or enter into a wastewater services contract with the private party. K&M performed an independent technical review of the engineering due diligence reports of the wastewater collection and treatment facilities. K&M also reviewed the asset appraisal reports, the wastewater services contracts, and the facility support and access agreements between the cities and the private party. K&M commented on the methodology, assumptions, and results of the asset appraisal to identify any adjustments or potential issues with the contractual arrangements, including an assessment of the transaction against “arm’s length” criteria. The wastewater assets included 224km of sewerage collection lines and two wastewater treatment plants with a service capacity of 77,250 population equivalent. | Germany  PNC Leasing LLC | 95,500 | Sole Consultant |
| 1212 | Jun. 2003 – Nov. 2003 | **Due Diligence for River Road Wastewater Treatment Sale-Leaseback Transaction:** K&M was hired by Textron Financial Corporation to perform due diligence of a sale-leaseback transaction for the River Road wastewater collection facilities and treatment plant in New Jersey. Textron, acting through a U.S. trust of which it is the beneficiary, planned to purchase the economic ownership of this system from the North Hudson Sewerage Authority under a head lease with a term that extends for the full useful economic life of the system. At the end of the lease term, the North Hudson Sewerage Authority would have the option to purchase Textron’s interest in the systems for a fixed price or allow Textron, or a designee, to enter into a Service Contract with the North Hudson Sewerage Authority. K&M was asked to assess the technical, financial, and commercial aspects of the engineering report, the environmental report, and the asset appraisal report of the system, and to render an independent opinion as to the technical, commercial and operational reasonableness of the service contract. This assignment also involved a review of the system support and access agreement that would present the service provider with certain rights with respect to the systems. | USA  Textron Financial Corporation | 80,500 | Sole Consultant |
| 1212 | Jun. 2003 – Nov. 2003 | **Due Diligence for Adams Street Wastewater Treatment Sale-Leaseback Transaction:** K&M was hired by AmSouth Leasing, Ltd. to perform due diligence of a sale-leaseback transaction for the Adams Street wastewater collection facilities and treatment plant in New Jersey. AmSouth, acting through a U.S. trust of which it is the beneficiary, planned to purchase the economic ownership of this system from the North Hudson Sewerage Authority under a head lease with a term that extends for the full useful economic life of the system. At the end of the lease term, the North Hudson Sewerage Authority would have the option to purchase AmSouth Leasing’s interest in the systems for a fixed price or allow AmSouth Leasing, or a designee, to enter into a Service Contract with the North Hudson Sewerage Authority. K&M was asked to assess the technical, financial, and commercial aspects of the engineering report, the environmental report, and the asset appraisal report of the system, and to render an independent opinion as to the technical, commercial and operational reasonableness of the service contract. This assignment also involved a review of the system support and access agreement that would present the service provider with certain rights with respect to the systems. | USA  AmSouth Leasing, Ltd. | 80,500 | Sole Consultant |
| 1214 | Jul. 2003 – Jul. 2006 | **Kounoune 67.5 MW Build-Own-Operate (BOO):** K&M served as the Lead and Financial Transaction Advisor to the Senegal electric utility (Senelec). On behalf of Senelec, K&M structured and tendered the 67.5 MW Kounoune diesel power plant as a Build-Own-Operate (BOO) transaction. K&M assessed the project’s regulatory environment, size requirements, technology configuration, site layout, fuel supply and water needs, and other technical operating requirements. Following the feasibility work, K&M prepared all project contracts and bidding documents for the Request for Proposals, including the PPA, fuel supply agreement, and Implementation Agreement. K&M also assessed the project’s commercial risks and developed the project financial model to be used in the bidding process. After issuing the RFP, K&M managed the competitive bidding process and performed all of the bid evaluations. K&M selected the winning bidder and led negotiations on behalf of Senelec through to financial close. The project reached financial close with the African Development Bank (AfDB), International Finance Corporation (IFC), West African Development Bank (BOAD), PROPARCO, and CBAO in July 2006 for a total of €48 million (US$61 million). | Senegal  Société nationale d’électricité du Sénégal (Senelec) | 841,609 | Sole Consultant |
| 1215 | Aug. 2003 – Apr. 2004 | **Due Diligence for Niersverband, Goch, and Grefrath Wastewater Treatment Sale-Leaseback Transactions:** K&M was retained by SELCO Service Corporation to assist with the technical due diligence of three sale-leaseback transactions for the Niersverband, Goch, and Grefrath wastewater collection networks and treatment plants in Germany. SELCO would purchase the assets from the public authority and lease the assets back to the public authority over a number of years. At the end of the lease term, the public authority would have the option to either purchase the assets or enter into a wastewater services contract with the private party. K&M performed an independent technical review of the engineering due diligence report of the wastewater collection and treatment facilities. K&M also reviewed the asset appraisal report, the wastewater services contract, and the facility support and access agreement between the city and the private party. K&M commented on the methodology, assumptions, and results of the asset appraisal to identify any adjustments or potential issues with the contractual arrangements, including an assessment of the transaction against “arm’s length” criteria. K&M also assessed the German wastewater market, which included an assessment of the EU and German economies, wastewater policies, and regulatory environments. | Germany  SELCO Service Corporation | 195,500 | Sole Consultant |
| 1216 | Sep. 2003 – Jan. 2004 | **Due Diligence for Moers-Gerdt and Rheinberg Wastewater Treatment Sale-Leaseback Transactions:** K&M was retained by State Street Bank and Trust Company to assist with the technical due diligence of a sale-leaseback transaction for the wastewater treatment plants in the cities of Moers-Gerdt and Rheinberg, Germany. The wastewater treatment plants have a combined capacity of 235,000 population equivalent (PE). State Street Bank and Trust would purchase the assets from the public authority and lease the assets back to the public authority over 26 years. At the end of the lease term, the public authority would have the option to either purchase the assets or enter into a wastewater services contract with the private party. K&M performed an independent technical review of the engineering due diligence report of the wastewater collection and treatment facilities. K&M also reviewed the asset appraisal report, the wastewater services contract, and the facility support and access agreement between the city and the private party. K&M commented on the methodology, assumptions, and results of the asset appraisal to identify any adjustments or potential issues with the contractual arrangements, including an assessment of the transaction against “arm’s length” criteria. K&M also assessed the German wastewater market, which included an assessment of the EU and German economies, wastewater policies, and regulatory environments. | Germany  State Street Bank and Trust Company | 92,500 | Sole Consultant |
| 1217 | Nov. 2003 – Feb. 2004 | **Due Diligence for Sankt Augustin Wastewater Treatment Sale-Leaseback Transaction:** K&M was retained by PNC Leasing LLC to assist with the technical due diligence of a sale-leaseback transaction for the wastewater collection network and treatment plant in the city of Sankt Augustin, Germany. PNC Leasing LLC would purchase the assets from the public authority and lease the assets back to the public authority over a number of years. At the end of the lease term, the public authority would have the option to either purchase the assets or enter into a wastewater services contract with the private party. K&M performed an independent technical review of the engineering due diligence report of the wastewater collection and treatment facilities. K&M also reviewed the asset appraisal report, the wastewater services contract, and the facility support and access agreement between the city and the private party. K&M commented on the methodology, assumptions, and results of the asset appraisal to identify any adjustments or potential issues with the contractual arrangements, including an assessment of the transaction against “arm’s length” criteria. The wastewater treatment plant has a capacity of 210,000 population equivalent (PE) and the collection network includes 315km of sewerage lines. | Germany  PNC Leasing LLC | 55,000 | Sole Consultant |
| 1218 | Dec. 2003 – Dec. 2003 | **Termobarranquilla 870 MW CCGT IPP Due Diligence:** K&M was engaged by Darby Overseas Investments Ltd. to perform technical and commercial due diligence of the Termobarranquilla 870 MW combined cycle gas turbine IPP, the largest thermal power generator in Colombia. K&M assessed the plant’s physical condition, operations and maintenance (O&M) practices, major project agreements, and projected technical and financial performance. K&M’s review of O&M practices included an evaluation of the technical competence of plant personnel and an analysis of gaps and resulting risks arising from the O&M arrangements. In evaluating the plant’s future operational performance, K&M identified technical operating risks and assessed the plant’s competitiveness within the Colombian power market. | Colombia  Darby Overseas Investments Ltd. | 28,240 | Sole Consultant |
| 1219-1 | Dec. 2003 – Mar. 2004 | **Kelvin 600 MW Coal-fired IPP Due Diligence:** K&M was engaged by the AIG African Infrastructure Fund (AAIF), an affiliate of the Emerging Markets Partnership (EMP), to conduct a full technical and commercial due diligence of the Kelvin 600 MW coal-fired IPP in South Africa. K&M had previously performed due diligence of the plant for CDC Globeleq in 2002, and used this work as a basis for producing an updated due diligence report. K&M interviewed plant staff, reviewed operations reports and test results and evaluated the plant’s forecast technical and commercial performance. K&M also estimated the plant’s useful remaining operating life and the progress of refurbishment efforts at the facility. K&M reviewed the plant’s contractual arrangements and identified any major operational risks which could impact shareholder value. | South Africa  AIG African Infrastructure Fund (AAIF) | 16,750 | Sole Consultant |
| 1219-2 | Dec. 2003 – Mar. 2004 | **Songas Ubungo 113 MW IPP Due Diligence:** K&M was engaged by the AIG African Infrastructure Fund (AAIF), an affiliate of the Emerging Markets Partnership (EMP), to conduct a full technical and commercial due diligence of the Songas Ubungo 113 MW power plant in Dar es Salaam, Tanzania. The plant was in the process of a restoration effort which would allow all four gas turbines to produce electricity using natural gas from the offshore Songo-Songo field. K&M had previously performed due diligence of the plant for CDC Globeleq in 2002, and used this work as a basis for producing an updated due diligence report. K&M assessed the performance of the EPC contractor performing the expansion work and evaluated the plant’s forecast technical and commercial performance. For the commercial due diligence, K&M also evaluated Tanzania’s electricity market, reviewed the plant’s contractual arrangements, and identified any major operational risks which could impact shareholder value. K&M’s revised due diligence report included the results of K&M’s on-site engineering inspection of the facility and interviews with plant staff. | Tanzania  AIG African Infrastructure Fund (AAIF) | 32,883 | Sole Consultant |
| 1219-3 | Dec. 2003 – Mar. 2004 | **Uganda Electricity Distribution Company Due Diligence:** K&M was engaged by the AIG African Infrastructure Fund (AAIF), an affiliate of the Emerging Markets Partnership (EMP), to conduct due diligence of the Uganda Electricity Distribution Company. K&M prepared an independent review of an existing technical due diligence report by Stone & Webster, commented on the report’s completeness, and evaluated the report’s conclusions and supporting technical evidence. K&M identified potential risks for investors and recommended specific areas for further due diligence efforts. | Uganda  AIG African Infrastructure Fund (AAIF) | 7,365 | Sole Consultant |
| 1220-1 | Apr. 2004 – Aug. 2004 | **Support to the U.S. DOE—Carbon Sequestration Leadership Forum (CSLF) Financing Concepts:** K&M was engaged by the U.S. Department of Energy (DOE) to develop a discussion paper on financing concepts for carbon capture and sequestration (CCS) projects. The discussion paper would support the ongoing work of the 16-nation Carbon Sequestration Leadership Forum (CSLF) in designing strategies to scale up the deployment of CCS projects globally. K&M prepared and presented an executive overview on project finance and how it has been applied to the global power industry. In addition, K&M presented trends in the power industry that have affected new project financing strategies as well as obstacles for arranging project finance for new and advanced technologies (including CCS). K&M prepared a concept paper which presented a plan to create a pool of funds to support the financing of CCS projects. After presenting this paper to the U.S. DOE, K&M participated in the Carbon Sequestration Leadership Forum’s Legal, Regulatory and Financial Issues Taskforce Meetings in London. | USA  U.S. Department of Energy (DOE) | 16,100 | Sole Consultant |
| 1220-2 | Sep. 2004 – Dec. 2005 | **Support to the U.S. DOE—Power Sector Greenhouse Gas Emissions Research:** K&M was engaged by the U.S. Department of Energy (DOE) to support its Office of Clean Energy Collaboration with establishing a centralized knowledge database on technologies for reducing greenhouse gas emissions from power generation. To perform this task, K&M established an electronic library of technical reports and theoretical studies on advanced power generation technologies, including advanced coal technologies and carbon capture and sequestration (CCS) research. K&M produced technical working papers summarizing the state of various technologies and the potential role of each in mitigating global GHG emissions from power generation. | USA  U.S. Department of Energy (DOE) | 100,855 | Lead Partner |
| 1220-3 | May 2005 – May 2006 | **Support to the U.S. DOE—Financing Plan for IGCC and CCS Projects:** K&M was engaged by the U.S. Department of Energy (DOE) to support its Office of Clean Energy Collaboration with the preparation of a financing plan for an advanced coal-fired power project in a developing country. K&M reviewed technical reports on two advanced coal technologies: integrated gasification and combined cycle (IGCC) and carbon capture and sequestration (CCS). K&M assessed the environmental benefits of these technologies compared with conventional coal-fired systems and identified operating risks which would need to be addressed to meet commercial financing requirements. K&M then identified several developing countries which used coal to supply a majority of their domestic energy needs and K&M worked with DOE to identify a specific project opportunity for an IGCC power plant in one of the candidate countries. K&M developed a conceptual project structure and a list of project agreements necessary to secure project financing. To identify potential financing arrangements, K&M surveyed major multilateral financing institutions and identified funding mechanisms which could make advanced coal technologies competitive with conventional coal plants in developing countries. | USA  U.S. Department of Energy (DOE) | 174,932 | Lead Partner |
| 1221 | Jan. 2004 – Dec. 2004 | **Expert Witness for CalPeak Power LLC:** K&M was retained as an Expert Witness by CalPeak Power LLC to support its defense against legal actions brought by DG Power regarding the construction of five peaking power plants in California. The lawsuit against CalPeak Power concerned CalPeak Power’s technical competence and representations in the financing, management, and construction of these five power plants. K&M experts reviewed CalPeak’s internal records regarding the design engineering (duty of care) and the construction management of the power plants, and K&M provided technical evaluations of the merits of the claims brought against CalPeak Power. K&M experts developed independent conclusions for presentation in the court. After K&M had completed its report, CalPeak Power and DG Power settled the case without going to trial. | USA  CalPeak Power LLC | 34,881 | Sole Consultant |
| 1222 | Apr. 2004 – Jun. 2004 | **Haripur 360 MW CCGT and Meghnaghat 450 MW CCGT Due Diligence:** K&M was hired by the Emerging Markets Partnership (EMP) in Bahrain to perform due diligence of the Haripur and Meghnaghat gas-fired combined cycle power plants in Bangladesh. K&M had previously performed due diligence on these assets for CDC Globeleq in 2002. K&M re-assessed the technical and financial performance and risk factors of both plants to account for any changes in the plant’s operating conditions, management, and regulatory environment. Additionally, K&M evaluated assumptions in the financial model used to project the performance of both plants, and K&M provided expert commentary on major material risks that remained relevant for potential investors in the two assets. | Bangladesh  Emerging Markets Partnership (EMP) | 34,850 | Sole Consultant |
| 1224 | May 2004 – Dec. 2004 | **Termovalle 205 MW CCGT Operations & Services Contract Advisory:** The owner of the Termovalle IPP in Cali, Colombia, engaged K&M to evaluate contractual arrangements for the operations and maintenance (O&M) and equipment supply services for the plant. K&M reviewed both of the plant’s existing contracts: an O&M agreement with North American Energy Services (NAES) and an Operating Plant Services Agreement (OPSA) with Siemens Westinghouse Services Company (SWSC) to provide combustion turbine parts and scheduled maintenance. K&M visited the plant, assessed its operational needs, and evaluated the commercial risks associated with technical interruptions in operations. K&M met separately with NAES and SWSC and also reviewed a proposal from Mitsubishi Power Systems (MPS). Following K&M’s initial technical review, economic analysis of services arrangements, and recommendations to Termovalle, SWSC and MPS provided modifications to their initial proposals. K&M reviewed the modified proposals and provided recommendations to the owner of Termovalle for both O&M and OPSA agreements. | Colombia  KMR Power Corp. | 121,008 | Sole Consultant |
| 1225 | Jul. 2004 – Dec. 2004 | **HEI vs. Inner Mongolian Power Company (IMPC) Expert Witness:** K&M was retained by Chadbourne & Parke LLP as an Expert Witness in an arbitration case between HEI and the IMPC. Chadbourne & Park LLP served as counsel to HEI. HEI formed a joint venture with Baotu Iron and Steel Group Company Limited (BaoSteel) to build, own, and operate a 2x112 MW HFO-fired power plant in the Inner Mongolia Autonomous Region (IMAR) in China. The project would be dedicated to provide power to an expansion of BaoSteel’s iron and steel works through a self-supply arrangement under a Power Purchase Agreement (PPA) with BaoSteel. Under the approved PPA, the project required interconnection with the grid, to be provided by the IMPC. The IMPC imposed conditions which interfered with the interconnection arrangement and damaged the project’s economic viability. To support HEI’s claim of expropriation against the IMPC, K&M analyzed the PPA and evaluated the technical merits of HEI’s case based on the plant’s design and operating paramaters. K&M produced a report in support of the claim. | China  Hawaiian Electric Industries, Inc. (HEI) | 22,815 |  |
| 1226 | Jun. 2005 - Jun. 2005 | See 1055. Fees received in 2005 (Job 1226) are from equity distribution resulting from the sale of the Mamonal plant by AES. | Colombia | 301,353 | Sole Consultant |
| 1228  1229 | Jun. 2005 – Dec. 2005 | **ISAGEN Citibank Loan Due Diligence:** K&M was engaged by the Overseas Private Investment Corporation (OPIC) and Citibank Colombia to provide an independent financial review of a loan application from ISAGEN for US$250 million. The loan would be issued by Citibank and US$212 million would be insured by OPIC. ISAGEN would use the loan to finance its power generation operations in Colombia. K&M was tasked with reviewing ISAGEN’s financial strength and projections of future financial performance to assess ISAGEN’s ability to fully satisfy its obligations under the proposed loan. K&M reviewed ISAGEN’s audited financial statements, credit profile, and financial model of the company’s operations, which included forecasts for each of ISAGEN’s five power generation assets (totaling 1,832 MW). In addition, K&M assessed the proposed term sheet between Citibank and ISAGEN and recommended changes which would improve the lending arrangement. | Colombia  Overseas Private Investment Corporation (OPIC) | 59,000 | Sole Consultant |
| 1230  1232 | Feb. 2006 – Jun. 2006 | **Engineering Project Management Advisory for Arabian BEMCO:** Arabian BEMCO Contracting Co. Ltd. was serving as the EPC Contractor for the construction of a greenfield, gas-fired, simple cycle power plant in Marib, Yemen. The Public Electricity Corporation of Yemen was the project’s sponsor. Empresarios Agrupados Internacional S.A. was hired by Arabian BEMCO to prepare detailed engineering drawings for the design of the plant. Arabian BEMCO engaged K&M as an engineering project manager for the detailed design work, which was being performed off-site in Beirut, Lebanon. K&M provided expert advisory services to Arabian BEMCO for the organization and work flow management of the detailed design process in Lebanon. K&M’s project manager was deployed for three months to Beirut to assist Arabian BEMCO with establishing all necessary project management, monitoring, scheduling, and reporting processes to ensure the timely and high-quality execution of engineering services for the project. | Yemen, Lebanon  Arabian BEMCO Contracting Co. Ltd. | 182,227 |  |
| 1231  1234  1235  1249 | Feb. 2005 – Dec. 2011 | **Zheleznogorsk District Heating Project:** K&M provided Owner’s Engineer services to Raytheon and the U.S. Department of Energy for the construction of a district heating plant under the Zheleznogorsk Plutonium Production Elimination Project (ZPEP). ZPEP was a cooperative effort between the United States and Russia to reduce the threat of nuclear proliferation by shutting down the plutonium production reactor at Zheleznogorsk and replacing it with a new coal-fired district heating plant to serve local residential and industrial consumers. The project’s scope of services included the detailed design and engineering, procurement of equipment and construction materials, construction, and commissioning of the 440 GCal/hour district heating plant. The project was funded by U.S. DOE, and Raytheon was hired to manage the design and construction of the plant, working with a Russian engineering firm. K&M was engaged to assist Raytheon with all phases of design and management of the project. K&M provided design review, independent engineering assessments, EPC procurement support, and on-site supervision of construction for Raytheon and U.S. DOE. | Russia  U.S. Department of Energy (DOE) | 3,805,103 |  |
| 1233 | Feb. 2006 – Dec. 2006 | **Dick Corporation vs. SNC-Lavalin Expert Witness:** K&M served as an Expert Witness to Dick Corporation in their lawsuit against SNC-Lavalin Constructor’s Inc. This lawsuit resulted from an intellectual property dispute where SNC-Lavalin reused designs and plans developed in a prior collaboration with Dick Corporation without the owner’s consent. Dick Corporation brought a lawsuit against SNC-Lavalin and hired K&M to provide expert technical advice to justify the validity of Dick Corporation’s claim. K&M analyzed the relevant designs and plans, met with company personnel, and prepared a report summarizing K&M’s findings and the technical merits of Dick Corporation’s claim. K&M’s report successfully supported an out-of-court settlement between the two parties prior to the deposition. | USA  Dick Corporation | 74,699 | Sole Consultant |
| 1236 | Aug. 2006 – Oct. 2006 | **24 MW Thermal IPP Advisory:** Orion Energy engaged K&M to provide technical advice to support the development of a proposed 24 MW HFO-fired power plant near Monrovia, Liberia. K&M reviewed technical specifications for the proposed project and advised Orion Energy on technology options, fuel supply needs, and other issues. K&M accompanied Orion Energy to assess potential sites in Liberia and to attend high-level meetings with Government stakeholders to market the proposal. | Liberia  Orion Energy, Inc. | 3,470 | Sole Consultant |
| 1237 | Oct. 2006 – Jul. 2014 | **Nghi Son II 1,200 MW Coal-fired IPP Transaction Advisory, Vietnam (2006-2014):** K&M was engaged by the International Finance Corporation (IFC) to assist the Government of Vietnam with the development of a 1,200 MW ultra-supercritical coal-fired power plant under a Build-Operate-Transfer (BOT) arrangement. K&M provided all technical services to design, structure, and procure the project through a competitive bidding process. K&M assessed the project’s regulatory environment, size requirements, technology configuration, site layout, fuel supply and water needs, and other technical operating requirements. Following the feasibility work, K&M prepared all project contracts and bidding documents for the Request for Proposals, including the PPA, fuel supply agreement, and Implementation Agreement. K&M also assessed the project’s commercial risks and provided inputs to the bid financial model. After issuing the RFP, K&M assisted with the competitive bidding process and bid evaluations. On the basis of K&M’s work, the project was awarded to a consortium of KEPCO and Marubeni. The project sponsors are currently in the process of raising close to US$1.6 billion dollars in financing. | Vietnam  International Finance Corporation (IFC) | 1,183,000 | Sole Consultant |
| 1238 | Sep. 2006 – Dec. 2010 | **Services to Termovalle:** [Project Information Missing] | Colombia  Termovalle S.C.A. E.S.P. | 415,589 | Sole Consultant |
| 1239 | Oct. 2006 – Dec. 2007 | **Experimental Steam Cycle Efficiency Improvement Testing:** Stealium Energy Corporation engaged K&M to assist with testing an experimental technology for increasing the efficiency of steam cycle operations in a thermal power plant. The proprietary design involved an additive to the water circulating in the steam cycle. K&M designed a bolt-on delivery mechanism to test the technology in an operational coal-fired power plant. The client arranged for a prototype of K&M’s design to be manufactured and tested at a facility in China. K&M visited the host facility in China and participated in the testing. | USA, China  Stealium Energy Corporation | 39,967 | Sole Consultant |
| 1240 | Feb. 2007 – Sep. 2008 | **Bibiyana 450 MW IPP Advisory, Bangladesh:** K&M was engaged by the International Finance Corporation (IFC) to assist the Government of Bangladesh with the development of a proposed 320-450 MW gas-fired combined cycle power plant under an Independent Power Producer (IPP) arrangement. K&M assessed the technical design requirements for the project, including recommending the project size, technology configuration, site layout, and other major design elements. K&M also evaluated potential sites for suitability in terms of water and fuel availability, power evacuation, geotechnical conditions, environmental and social impacts, and transportation access. K&M provided all technical inputs for project contracts and assisted with the preparation and management of the competitive bidding process to select a private sector developer. During negotiations with the winning bidder, the Government decided not to follow through with the project. | Bangladesh  International Finance Corporation (IFC) | 414,189 | Sole Consultant |
| 1241 | Jul. 2007 – Jun. 2009 | **Al Qatrana 373 MW Build-Own-Operate (BOO), Jordan:** K&M served as the Lead and Financial Transaction Advisor to The Hashemite Kingdom of Jordan, Ministry of Energy and Mineral Resources (MEMR) to assist in the development of a 373 MW gas-fired combined cycle power plant on a Build-Own-Operate (BOO) basis. The K&M team provided all technical, financial, and legal services required to structure, tender, award, negotiate, and support the project through to financial close. K&M structured the project and provided all technical and commercial inputs to prepare key project agreements, including the PPA and Implementation Agreement. K&M managed the entire procurement process, including preparing the technical specifications, assessing the project site, designing the prequalification criteria, preparing the international competitive bid tender documents, managing the bidding and selection process, and awarding the project. K&M negotiated with the winning bidder on behalf of MEMR through to financial close. The project reached financial close in 2009 for US$466 million, marking it as the second successful power generation PPP in Jordan. | Jordan  Ministry of Energy and Mineral Resources (MEMR) | 800,000 | Lead Partner |
| 1242  1246 | Jul. 2007 – Sep. 2008 | **Sirajganj 450 MW IPP Transaction Advisory:** The Asian Development Bank (ADB) hired K&M to assist the Power Cell of the Ministry of Power, Energy, and Mineral Resources in Bangladesh with the competitive procurement of the Sirajganj 450 MW gas-fired combined cycle power project. The project would be implemented through an Independent Power Producer (IPP) arrangement. K&M conducted a technical feasibility study of the project to assess the project’s size requirements, technology configuration, site layout, fuel supply and water needs, and other technical operating requirements. Following the feasibility work, K&M prepared all project contracts and bidding documents for the Request for Proposals, including the PPA, fuel supply agreement, and Implementation Agreement. K&M managed the competitive bidding process and evaluated the bids. At the Government’s request, the project was not awarded. | Bangladesh  Asian Development Bank (ADB) | 286,394 | Sole Consultant |
| 1245 | Nov. 2007 – May 2009 | **Deir Ammar 450 MW Privatization Technical Due Diligence:** K&M was engaged by the Higher Council for Privatization in Lebanon to assist with the preparation and procurement of two power project transactions: the privatization of the existing 450 MW CCGT Deir Ammar power plant and the development of a proposed 450 MW greenfield power project. Both projects would operate as Independent Power Producers (IPPs). K&M assessed the power supply and demand needs in Lebanon and analyzed the feasibility of various fuel supply options for both projects, including the possible use of Liquefied Natural Gas (LNG). K&M conducted a detailed technical due diligence of the Deir Ammar power plant to assess its technical and commercial performance, operations and maintenance procedures, and the state of the plant’s equipment, facility, site, and associated infrastructure. Due to external political factors, both transactions were cancelled and K&M’s engagement was concluded after completion of the Deir Ammar due diligence report. | Lebanon  Higher Council for Privatization, Republic of Lebanon | 417,537 | Sole Consultant |
| 1248 | Apr. 2008 – Jun. 2012 | **Central Java 2,000 MW IPP Transaction Advisory, Indonesia:** K&M served as the Lead Technical Advisor to the International Finance Corporation (IFC) for the tendering of a 2,000 MW ultra-supercritical coal-fired power plant on behalf of Perusahaan Listrik Negara (PLN), the national electric power company of Indonesia. The Central Java IPP transaction was structured as a Build-Own-Operate-Transfer (BOOT) and it was the first PPP power project under Indonesia’s new PPP law. K&M provided full technical advisory services to IFC in support of the transaction, including the following: electricity market forecast, high-level technical design specifications, technical inputs for project contracts including the EPC contract and the PPA, assistance with pre-qualification and bid evaluation criteria, and support for bid evaluation and negotiation. K&M supported the competitive tendering process to select the winning bidder, and the project agreements were signed in 2012. The project reached financial close in June 2016 for US$4.3 billion. | Indonesia  International Finance Corporation (IFC) | 804,018 | Lead Partner |
| 1251 | Jul. 2008 – Oct. 2008 | **Technical Feasibility Assessment of Thermal IPP Sites:** K&M was engaged by the International Finance Corporation (IFC) to assess the technical feasibility of three potential sites for a thermal IPP project in Yemen. For each site, K&M evaluated potential environmental and social issues, access requirements, and associated infrastructure needs for fuel supply and power evacuation. K&M reviewed local electricity supply and demand needs, including seasonal factors, peak and off-peak demand, dispatch procedures, right-of-way issues, and transmission and distribution reliability and losses. K&M compared the sites and recommended the most suitable site for the development of the project. | Yemen  International Finance Corporation (IFC) | 49,990 | Lead Partner |
| 1252 | Sep. 2008 – Dec. 2008 | **Seiyoun Gas-fired Power Plant Preliminary Feasibility Study:** K&M was engaged by the International Finance Corporation (IFC) to assess the technical feasibility of a gas-fired power plant at the Seiyoun site in Yemen. The plant would use natural gas captured from nearby oil deposits. K&M assessed the proposed project site, including evaluating potential environmental and social issues, access requirements, and associated infrastructure needs for gas supply and power evacuation. To support the site assessment, K&M consulted with the Government and oil operators to determine the potential availability of natural gas supplies from local oil sources. K&M reviewed electricity supply and demand needs in Yemen, including seasonal factors, projected demand growth, and T&D losses. K&M’s report included recommendations of the most suitable size and technology configuration for the project. | Yemen  International Finance Corporation (IFC) | 11,500 | Lead Partner |
| 1253 | Oct. 2008 – Mar. 2013 | **IPP3 573 MW Build-Own-Operate (BOO), Jordan:** K&M served as the Lead and Financial Transaction Advisor to the National Electric Power Company (NEPCO) of the Hashemite Kingdom of Jordan to assist in the development of a 573 MW power plant as an IPP under a Build-Own-Operate structure. IPP3 is a tri-fuel, reciprocating engine facility capable of operating on natural gas, diesel, or HFO, and it is the largest plant of its kind in the world.  K&M provided commercial, financial, regulatory, and technical support to develop the project’s conceptual design, key project agreements, and commercial structure. K&M developed the international competitive bid tender documents (PPA, government support, fuel, water, land, and grid connection agreement) and managed the entire tender and selection process. K&M also designed the evaluation model and selected a consortium composed of KEPCO, Mitsubishi, and Wärtsilä as the winning bidder to develop the project. On behalf of NEPCO, K&M led negotiations with the project developer to a successful financial close in March 2013 with KEXIM, Nippon Export and Investment Insurance (NEXI), KFW, Standard Chartered, Mizuho Bank, and Sumitomo Bank for a total of US$812 million. | Jordan  National Electric Power Company (NEPCO) | 758,750 | Lead Partner |
| 1254 | Oct. 2008 – Sep. 2009 | **Sendou I Coal-fired 115 MW IPP Lender’s Engineer:** K&M served as the Lender’s Engineer to the Islamic Development Bank (ISDB) to perform technical and commercial due diligence of a proposed 115 MW coal-fired greenfield power plant in Senegal under a Build-Own-Operate structure. The IsDB was considering a non-recourse project finance loan to the project. K&M reviewed all technical aspects of the plant’s design, site layout, fuel supply arrangement, technology, capacity, environmental and social impacts, and O&M arrangements. K&M also performed a complete commercial due diligence of the project, including a review of the power purchase agreement, engineering, procurement and construction contract, and operations agreement. K&M conducted detailed financial analysis to assess the project’s commercial viability, the adequacy of contractual liquidated damages, and the soundness of the project’s financial structure. K&M made recommendations to the senior lenders regarding the project’s financial structure, construction contingency, contractual arrangements, and total technical feasibility. | Senegal  Islamic Development Bank (IsDB) | 141,503 | Sole Consultant |
| 1255 | Dec. 2008 – April 2009 | **Short-term Electricity Supply Options in Central America:** The World Bank hired K&M to prepare a report on short-term electricity supply options which could be implemented in Central American countries to address immediate supply shortages. K&M reviewed data on each country’s electricity supply and demand, including load curves, generating capacity, and T&D losses. Using this data, K&M assessed short-term electricity supply requirements and developed a number of options to increase available electricity supplies. These options included increasing generation from existing plants, building new generation capacity, transmission upgrades and technical loss reduction measures, integrating backup generation resources, and reducing non-technical distribution losses. K&M presented a comparison of these options to assist decision-makers in each country with choosing implementation measures. | Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama  The World Bank | 42,400 | Lead Partner |
| 1257 | May 2009 – Dec. 2010 | **Buchanan Renewables Biomass Project – Lender Due Diligence, Liberia:** K&M was engaged by the Overseas Private Investment Corporation (OPIC) to perform technical and commercial due diligence for the provision of a project finance loan to Buchanan Renewables to develop a 35 MW biomass-to-power project in Liberia. The project would involve harvesting non-productive rubber trees to produce wood chips for fueling the on-site biomass plant and for export overseas. The company would also support the planting and tending of new rubber trees to replace the harvested crop and revitalize future local rubber production. K&M evaluated the project’s potential technical and environmental risks that could lead to delays, cost overruns, operations shortfalls, and other events which would impact the project’s service of the OPIC loan. K&M performed a technical review of the proposed concession agreement, power purchase agreement, and EPC contract. K&M also assessed the project’s commercial risks and reviewed environmental and social impact reports for compliance with OPIC requirements. | Liberia  Overseas Private Investment Corporation (OPIC) | 103,000 | Sole Consultant |
| 1258 | May 2009 – Dec. 2010 | **Port Cities 375 MW Thermal IPPs Transaction Advisory:** K&M was contracted by the International Finance Corporation (IFC) to act as the Lead Technical Advisor for the structuring and procurement of three heavy fuel oil (HFO)-fired IPP plants in Yemen totaling 375 MW of capacity. K&M provided a full range of pre-bidding services, including market demand assessments and developing technical specifications for each project. K&M evaluated technology options, proposed plant sizes and configurations, assessed fuel supply options, and analyzed the suitability of potential project sites. K&M’s report concluded with an evaluation of IPP options based on technical and commercial feasibility. K&M prepared a Project Information Memorandum to market the projects to potential investors in advance of conducting a competitive tender for private developers. Due to political circumstances, the project did not continue to the tendering stage. | Yemen  International Finance Corporation (IFC) | 224,798 | Sole Consultant |
| 1259 | Jun. 2009 – Oct. 2009 | **La Chorrera 96 MW Thermal IPP Operations Audit:** Pan Am Generating Ltd. owns and operates the La Chorerra IPP in Panama, which provides 96 MW of generating capacity using six Wärtsilä 18V46B reciprocating engines. Pan Am Generating Ltd. engaged K&M to conduct an operations audit of the La Chorerra plant to support its request to the Panamanian System Operator for the plant’s minimum dispatch rating to be increased from 50% to 75% of its rated capacity (per engine). K&M reviewed previous technical audits and reports cataloguing the plant’s historical operating performance and equipment failures. K&M reviewed the plant’s current operating practices and conducted an on-site inspection of the facility. K&M diagnosed operating problems regarding turbocharger washing frequency, increased particulate matter, and decreased dispatch loads to support the operator’s request for a higher minimum dispatch rating. | Panama  Pan Am Generating Ltd. | 26,000 | Sole Consultant |
| 1260 | Jul. 2009 – Aug. 2009 | **Samra Phase III 286 MW Simple Cycle EPC Bid Evaluation:** K&M was engaged by the Samra Electric Power Company (SEPCO) to assist with the evaluation of bids for the construction of the Samra Phase III capacity addition on an EPC basis. The Phase III capacity addition would add 240 MW of gas-fired power generating capacity in simple-cycle configuration to the Samra power station. Kuljian had been hired by SEPCO to prepare the EPC contract and tender documents, manage the procurement process, and evaluate the final bids. K&M’s role was to provide an independent evaluation of the five responsive bids which were submitted. K&M reviewed Kuljian’s evaluation and completed a revised bid evaluation based on modeling the costs of each bid in both simple cycle and combined cycle operational modes. K&M also performed sensitivity analysis on the proposed plant configurations to determine the least-cost bid under a range of operating scenarios. K&M’s report was accepted by SEPCO and K&M’s recommended winner successfully developed twin gas-fired Alstom turbines to add almost 286 MW of capacity to the Samra Power Station. | Jordan  Samra Electric Power Company (SEPCO) | 62,145 | Sole Consultant |
| 1261 | Sep. 2009 – Dec. 2012 | **Sirajganj 450 MW IPP Transaction Advisory Re-Bidding:** K&M was engaged by the Power Cell of the Ministry of Power, Energy, and Mineral Resources to assist with the re-bidding of the proposed Sirajganj 450 MW gas-fired combined cycle IPP. K&M had previously assisted the Power Cell with the procurement of the project, but at the Government’s request, the tender was not awarded. K&M reviewed all bidding documents in the Request for Proposal and made any necessary revisions for re-issuance of the procurement process. K&M assisted the Power Cell with managing the procurement process and evaluating pre-qualification and post-qualification bids from private sector developers. The Government awarded the project after K&M completed the bid evaluation stage of the procurement process. | Bangladesh  Ministry of Power, Energy, and Mineral Resources (MPEMR), Power Cell | 503,340 | Sole Consultant |
| 1263 | Dec. 2009 – Oct. 2012 | **IPP4 241 MW Build-Own-Operate (BOO), Jordan:** K&M served as the Lead and Financial Transaction Advisor to the National Electric Power Company (NEPCO) of the Hashemite Kingdom of Jordan to assist in the development of a 241 MW reciprocating engine tri-fuel power plant. K&M provided commercial, financial, regulatory, and technical support to develop the project’s conceptual design, key project agreements, and commercial structure. K&M developed the international competitive bid tender documents (PPA, government support, fuel, water, land, and grid connection agreement) and managed the entire tender and selection process. K&M also designed the evaluation model and selected a consortium comprised of AES and Mitsui as the winning bidder to develop the project. On behalf of NEPCO, K&M led negotiations with the project developer to a successful financial close in 2012 with OPIC and EBRD for a total of US$360 million. | Jordan  National Electric Power Company (NEPCO) | 928,928 | Lead Partner |
| 1265 | Apr. 2010 – Oct. 2010 | **Engineering Services for Biological Threat Reduction Program:** Under the Biological Threat Reduction Program, the U.S. Department of Defense provided assistance to the Government of Azerbaijan to counter the threat of bioterrorism and to prevent the proliferation of biological weapons technology and pathogens. Raytheon was engaged to assist the U.S. DOD with the implementation of the program in Azerbaijan. One component of the program was the construction of a new Central Reference Laboratory (CRL) in Baku which would serve as a human and veterinary diagnostic laboratory and a central feature of the Azeri threat detection and response network. Raytheon completed Phase I of the facility’s design, which included site preparation and civil works. Raytheon hired K&M to review all design drawings and technical documentation for Phase II, which included the architectural, mechanical, fire protection, plumbing, and electrical components of the facility’s design. K&M also assisted with securing approvals of Phase II designs from Azeri government authorities. | Azerbaijan  Raytheon Technical Services Company LLC | 38,646 | Sole Consultant |
| 1266 | Sep. 2010 – Dec. 2010 | **Feasibility Study for a 200 MW CCGT IPP, Côte d’Ivoire:** K&M was engaged by the Islamic Corporation for the Development of the Private Sector (ICD) to assist a private project developer with a detailed feasibility study for a 200 MW gas-fired combined cycle power project in Côte d’Ivoire. The project would be developed under an Independent Power Producer (IPP) arrangement. K&M visited the project site, reviewed the conceptual design and layout of the plant, assessed the technology chosen, and evaluated equipment supplier options for all major components of the project. K&M also reviewed all draft project agreements (including the EPC contract, PPA, and Fuel Supply Agreement) to ensure that they were technically consistent and adequate given the technical specifications and operating characteristics of the proposed facility. K&M recommended how much contingent financing should be required to cover possible construction cost overruns, and evaluated the plant’s forecast operations and maintenance schedule. In addition to the technical feasibility assessment, K&M conducted an environmental and social impact assessment (ESIA) of the project which met the requirements of the Government’s environmental protection authority. | Côte d’Ivoire  Islamic Corporation for the Development of the Private Sector (ICD) | 483,539 | Sole Consultant |
| 1267 | Aug. 2010 – Feb. 2012 | **Power Sector Planning and Expansion Strategy:** The U.S. Trade and Development Agency engaged Parsons Global Services to identify high-priority projects to rebuild and expand Haiti’s electricity supply and distribution capacity after sustaining significant damage in an earthquake in January 2010. Parsons was responsible for developing a power demand forecasting model and producing 20-year forecasts of peak demand, annual consumption, and annual changes in the load curve. Parsons also prepared a least-cost expansion plan, financing plan, and impact assessments. K&M was retained by the USTDA to review all of the deliverables from Parsons against the required scope of work, identify any deficiencies, and estimate the value of work completed by Parsons under the contract. | Haiti  U.S. Trade and Development Agency (USTDA) | 25,000 | Sole Consultant |
| 1268 | Nov. 2010 – Feb. 2011 | **Lender Due Diligence for Azure 5 MW Solar PV Project, India:** K&M served as Lender’s Engineer to the Overseas Private Investment Corporation (OPIC) to perform a technical appraisal for the Azure 5 MW solar PV project. K&M evaluated the proposed system design, construction, rack assembly, control building, electrical equipment and installation arrangements. K&M also reviewed the site conditions, including the projected solar energy resource, site access for construction, and power evacuation arrangements. To identify performance risks, K&M appraised the technology chosen for the project and assessed the track record of the panels, including evaluating the panels’ expected degradation rates. The analysis included an assessment of contractors, suppliers, modules, inverters and other systems critical to the operation of the project. The appraisal also included a discussion of warranties, spares, and maintenance requirements. | India  Overseas Private Investment Corporation (OPIC) | 18,500 | Sole Consultant |
| 1269 | Nov. 2010 – 2016 | **Samra Phase III 140 MW Add-on Combined Cycle:** K&M was engaged by the Samra Electric Power Company (SEPCO) to provide Owner’s Engineer services for the addition of a 140 MW steam cycle to the Samra III 2x143 MW gas-fired power station to convert the unit from a simple cycle to a combined cycle system. K&M provided a full range of engineering and consulting services to assist SEPCO throughout the design, procurement, and construction phases of the project through its commissioning and commercial operation. K&M assisted with the power station conceptual design and layout, and development of technical specification to be included in the RFP for the selection of the EPC Contractor. K&M also drafted all other tender documentation for the competitive selection of an EPC contractor, and managed the entire bidding process, bid evaluation, and negotiation of the EPC contract with the winning bidder. After procuring an EPC contractor, K&M reviewed the EPC Contractor’s design documentation and, at a later stage, deployed a team of technical experts to the project site to provide on-site oversight and management of the EPC contractor’s construction work. K&M oversaw the EPC contractor’s startup and commissioning activities through to the declaration of the Commercial Operations Date in June 2015. K&M will continue to provide technical support to SEPCO throughout the EPC warranty period and assisted in resolution of contractual dispute between SEPCO and their EPC contractor. | Jordan  Samra Electric Power Company (SEPCO) | 3,312,741 | Sole Consultant |
| 1270 | Dec. 2010 – Dec. 2012 | **Termovalle 205 MW IPP Emergency Plant Restoration:** K&M served as Owner’s Engineer to direct and manage the restoration of the 205 MW Termovalle CCGT IPP in Colombia, following a major flooding event which caused extensive damage to the plant and its facilities. K&M performed a technical assessment of the damages, developed a restoration plan, identified equipment to be restored and replaced, and managed all on-site restoration work. K&M coordinated all equipment procurement and managed construction and installation efforts, including engineering changes to the plant’s control signals and adaptations to the facility for resilience against potential future flooding. In addition to the on-site restoration, K&M provided technical support for the preparation of insurance claims and K&M engineers oversaw the start-up, re-commissioning, and performance testing of the plant. | Colombia  Termovalle S.C.E. E.S.P. | 1,827,191 | Sole Consultant |
| 1272 | Jan. 2011 – Dec. 2011 | **Buchanan Renewables Biomass Project – Technical, Environmental, and Social Review, Liberia:** Structured Finance Energy (FMO) and Swedfund engaged K&M to perform a technical, environmental, and social review of their investment in the proposed Buchanan Renewables 35 MW biomass project in Liberia. The purpose of the review was to update and expand upon K&M’s earlier assessment of the project from 2009, using the most recent data available. K&M was responsible for preparing a technical report and an environmental and social due diligence report. K&M’s technical report included a technical and commercial evaluation of all project agreements (PPA, EPC contract for both the plant and transmission line, concession agreement, and O&M agreement) and an assessment of the sponsor’s financial model. In conducting environmental and social due diligence, K&M visited the site, interviewed local stakeholders, and reviewed all available certifications, permits, and previous impact assessment reports. K&M identified a number of gaps in the project’s environmental and social impact management plan and made recommendations to FMO and Swedfund for how to address these issues. | Liberia  Structured Finance Energy (FMO)  Swedfund | 63,892 | Sole Consultant |
| 1274 | Apr. 2011 – Aug. 2011 | **BG&E Tariff Negotiation Support:** [Project Information Missing] | USA  Parsons | 13,725 | Sole Consultant |
| 1275 | Aug. 2011 – Oct. 2011 | **Buchanan Renewables Biomass Project Expansion – Lender Due Diligence, Liberia:** K&M was engaged by the Overseas Private Investment Corporation (OPIC) to conduct due diligence for a proposed OPIC loan to finance an expansion of the Buchanan Renewables 35 MW biomass project in Liberia. The expansion of the project would add a materials handling facility to increase the efficiency of wood chip processing for export. K&M assessed the technical feasibility of the proposed facility and analyzed the effect of the expansion on the project company’s projected financial performance. K&M visited the project site and assessed the adequacy of the project’s proposed operational, management, and logistics structures, and K&M identified key project risks for OPIC to consider in its lending decision. | Liberia  Overseas Private Investment Corporation (OPIC) | 90,615 | Sole Consultant |
| 1277 | Oct. 2012 – Jan. 2013 | **Ambatovy Mine Operations Audit:** K&M was hired by Alex Stewart International (ASI) to assist the Ministry of Finance and the Ministry of Mines of Madagascar with an operations audit of the Ambatovy nickel mine. The Ambatovy mine is designed to produce 60,000 tonnes of refined nickel, 5,600 tonnes of refined cobalt, and 210,000 tonnes of fertilizer grade ammonium sulfate per year. The operations audit had two objectives. The first objective was to verify the capital expenditure estimates and operating projections from the mine operator to determine the accuracy of the mine operator’s calculation of payments owed to the Government of Madagascar. The second objective was to assess the quality of the mine operator’s environmental compliance program and to determine whether the program met the operator’s contractual obligations for environmental management and community development. K&M analyzed possible drivers for the mine’s increase in capital expenditure requirements from US$2.5 billion to US$5.5 billion and evaluated the mine’s operating costs and ability to service its financial obligations to the government. K&M also performed the environmental assessment of the mining operations and recommended actions that the government could take to improve its oversight of the operation. | Madagascar  Alex Stewart International (ASI) | 1,200,000 |  |
| 1278 | Aug. 2012 – Mar. 2013 | **Shanghai Electric IPP Training, China:** K&M wasengaged by the Shanghai Electric Group (SEC) to design and deliver two four-day long training modules for SEC staff on Independent Power Producer (IPP) arrangements. The first training module provided an introduction to the basics of IPP transactions, competitive bid processes, project finance structures, risk analysis and allocation in IPP project contracts, and EPC arrangements under IPP structures. The second training module covered project management of EPC contracts under an IPP arrangement. K&M prepared case studies, delivered training presentations, and led discussion-based workshops with participating SEC staff. | China  Shanghai Electric Group Co. Ltd. (SEC) | 168,628 | Sole Consultant |
| 1279 | Sep. 2012 – Jun. 2013 | **Samra Phase IV 143 MW Fast-Track Simple Cycle:** K&M served as Owner’s Engineer to SEPCO for the Samra Phase IV Fast-Tack project, a 143 MW gas-fired simple cycle power plant. K&M provided a full range of on-site engineering and consulting services to assist SEPCO throughout the design, procurement, and construction phases of the project through to its commissioning and commercial operation. K&M performed a pre-feasibility study to identify possible equipment suppliers and plant characteristics for the required capacity and developed the bidding documents for selection of the EPC contractor, which included instructions to bidders, technical specifications, drawings, and the draft EPC Contract. K&M also managed the competitive bidding process, evaluated the bids, and completed negotiations with the selected EPC contractor. After the signing of the EPC contract, K&M performed design review and construction supervision activities. Under K&M’s guidance, the project was completed on time and the EPC contractor delivered the project to SEPCO for commercial operation within a record-breaking 8 months after signing the EPC contract. The project was also delivered within budget while meeting plant performance guarantees. | Jordan  Samra Electric Power Company (SEPCO) | 755,436 | Sole Consultant |
| 1280 | Oct. 2012 – Dec. 2012 | **Sendou II Coal-fired 250 MW IPP Advisory, Senegal:** The Korea Electric Power Company (KEPCO) engaged K&M to provide technical and commercial advice for the development of a 250 MW coal-fired power plant in Senegal. K&M performed a comprehensive review of the Power Purchase Agreement which included evaluating contract provisions for construction, operations and maintenance, fuel supply, purchase and sale of energy and capacity, design vulnerabilities, and the suitability of the tariff structure. K&M also reviewed assumptions in the plant’s financial projections. In assessing the suitability and reasonableness of the plant’s tariff structure, K&M also analyzed electricity tariffs for similar thermal power plants in Senegal, Morocco, and Chile, and for the Ruzizi III Hydropower plant in Rwanda/DRC/Burundi. K&M modeled the tariffs of these comparable plants against the tariff of the Sendou II plant to assess the cost-competitiveness of the Sendou II plant under different operating scenarios. | Senegal  Korea Electric Power Company (KEPCO) | 65,000 | Sole Consultant |
| 1281 | May 2009 – Dec. 2010 | **NEPCO Arbitration Support:** [Project Information Missing] | Jordan  National Electric Power Company (NEPCO) | 7,000 | Sole Consultant |
| 1282 | Oct. 2012 – Dec. 2012 | **IPP Training:** [Project Information Missing] | Korea  Lotte Construction | 500,000 | Sole Consultant |
| 1283 | Sep. 2009 – Aug. 2014 | **Siddhirganj 335 MW CCGT, Bangladesh (2009-2014):** K&M served as Owner’s Engineer to the Electricity Generating Company of Bangladesh (EGCB) for the Siddhirganj 335 MW combined cycle gas-fired power plant. K&M’s scope of work covered conceptual plant layout and design, cost estimation, preparation of technical specification and the RFP for the EPC bidding, and the entire bidding, selection, and evaluation process for selection of the EPC contractor. K&M prepared all bid documentation and managed the procurement process through to bid evaluation and negotiations with the winning EPC contractor. K&M also provided design review services and technical assistance to the EGCB as needed during the EPC contractor’s design phase. | Bangladesh  Electricity Generating Company of Bangladesh (EGCB) | 441,566 | Sole Consultant |
| 1284 | May 2013 – June 2015 | **Dairut 2,000 MW CCGT IPP, Egypt:** K&M was hired as the Lead Technical Advisor to the International Finance Corporation (IFC) and the Islamic Development Bank (IDB) for the procurement of a 2,000 MW gas-fired Dairut IPP on behalf of the Egyptian Electricity Holding Company (EEHC). K&M was contracted to provide technical and environmental due diligence for the project, as well as technical support throughout the competitive tendering process. K&M reviewed existing environmental studies and permits related to the project and made recommendations on technical and financial issues related to the project’s development. K&M assessed the technical feasibility of the plant, which included analyzing the plant’s proposed capacity against market demand, assessing the suitability of the site, evaluating the plant’s fuel supply requirements and fuel availability, and developing technical design specifications for the competitive procurement of a private power plant developer. K&M was responsible for providing all technical data for the project’s financial model and for providing expert advice on the structure and content of the project’s key contracts. K&M also assisted with the commencement and management of the competitive tender process to select a private sector developer. Due to external events, the project’s development was delayed and K&M’s engagement concluded with the completion of the project procurement documents. | Egypt  International Finance Corporation (IFC)  Islamic Development Bank (IsDB) | 234,000 | Sole Consultant |
| 1285 | Jan. 2014 – Feb. 2014 | **Asset Assessment of the Obangue and Tsiengui Oil Fields:** The Ministry of Petroleum of Gabon engaged Alex Stewart International (ASI) to perform an audit of the Obangue and Tsiengui oil fields, which were being operated by Sinopec-Addax under a production sharing agreement with the Gabon Oil Company (GOC). The purpose of the audit was to establish a baseline of the fields’ assets and production operations for use in determining the allocation of oil produced as either a reimbursement to Addax of field development costs (“cost oil”) or the amount to be shared between the GOC and Addax (“profit oil”). ASI hired K&M to assist with evaluating the production and operations of the fields, as well as to catalogue and value all property, plant equipment, wells, oil stocks, and support infrastructure. K&M technical specialists visited the sites, reviewed all operations data and asset documentation provided by Addax, identified potential safety and environmental concerns, and diagnosed operational issues, including probable causes of recent production declines. | Gabon  Alex Stewart International LLC | 150,000 |  |
| 1287 | Aug. 2014 – Feb. 2015 | **Project Appraisal and Market Sounding Manual for Private Participation in Infrastructure, Thailand (2014-2015):** K&M was engaged by the Government of Thailand to prepare a manual for conducting project appraisals and market sounding of infrastructure projects with private sector participation. The manual describes key principles and techniques for project appraisal, summarizes relevant international best practices, and provides examples and short case studies to illustrate key concepts of Public-Private Partnerships (PPP). The manual is designed as a guide to PPP procurement practices for Government staff, and it covers a full range of PPP concepts, including project structuring, risk allocation, Value for Money (VfM) analysis, financial viability analysis, and the identification and valuation of fiscal commitments. | Thailand  Institute of Research and Development for Enterprise (IRDP) | 40,000 | Sole Consultant |
| 1288 | Sep. 2014 – Feb. 2015 | **Managing Fiscal Commitments from Transport PPPs – Training Seminar, Ghana:** K&M was engaged by the World Bank to conduct a training seminar for the benefit of public officials from the Government of Ghana. The training seminar presented an overview of how to identify, value, and manage fiscal commitments from PPPs, and it included a case study of the Kenya-Uganda Railway Concession.  K&M prepared two presentations, an excel model, and a note describing the fiscal commitments in the case study, as well as appropriate valuation methods and sample calculations for each fiscal commitment identified. The training seminar was attended by members of the Ministry of Finance and Economic Planning (MOFEP) and public officials from the PPP Unit and relevant line ministries. | Ghana  The World Bank | 19,500 | Sole Consultant |
| 1289 | Nov. 2014 – Dec. 2014 | **Energia del Pacifico 380 MW LNG-to-Power Acquisition Due Diligence, El Salvador:** K&M was engaged to provide technical and commercial due diligence for a potential investor in a 380 MW Combined Cycle Gas-fired IPP which will use LNG from a Floating Storage and Regasification Unit (FSRU). K&M’s work included an analysis of the local and regional power markets, an assessment of the project’s dispatch and sales, forecasts of spot market prices, and a detailed review of major contracts, including the Power Purchase Agreement. K&M’s analysis was integrated into the financial model of the project and used for the client’s valuation and acquisition bid.  \*\*\*  K&M provided commercial due diligence for a potential investor in a 380 MW combined-cycle gas-fired IPP which will use LNG from a FSRU. K&M’s work included an analysis of the local and regional power markets, an assessment of the project’s dispatch and sales, forecasts of spot market prices, and a detailed review of major contracts, including the Power Purchase Agreement. | El Salvador  Dorado Partners LLC | 50,000 | Sole Consultant |
| 1290 | Jan. 2015 – March 2021 | **Samra IV 75 MW Add-on Combined Cycle:** K&M is providing Owner’s Engineer services to SEPCO for the construction of a 75 MW steam cycle and heat recovery steam generator (HRSG) to convert the Samra Phase IV 143 MW simple cycle gas-fired power station into a combined cycle system. K&M is assisting SEPCO with all phases of the project, from conceptual design and technical specification to selecting an EPC contractor and overseeing construction and commissioning. K&M designed and managed an international competitive bid process and selected SEPCO III as the EPC contractor for the project. K&M successfully negotiated the EPC contract with SEPCO III, and K&M is currently responsible for design review and on-site construction supervision, including quality control, schedule management, and supervision of testing and commissioning. K&M will be providing Phase 4 (warranty) services until 24 months past commissioning, March 15, 2021. | Jordan  Samra Electric Power Company (SEPCO) | 4,157,608 | Sole Consultant |
| 1291 | Dec. 2014 – Jan. 2015 | **Marcovia 40.5 MW Solar PV Acquisition Due Diligence, Honduras:** K&M was hired by a private investor to perform technical and commercial due diligence for the acquisition of a 40.5 MW solar PV facility which was under development. K&M performed a technical evaluation of the facility, which included an analysis of the solar PV technology employed, the panels’ degradation rates and warranties, and an assessment of the EPC contract. K&M’s commercial due diligence covered relevant institutional and regulatory reforms of the power sector, sovereign and off-taker credit risks, and an estimate of the cost of capital for the project. | Honduras  Dorado Partners LLC | 10,980 | Sole Consultant |
| 1292 | Jan. 2015 – May 2015 | **Clean Energy Fund Design, Egypt:** K&M was engaged by the World Bank to assist with the preliminary design of a proposed clean energy fund for Egypt. The fund would support the Government’s clean energy targets for renewable energy and energy efficiency, including helping the Government to develop as much as 4,300 MW of privately-financed greenfield solar PV and wind capacity by 2020. The fund would support these efforts by providing technical assistance for project development and by offering various financial instruments to help projects achieve financial closure. K&M was tasked with developing the concept for the fund and supporting the World Bank’s presentation to stakeholders and decision-makers in Egypt. K&M developed the fund’s objectives and designed a range of options for the fund’s structure, management, governance, and operations. Within this scope, K&M evaluated a number of market barriers for renewable energy projects in Egypt. Based on this evaluation, K&M designed and analyzed a number of potential financial instruments which the fund could offer to address these market barriers and help project developers to raise commercial financing. K&M also estimated the fund’s capitalization requirements and the size of its potential operations. K&M produced a concept note and supporting materials to market the concept to government and multilateral stakeholders and potential investors. Following the successful presentation of the concept and its acceptance by key decision-makers, the World Bank proceeded with the fund’s development by conducting a pre-feasibility study and market sounding exercises. | Egypt  The World Bank | 50,000 | Sole Consultant |
| 1293 | Jan. 2015 – Jan. 2016 | **Hussein Thermal Power Station Repowering and Expansion:** K&M served as the transaction advisor to NEPCO for the implementation of the repowering and expansion of the Hussein Thermal Power Station as the fifth IPP in Jordan. The project converted the existing 3x66 MW oil-fired facility into a 485 MW combined-cycle using natural gas and distillate fuel. The Central Electricity Generating Company of Jordan (CEGCO) was sponsoring the project, and the revitalized power plant will operate as an IPP under a Power Purchase Agreement (PPA) with NEPCO.  K&M performed a technical evaluation of CEGCO’s proposal and an extensive review of all project agreements, including the PPA, Implementation Agreement, and Lender Direct Agreements. Following K&M’s review, K&M supported NEPCO in negotiating the PPA for the project, which was signed in January 2016. The project will cost US$460 million and provide electricity at one of the lowest tariffs in Jordan’s conventional power sector. The project reached financial closing on February 2017. | Jordan  National Electric Power Company (NEPCO) | 114,720 | Sole Consultant |
| 1294 | Mar. 2015 – May 2015 | **Thermal IPP Portfolio Acquisition Due Diligence:** K&M was engaged by a private investor to assist with a comprehensive technical and commercial due diligence to assess and value a potential acquisition of four power generation assets in Jamaica and Panama. The assets are HFO-fired reciprocating engines totaling 243.5 MW of capacity, of which 190 MW is contracted under PPAs in Jamaica and 53.5 MW operates in the Panamanian power market. K&M was tasked with reviewing all technical and commercial aspects of the plant’s operations and with building a project finance valuation model to value the assets. K&M evaluated the technical performance of each power plant, which included engineering reviews of all operations, maintenance, and performance documentation and conducting on-site inspections of the plants. K&M built and delivered a project finance model of the assets, which included deriving and verifying all financial, commercial, and operational inputs, performing sensitivity analysis, and supporting the acquisition team with the determination of the client’s final and binding offer for the assets. | Jamaica, Panama  Dorado Partners LLC | 51,700 | Sole Consultant |
| 1295 | May 2015 – Dec 2015 | **Clark Green City Utility Services, Philippines:** K&M was engaged by the International Finance Corporation (IFC) to advise the Bases Conversion and Development Authority (BCDA) on options for delivering water, electricity, and solid waste management services to the Clark Green City (CGC) project. The CGC project is a planned metropolitan area located 110 km north of Manila in Central Luzon. The CGC project will be a modern, mixed-use urban area designed to be an example of green urban planning, green building design, and low-carbon urban development. K&M reviewed the technical feasibility and cost efficiency of water, electricity, and solid waste management supply services to the planned development. For each type of utility service, K&M evaluated Public-Private Partnership (PPP) service delivery options. K&M’s work will support the IFC’s advice to the BCDA as to which utility service options should be developed and how each option should be procured. | The Philippines  International Finance Corporation (IFC) | 60,000 | Lead Partner |
| 1296 | Mar. 2015 – Apr. 2015 | **LMS100 Thermal IPP EPC Advisory:** K&M was engaged by a private power plant developer to assist with negotiating the EPC contract for a 89 MW HFO-fired thermal power plant in Panama. K&M performed a full commercial and technical review of the EPC contract to assess the contract’s provisions against the power plant’s operating requirements and commercial contractual arrangements. The K&M team provided in-person support to the project developer through participation in the contract negotiations, which were successfully concluded. The EPC contract was signed by all parties and the project is under development. | Panama  Dorado Partners LLC | 42,370 | Sole Consultant |
| 1297 | May 2015 – Dec 2015 | **Clean Energy Fund Pre-Feasibility Study / Market Sounding, Egypt (2015):** K&M was engaged by the World Bank to conduct a pre-feasibility study and market sounding for the development of a proposed clean energy fund for Egypt. K&M was engaged after successfully assisting the World Bank with the conceptual design of the fund in an earlier stage of the fund’s development. The purpose of the pre-feasibility study was to assess the market demand for the fund’s services and to develop a more detailed proposal for the fund’s organization, management, capitalization needs, and product offerings. K&M performed a market sounding for the fund’s services with renewable energy project developers who had been shortlisted under Egypt’s Feed-in-Tariff (FiT) program. K&M conducted an online survey, hosted a workshop in Cairo, and held follow-up interviews with project developers to identify the most serious market barriers for raising project financing and which of the fund’s potential services would be most helpful in addressing these barriers. From the market sounding, K&M determined that the fund would be most effective by creating a foreign exchange liquidity facility to address issues with limited currency convertibility between Egyptian pounds and U.S. dollars, and by offering technical assistance to the Government’s implementing agencies for fulfilling their responsibilities in the project development process. K&M developed detailed options for how the proposed liquidity facility would operate and how its services would be priced. K&M prepared a financial model of the facility and performed sensitivity analysis of the facility’s major risks. The results of the market sounding and financial analysis were incorporated into a pre-feasibility study report. The report was submitted to key decision-makers for approval of the fund’s continued development. | Egypt  The World Bank | 86,010 | Sole Consultant |
| XXXX | Jan. 2014 – Dec. 2014 | **Cachiyuyo 50 MW Solar PV Project, Chile:** K&M served as a commercial and technical consultant to a private equity group considering the pre-construction acquisition of a 50 MW photovoltaic, fixed-mount solar facility in Chile. K&M was responsible for assessing the technical, engineering, commercial, financial, managerial, operational and environmental issues associated with the project. The project included evaluations of the system design, construction, rack assembly and site conditions in terms of location and solar energy resources, access, and constructability. K&M managed the development of a technical feasibility study for the facility’s grid interconnection, which included estimating construction costs, transmission losses, and transmission charges. K&M performed a long-term revenue forecast of the facility operating as a merchant plant selling energy to the spot market. The market forecast considered multiple potential generation expansions—one based on coal-fired generation and another based on natural gas (LNG). K&M also reviewed Chile’s new renewable energy law and the latest information regarding the development of renewable energy projects in Chile. K&M reviewed key project documents, including solar resource studies, EPC market pricing and terms, O&M price benchmarking and other applicable agreements required for operation. In addition, K&M reviewed the financial model to assist the client in identifying and evaluating project risks and determining appropriate risk mitigation strategies. | Chile  Dorado Partners LLC | N/A | Sole Consultant |
| XXXX | Jan. 2014 – Dec. 2014 | **Pozo Almonte 24 MW Solar PV Project, Chile:** K&M served as the commercial and technical advisor to a private equity group considering the acquisition of a 25 MW single-axis tracking solar photovoltaic facility in Chile. The project was under construction. K&M was responsible for assessing all technical, engineering, commercial, financial, managerial, operational and environmental issues. Extensive review was performed on key project documents, including the Power Purchase Agreements, solar resource studies, EPC agreement, O&M agreement, financing documents and other applicable agreements required for operation. In addition, K&M reviewed the financial model to assist the client with identifying and evaluating project risks and determining risk mitigation strategies. | Chile  Dorado Partners LLC | N/A | Sole Consultant |
| XXXX | Jan. 2014 – Dec. 2014 | **Los Loros 50 MW Solar PV Project, Chile:** K&M served as the commercial and technical consultant to a private equity group considering the pre-construction acquisition of a 50 MW single-axis tracking solar photovoltaic facility in Chile. K&M evaluated the technical, engineering, commercial, financial, managerial, operational and environmental issues associated with the facility’s planned construction and operations. K&M reviewed key project documents and relevant development studies, including solar resource studies, the EPC agreement, and O&M agreements. In addition, K&M reviewed the financial model, verified model inputs, and assisted with identifying and evaluating project risks and developing risk mitigation strategies. | Chile  Dorado Partners LLC | N/A | Sole Consultant |
| XXXX | Jan. 2014 – Dec. 2014 | **Uribe Solar 50 MW Solar PV Project, Chile:** K&M served as the commercial and technical advisor to a private equity group considering a joint venture participation in the pre-construction acquisition of a 50 MW single-axis tracking solar photovoltaic facility in Chile. K&M was responsible for performing all technical, commercial, financial, and environmental due diligence of the project. K&M’s due diligence included in-depth reviews of the EPC agreement, O&M agreements, and solar resource studies. K&M also assessed the potential market for power purchase agreements (PPAs) as an alternative to the facility’s merchant operations. The analysis included a review of a long-term revenue forecast including energy sales to the spot market. The market forecast considered an expansion based on coal generation and another based on natural gas (LNG based). In addition, K&M reviewed the financial model to assist the client with identifying and evaluating project risks and determining appropriate risk mitigation strategies. | Chile  Dorado Partners LLC | N/A | Sole Consultant |
| XXXX | Jan. 2014 – Dec. 2014 | **Colmito 35 MW Power Station:** K&M served as the commercial and technical advisor to a private equity group considering the acquisition of a 35 MW dual-fuel (natural gas and diesel) power station in Chile. K&M developed a long-term revenue forecast, which included the plant’s energy sales to the spot market. K&M also developed a market forecast based on potential coal and liquefied natural gas (LNG) expansions. K&M was responsible for assessing the technical, commercial, financial, and environmental aspects of the plant. K&M reviewed key project documents and assessed possible natural gas availability and contracting. K&M also benchmarked O&M prices. In addition, K&M reviewed the financial model, identified and evaluating project risks, and assisted the client with developing appropriate risk mitigation strategies. | Chile  Dorado Partners LLC | N/A | Sole Consultant |
| 1298 | Feb. 2016 – April 2018 | **Somanga-Fungu 250 MW CCGT Power Station, Tanzania (2016-2018):** K&M served as the Lead Transaction Advisor to TANESCO for the procurement of the Somanga-Fungu 250 MW CCGT power plant as a Public Private Partnership (PPP) using an Independent Power Producer (IPP) arrangement. K&M was responsible for leading and implementing all phases of the transaction on behalf of TANESCO which included a project feasibility study. K&M conducted the project feasibility study, including technical and commercial viability assessments. Following the feasibility study, K&M evaluated siting and technology options as well as procurement options, performed economic and financial analysis, conducted initial environmental screening of the project, selected the best procurement option, and determined the optimal risk allocation structure. K&M conducted a market sounding with potential investors, prepared the Request for Qualifications document, and conducted training on IPP development for TANESCO management. The project did not go into procurement stage due to a change in political climate in Tanzania. | Tanzania  Tanzania Electricity Company (TANESCO) | 1,364,030 | Lead Partner |
| 1299 | August 2015 – April 2016 | **Octopus 600 MW LNG to Power Project, Chile:** K&M was engaged by EIG Partners to provide technical and commercial due diligence services for EIG’s proposed investment in a 600 MW LNG to Power project in Chile. The project consists of a Floating Storage and Regasification Unit (FSRU), onshore gas receiving terminal, and a 600 MW combined cycle power plant using advanced Siemens “H” series gas turbines. The project would supply gas to the power plant and to industrial and other off-takers connected to the gas pipeline network. K&M advised EIG on all aspects of the project, including its technical design and feasibility, commercial structure, economic competitiveness, and its construction and operational risks. K&M’s due diligence includes a review of all major project agreements (EPC, PPAs, Gas Purchase Agreement, FSRU Lease, and others) and an analysis of the Chilean electricity market. K&M also supported EIG by providing inputs to the project financial model as needed.  K&M advised the equity investors on the Octopus LNG-to-Power project in Chile. The project involves delivering LNG to a floating storage and regassification unit (FSRU), transporting the gas to a 600 MW combined-cycle power plant and to industrial off-takers connected to the gas pipeline network. K&M’s advisory services include review of all major project agreements. One of the most challenging aspects of this project is the government’s requirement that all LNG terminals give open access to other gas users in Chile. In addition to being required by law, the owner of the project had an interest in developing a workable arrangement to sell excess gas when the power plant’s dispatch and demand were below the LNG SPA take-or-pay obligations. | Chile  EIG Partners | TBD | Lead Consultant |
| 1299 | Aug. 2015 – Feb 2018 | **Santiago 100 MW Solar PV Project, Chile:** K&M was engaged by EIG Partners to provide technical and commercial due diligence services for EIG’s proposed investment in a 100 MW solar PV project north of Santiago, Chile. The project is designed to connect to a private transmission line to provide an optimal interconnection and low risk in Chile’s nodal pricing system. K&M reviewed all major project agreements (EPC, PPA, and others) and analyzed supply, demand, and spot prices the Chilean electricity market. K&M also evaluated the site’s solar resource assessments, the proposed PV panel technology, and the project’s expected power generation profile. | Chile  EIG Partners | TBD | Lead Consultant |
| 1300 | Oct. 2015 – Oct. 2016 | **JPCL Privatization, Pakistan:** The International Finance Corporation (IFC) served as the Lead Financial Advisor to the Privatization Commission in Pakistan for the privatization of the Jamshoro Power Company Limited (JPCL). The IFC engaged K&M as the Lead Technical Advisor to support the entire transaction process. K&M’s first task was to perform a full technical and commercial due diligence of JPLC’s existing power generation assets, which consist of one HFO-fired steam unit, three dual-fuel HFO/gas-fired units, and nine gas-fired units totaling 1,054 MW of combined capacity across the Jamshoro and Kotri power stations. K&M staff also performed site visits, estimated the value of the existing assets, evaluated CAPEX needs for refurbishment, and assessed the scope for operational improvements to the assets. The due diligence also included an analysis of the JPLC tariff structure and of the Pakistani power market. | Pakistan  International Finance Corporation (IFC) | 499,325 | Sole Consultant |
| 1301 | September 2015 – September 2016 | **Renewable Energy Project Evaluation, Mexico:** The USTDA engaged K&M to assist with identifying and evaluating renewable energy projects in Mexico which could potentially be good candidates to receive USTDA development support. K&M led a Definitional Mission to Mexico, where K&M met with key public and private sector stakeholders to gather information on proposed renewable energy projects – some of which were PPPs – and on the Government of Mexico’s development priorities. K&M identified a pipeline of projects and prioritized them based on technical feasibility, financial viability, political support, developmental readiness, and potential interest from U.S. investors and suppliers. After identifying a short list of high-priority projects, K&M determined which projects were the best candidates to receive USTDA support, and K&M recommended specific forms of support which the USTDA could provide. | Mexico  USTDA | 78,840 | Sole Consultant |
| 1302 | Oct. 2015 – Oct. 2015 | **Training to Pakistan Privatization Commission:** The World Bank engaged K&M to lead a two-day, interactive training seminar at the World Bank’s office in Washington, DC, for members of the Privatization Commission of Pakistan and interested stakeholders from the private sector and the World Bank Group. The Privatization Commission is responsible for implementing Pakistan’s new, cross-sectoral, nation-wide privatization program to sell Government-owned infrastructure assets and companies to the private sector. The program’s scope includes power generation and distribution, telecommunications, banking, and a number of other sectors such as heavy industries and manufacturing. K&M experts prepared and delivered five presentations and led discussions with stakeholders relating to the privatization programs in El Salvador, the privatization of the power sector in Nigeria, private investors’ perspectives in power sector investments, and the privatization of the gas sectors in Argentina and Brazil. | United States  The World Bank | 49,950 | Sole Consultant |
| 1303 | Feb. 2016- July 2020 | **Old Harbour 190 MW LNG to Power Project, Jamaica:** K&M was retained as the Lender’s Engineer by the prospective senior lender to a 190 MW gas-fired combined cycle power plant in the Caribbean. The plant will use Liquefied Natural Gas (LNG) delivered through a Floating Storage and Regasification Unit (FSRU). In the first phase of the project, K&M provided technical, commercial, and financial due diligence of the project. K&M reviewed all major project contracts, evaluated the plant’s technical and performance specifications, and performed a comprehensive financial model review, which included evaluating technical assumptions, verifying the model’s calculations of contractual obligations, and providing recommendations for sensitivity analysis. K&M also advised the lender on risk allocations and providing inputs to terms in the project financing agreements. In the second phase of the project, K&M provided construction monitoring services and advice to the lender regarding EPC contractor milestones and drawdown requests. K&M also produced reports covering work quality, change order requests, schedule and cost deviations, and performance testing prior to the commissioning of the plant. | Jamaica  National Commercial Bank Jamaica (NCBJ) |  | Lender’s Engineer |
| 1304 | May 2016- November 2023 | **Olkaria VI 140 MW Geothermal Power Plant, Kenya**: K&M was retained as Lead PPP Transaction Advisor by Kenya’s PPP Unit for a 140 MW geothermal power plant to advise KenGen on designing a bankable PPP transaction. The Olkaria VI power plant is being developed through a PPP arrangement governed by the PPP Act, 2013. The PPP Unit is embedded within the Kenyan National Treasury. KenGen will supply steam to the power plant. The power plant will be developed by a Special Purpose Vehicle (SPV) which will be majority owned by a private sector partner.  K&M’s scope of work included preparing a feasibility study to establish the optimal project commercial model, contract structure, and technical configuration, and confirm the bankability of the Olkaria VI project. K&M’s staff recommended the best Public-Private Partnership (PPP) model, advised KenGen on risk allocation, and prepared all necessary project agreements. K&M has also prepared the request for qualifications and request for proposals and will advise KenGen through the procurement process and proposal evaluation, as well as provide transaction advisory support through to financial close.  Given that this project is being developed under Kenya’s Public Private Partnerships Act, K&M is responsible for ensuring that all documents and processes are compliant with said Act and for supporting KenGen and a special Governmental PPP Unit in obtaining required approvals. During all stages of the assignment, K&M has been responsible for managing a team of advisors which includes AECOM as geothermal technical advisor, international and local counsel, and environmental specialists. | Kenya  National Treasury in Kenya  KenGen | 2,856,715 | Lead Partner |
| 1305 | July 2016-December 2018 | **Sub-Saharan Africa** **Natural Gas Desk Study (DS) Series, Sub-Saharan Africa:** The USTDA engaged K&M to evaluate gas-sector projects in Sub-Saharan Africa that may be good candidates to receive USTDA funding. K&M’s scope includes a preliminary assessment of up to twelve proposals or initial assessments of project planning activities (such as feasibility studies, technical assistance, legal advisory services, engineering and design, environmental impact assessments, and pilot projects) in the natural gas sector in Sub-Saharan Africa (including Nigeria, Botswana, South Africa, and Mozambique), and a detailed funding proposal of up to ten project planning activities for USTDA consideration. The assessments were based on the potential for export of U.S. services or goods, track records of the project developer or sponsors, project’s financial viability and bankability, development and environmental impact, impact on U.S. labor, and how well the project aligns with Power Africa’s initiative goals. | Sub-Saharan Africa  Nigeria, Mozambique, Botswana, South Africa  USTDA | 129,700 |  |
| 1306 |  |  |  |  |  |
| 1307 | Mar. 2017-Mar. 2020 | **180 MW LNG/ULSD-to-Power IPP, Guam:** K&M was retained as transaction advisor to the Guam Power Authority (GPA) on the procurement of an 180 MW LNG/USLD-to-Power transaction. K&M is subcontracted by lead firm—Stanley Consultants, to provide financial and commercial advisory services to the GPA. The project consists of a 180 MW plant that will initially burn ultra-low-sulphur diesel (ULSD) and will later convert to Liquefied Natural Gas (LNG). The project is divided in two phases. The initial phase included preparing, procuring and negotiation an IPP transaction for an 180 MW power plant that will be fueled with ULSD). The second phase includes preparing, procuring and negotiating a transaction for the development of LNG receiving terminal, regassification unit, and storage facilities. K&M’s services in Phase I included: advising GPA on the transaction structure, drafting prequalification documents, advising throughout prequalification process, drafting request for proposals, drafting sections of project agreements, evaluating proposals, and supporting during negotiations with the preferred bidder. K&M’s services in Phase II will include advising on the transaction structure for the LNG facilities.  K&M is subcontracted by lead firm Stanley Consultants, to provide technical, financial, and commercial advisory services to the GPA. K&M is assisting the GPA in structuring of the dual fuel LNG and diesel fuel fired power plant and providing technical, commercial, and transactional advisory services during IPP tendering, bid evaluation, and negotiation of project agreements. K&M developed the IPP Request for Prequalification (RFQ) and the tender document, selected pre-qualified bidders, responded to clarification questions asked by IPP developers during bid preparation, and are currently in the process of bid evaluation. | Guam  Guam Power Authority (GPA) | 680,000 | Transaction Advisor |
| 1308 | Feb. 2017-May 2019 | **Seven Forks 40 MW Solar Power Plant Feasibility Study, Kenya (2017-2019):** K&M was retained by KenGen to conduct a feasibility study for the Seven Forks 40 MW solar power plant located next to a 225 MW hydroelectric dam in Gitaru, Kenya. K&M’s scope of work includes site studies (topographic and geotechnical), solar resource assessment, conceptual plant designs and interconnection analysis, environmental and social impact assessments, economic and financial viability assessment, financing sources analysis, risk analysis, development of an implementation plant, capacity building, evaluating US based sources of supply for services and suppliers, and drafting the tender documents for the procurement of an engineering, procurement, and construction (EPC) contractor to build the power plant. At the request of KenGen, the feasibility study was possible scaled up to 40 MW. This project included a study tour in Johannesburg, South Africa. The work is funded by a grant provided to KenGen by the United States Trade and Development Agency (USTDA). | Kenya  KenGen  USTDA grant funded | 998,000 | Prime |
| 1309 | Feb. 2017-Ongoing | **190 MW Old Harbour Power Plant Valuation Advisor:** K&M was engaged by the Lenders to the 190 MW Old Harbour power plant to provide Independent Valuation services. K&M’s engagement is with JCSD—the trustee appointed by the Lenders. The lead Lender is the National Commercial Bank of Jamaica. K&M will calculate during the construction and operating periods the loan-to-value (LTV) ratio of the project. During the operating period the value will be estimated using a discounted cashflow (DCF) approach using the Financial Model agreed at financial close, adjusted based on K&M’s review of the Project Documents and reports at the time of valuation. | Jamaica  JCSD |  | Lender’s Engineer |
| 1310 | March 2017 – March 2018 | **USTDA Energy Sector Definitional Mission, Argentina:** The USTDA engaged K&M to identify and evaluate energy projects in Argentina which may be good candidates to receive USTDA funding for a feasibility study. K&M led a Definitional Mission to Argentina, where K&M met with key public and private sector stakeholders to gather information on proposed energy projects – some of which were PPPs – and on the Government of Argentina’s development priorities. K&M identified 10 activities that could benefit from USTDA support. Eight of the 10 activities were deemed to be a lower priority for the USTDA, based on the USTDA’s funding criteria. The two remaining projects are very responsive to the USTDA’s funding criteria, and that were recommended for are: Demand Side Management (DSM) Feasibility Study for EPEC, and Edenor Smart Meters in AMI Networks Feasibility Study. | Argentina  USTDA | 79,940 |  |
| 1311 | Feb. 2017-Ongoing | **190 MW Old Harbour Power Plant Lender Technical Advisor:** K&M was engaged by the Lenders to the 190 MW Old Harbour power plant to provide Independent Engineer services. K&M’s engagement is with JCSD—the trustee appointed by the Lenders. The lead Lender is the National Commercial Bank of Jamaica. K&M will: conduct project implementation status and site visits; advise Lenders in regards to any construction variation or change orders; monitor the actual expenditures under the EPC Contract, including variation, claims or change orders, against budgeted expenditures and estimate future expenditures based on project reports provided by the Owner; review the EPC contractor’s milestone or drawdown requests and supporting documentation; prepare the punch lists; review testing methodology and schedule based on the performance testing procedures specified in the EPC Contract, PPA and other documents; provide written certificates to the Lenders confirming when the Project has achieved Commercial Operation Date, fulfilled Reliability Test and achieved Final Acceptance of the Facilities; and prepare all necessary reports. | Jamaica  JCSD |  | Lender’s Engineer |
| 1312 | August 2017-August 2018 | **HFO Conversion – LNG to Power Business Case Review:** K&M was retained by WEB Aruba N.V., Aruba’s main power producer, to review the business case (Phase 1), identify the optimal power generation technology and configuration (Phase 2), and competitively procure supply of LNG (Phase 3) for an LNG-to-Power project. WEB Aruba N.V. is planning on developing an LNG-to-Power project to help reduce the cost of electricity from HFO-fueled power plants. As part of its work during Phase 1, K&M performed an independent review of the business case to ensure consistency and coherency throughout the document, as well as a review and audit of the economic and financial models. During Phase 2, K&M performed technical due diligence on the existing generation system, identified eight technology and configuration options (including reciprocating engines, gas turbines in simple and combined cycle) for improving the efficiency of the existing system, calculated the levelized cost of each option (with HFO and natural gas), and recommended the optimal option. After confirming that there is a business case and selecting the optimal generation technology and configuration, K&M commenced work on Phase 3, which consists of assisting WEB manage a process for competitively selecting an LNG supplier. The process includes three steps: discovery (prospective suppliers are identified and consulted on their interest on the project), prequalification, and a request for proposals. K&M is performing, under a separate contract, a pre-FEED study of the terminal for receiving, storing and regasifying LNG. | Aruba  Water en Energiebedrijf Aruba N.V. (WEB) | 430,360 | Sole Consultant |
| 1313 | Apr. 2017-Sept. 2020 | **Blanket Purchase Agreement (BPA) for Global PPPs:** K&M is part of a team retained by the Millennium Challenge Corporation (MCC) under a blanket purchase agreement to provide advisory services for infrastructure PPP projects in emerging markets. K&M’s scope of work includes building capacity for identifying, preparing, assessing, and executing PPPs on behalf of the MC, identifying, screening, and assessing PPPs, and providing technical support during PPP transaction design, execution, and post-closing activities.  Task Order Central America Development and Implementation Support Services for PPPs in the Northern Triangle  K&M serves as on-call advisors to provide a range of PPP support services to the governments of El Salvador, Guatemala, and Honduras. K&M’s work includes: screening proposed projects, assessing the viability of candidate PPP projects, reviewing or drafting requests for proposals and terms of reference for advisors, developing budgets for advisory services, reviewing deliverables from advisors, advising on PPP policies and regulation (for example, contingent liabilities), and on-the-job and classroom training to build capacity for PPP unit officials.  The majority of the work to date has focused on the transport sector:   * Honduras, Tourist Corridor PPP: Concession for 214 km road. Contract awarded under competitive tender with five contract variations gradually transferring project risks to the government. K&M advised the head of the PPP unit on strategy to terminate the contract while minimizing disruption to construction and negative impact to the country’s credit rating. * Guatemala, La Aurora Airport PPP: Concession contract to improve/rehabilitate runway, taxiways and terminals. Deloitte and TetraTech serve as the transaction advisors. K&M reviewed and provided detailed comments on deliverables and attended workshops to present and discuss comments. * Guatemala, Metroriel PPP: Concession contract to build and operative a light rail train system in Guatemala City. K&M reviewed and redrafted terms of reference for feasibility study and estimate budget. * El Salvador, Cargo Terminal PPP: Concession contract to build and operate a cargo terminal in San Salvador’s international airport. Deloitte is the transaction advisor. K&M reviewed and provided detailed comments on deliverables and attended workshops to present and discuss comments. * El Salvador, Pacific Border PPP: Concession contract to build and operate a 43 km road, including 18 bridges. K&M reviewed and redrafted terms of reference for feasibility study and estimate budget. * El Salvador, Border Crossing PPP: Concession contract to build and operate the buildings at seven border crossing sites. K&M reviewed and redrafted terms of reference for the feasibility study and estimated its budget. * El Salvador, Government Accommodation PPP: Concession contract to build and operate a new government office building. K&M reviewed and redrafted terms of reference for feasibility study and estimate budget. | Global  Millennium Challenge Corporation (MCC) | 7 million/year |  |
| 1314 | Apr. 2017-Sept. 2017 | **SREL 19 MW Hydroelectric IPP, Belize (2017):** K&M was retained by Belize Electricity Limited (BEL) to serve as Financial Advisor for the negotiations of a 19 MW run-of-river hydropower IPP. K&M’s scope of work included reviewing the project financial model and advising BEL on tariff structuring and risk allocations in the PPA. K&M designed a breakeven tariff formula for BEL to benchmark the project against regulated tariffs and alternative generation sources during negotiations, and K&M prepared a tariff calculation module in Excel which calculates the project’s breakeven tariff under various structures using inputs from the sponsor’s financial model. K&M also assisted BEL with evaluating alternative power generation options based on market analysis, projected demand, and levelized cost benchmarks for renewable and thermal generation technologies. | Belize  Belize Electricity Limited (BEL) | 18,425 | Financial Advisor |
| 1315 | July 2017-Sept. 2017 | **Due Diligence on Proprietary Remote Sensing Technology:** K&M was retained by a private investor to assess the investment potential of a company that produces intelligent monitoring sensors, unique robotic scanning systems, and tank and pipeline inspection services. This technology would be used to measure pipe and tank wall thickness for oil and gas to monitor corrosion and asset integrity remotely. K&M performed technical and commercial due diligence on the company. Some of the tasks included site visits and interviews with company members and analysis of the company’s business plan, financials, and growth plans. K&M also outlined potential growth strategies, developed a financial model to forecast the company’s growth potential, and provided recommendations to the private investor on the company’s investment potential. | USA  Confidential | Confidential | Sole Consultant |
| 1316 | Sept. 2017-Mar. 2020 | **Port of Cartagena Power Supply Alternatives & Storage Feasibility Study, Colombia (2017-2020):** K&M was retained by USTDA to assist the Terminal de Contenedores, Contecar, in identifying and analyzing power supply alternatives for the Port of Cartagena. In 2015, Contecar achieved a throughput of 2.6 million Twenty Foot Equivalent Units (TEUs), making it the 2nd busiest port in South America and earning it a rank of #60 in the world’s top 100 ports, but the port suffers from frequent power outages. In 2016 alone, Contecar suffered from 280 hours of power supply interruptions making it in desperate need of reliable low-cost power supply alternatives.  K&M identified and analyzed power supply alternatives, including an interconnection to the high and medium-voltage network, self-generation with natural gas, diesel, wind, and solar PV; storage (batteries or flywheels); load management systems; and other options. After confirming the preferred option, K&M prepared the conceptual design and costs estimates, perform economic, financial and environmental analysis, and develop an implementation plan, including the EPC contract and RFP. | Colombia  USTDA | 394,534 | Lead Consultant |
| 1317 | Dec 2017- Mar 2018 | **Technical, Commercial, and Market Due Diligence, Argentina:** K&M was engaged by Blackstone (a U.S. private equity fund) to provide technical and market due diligence services for Blackstone’s acquisition of a portfolio of generation assets consisting of 9 operating and under construction power plants in Argentina. The operating plants are located on the Tucuman (833 MW) and Doc Sud (869 MW) generation complex and include GE and Alstom gas turbines on a combined cycle configuration. These plants sell electricity to Argentina’s national utility (CAMMESA). The portfolio also includes plants under construction with a total capacity of 594 MW—including gas turbines on a simple and combined cycle configuration. K&M reviewed the technical inputs to the financial model and suggested adjustments, reviewed PPAs to analyze and comment on risk allocation between the parties, analyzed liquidated damages related to construction delays, and reviewed market reports prepared to identify market risks not fully addressed in the financial model and suggested adjustments. | Argentina  Blackstone | 97,380 | Sole Consultant |
| 1318 | Jan, 2018 – April 2019 | **El Ceibillo Geothermal Feasibility Study, Guatemala:** K&M was contracted by POWER Engineers, Inc to perform several tasks for the study. These included financial analysis based on technical input, CAPEX, and OPEX values, including an evaluation of Guatemala market assumptions, income statements, and balance sheets, a discussion of the current market for project pricing, and a project risk matrix. K&M’s scope also included reviewing the regulatory requirements for the project, a development impact report, technical and commercial review of the EPC Proposals, and assisted with final negotiations with the selected EPC bidder. CANCELLED – DO NOT USE | Guatemala  Power Engineers | 95,500 | Subcontractor |
| 1319 | January, 2018- December 2019 | **Atuabo 28 MW Gas-Fired Power Plant Due Diligence, Ghana:** K&M was engaged by the Ghana Infrastructure Investment Fund (GIIF) to perform technical and commercial due diligence on GIIF’s prospective investment in the Atuabo 28 MW gas-fired power plant. K&M reviewed power plant size and configuration, operational performance, interconnection arrangements, adequacy of the project site and environmental and social impacts, and then advised GIIF on the optimal structure of its investment in the project during the period before financial close, construction, and project operations. K&M will also review the project financial model to verify that all assumptions, calculations, and results are correct and consistent with the provisions in the project agreements, and provide financial and transactional close support. | Ghana  Ghana Infrastructure Investment Fund | 156,250 | Sole Consultant |
| 1320 | March 2018 -  June 2018 | **1,200 MW Covert CCGT Due Diligence, USA (2018):** K&M was engaged to carry out due diligence services for EIG Global Energy partners (U.S. private equity fund) on a potential investment in a 1200 MW CCGT plant in Covert, Michigan. K&M reviewed project agreements, including the O&M, PPA, and fuel supply, historic and planned operation, maintenance, and cost records, evaluated technical inputs to the financial model against historic records and project agreements, and suggested adjustments. K&M also identified technical risks and issues, proposed mitigating measures, and prepared a report with its findings and recommendations. | USA  EIG Global Energy Partners | 89,047 | Sole Consultant |
| 1321 | June 2018 -December 2019 | **Atuabo 28 MW Gas-Fired Power Plant Development Advisor, Ghana (2018):** K&M was engaged by Marinus Energy Limited, a power project developer based in Ghana to advise on the development of a 28 MW power plant that will use natural gas currently flared at the Atuabo Gas Processing Plant. K&M scope includes financial modelling, and support negotiating project agreements (including, EPC, CSA, PPA and others). | Ghana  Marinus Energy Limited (MEL) | 100,000 | Sole Consultant |
| 1322 | August 2018- March 2019 | **IDB Gas to Power Feasibility Study, Guyana (2018-2019):** K&M conducted a gas to power feasibility study in Guyana. The objective of the project is to assist the government of Guyana optimize use of its indigenous gas in power production. K&M’s scope of services included conducting a feasibility study, commercial due diligence, technical due diligence, project development advisory, and power system dispatch modeling. K&M reviewed preexisting studies and information to guide its project site recommendation and conducted technical and economic evaluations to determine optimal gas to power technologies, plant size and its configuration. K&M then supported the Guyana government and Guyana Power and Light, the country’s government owned utility, through the next phases of project implementation. K&M prepared the gas supply agreement’s commercial terms, evaluate project financing options, assess necessary upgrades to Guyana’s transmission system, and recommend regulatory changes. K&M also developed a project implementation plan. | Guyana  IDB | 299,050 |  |
| 1323 | Aug 2018- Dec 2018 | **Seawater Reverse Osmosis (SWRO) Plant Development Options Analysis:** K&M advised WEB Aruba, the utility responsible for providing water and electricity in Aruba, on evaluating options for the development of a seawater reverse osmosis plant. K&M is investigating whether the least cost option would be for WEB to extend its current water supply contract with Suez or build a new water treatment facility. K&M gathered data and reviewed information, including water demand and production data, water purchase agreements, and WEB’s preexisting internal analysis of water supply options. K&M developed an options evaluation model that includes seasonally adjusted demand and production and calculations of the least cost of water (LCOW). | Aruba  Water en Energiebedrijf Aruba N.V. (WEB) | 37,000 | Sole Consultant |
| 1324 | Sept. 2018-Feb. 2021 | **Small-Scale Solar PV & Battery Options Feasibility Study, Kenya (2018-2021):** K&M was engaged by the Kenya Tea Development Agency (KTDA) to assess the feasibility of small (1 MW) solar PV power plants with battery storage options for thirty tea processing factories across Kenya. K&M’s scope of work included demand analysis based on hourly load profiles of the tea factories, technical and conceptual designs for solar PV, storage, diesel, and hybrid systems, regulatory analysis, and financial analysis. K&M’s activities included creating and analyzing financial models, including demand assessment based on factory load profiles and analysis of power supply options (solar PV, batteries, diesel, and hybrid), EPC procurement, and regulatory analysis. | Kenya  Kenya Tea Development Agency (KTDA)  USTDA grant | 772,615 | Sole Consultant |
| 1325 | Aug 2018- Dec 2018 | **NiQuan Gas to Liquids (GTL) Due Diligence, Trinidad:** K&M was engaged by the National Commercial Bank of Jamaica Limited, which was a potential project lender, to perform technical, financial, and commercial due diligence services for a gas-to-liquids project at the Pointe a Pierre Refinery in Trinidad. K&M’s technical due diligence services included assessing the plant’s construction status and the owner’s plan to complete construction and operate the plant for the next 15-25 years. As part of its work, K&M visited the project site to meet with the owner’s project team, evaluate the present status of the plant, and identify the requirements to bring the plant into commercial operation. K&M then identified the major risks going forward. To assess the plant’s expected performance and areas of uncertainty, K&M reviewed and commented on the project’s technology and selected equipment and identify the major risks related to each. K&M’s commercial due diligence services included reviewing and evaluating the major project agreements and the risk allocation among the parties to those contracts. | Trinidad and Tobago  National Commercial Bank Jamaica | 79,000 | Sole Consultant |
| 1327 | September 2018 – Dec 2018 | **Coal Fired Power Plant Due Diligence, Mongolia (2018):** K&M was engaged to perform technical and commercial due diligence services on a coal fired power plant in Mongolia. K&M reviewed the project’s commercial and technical information, relevant EPC agreements and the EPC contractor’s qualifications. K&M evaluated the qualifications of the project’s CFB boiler and steam turbine suppliers. | Mongolia  Chlumsky, Armbrust and Meyer, LLC | 100,000 |  |
| 1328 | October 2018 – March 2019 | **FSRU Siting Options Analysis, Vietnam (2018-2019):** As a subcontractor to COWI, K&M assisted the International Finance Corporation (IFC) to analyze potential sites for a floating storage and regasification units (FSRU) in southern Vietnam. K&M developed a financial model to calculate the levelized cost of electricity (LCOE) for each FSRU siting option. The LCOE would be calculated based on the LNG ex-ship price, FSRU charter rate, berth and mooring infrastructure capital cost, and offshore and onshore gas pipeline capital cost.  \*\*\*  As a subcontractor to COWI in 2019, K&M assisted the IFC’s efforts to support the development of a LNG terminal, by analyzing potential sites for a floating storage and regasification units (FSRU) in southern Vietnam. K&M developed a financial model to calculate the levelized cost of electricity (LCOE) for each FSRU siting option. The LCOE was be calculated based on the LNG ex-ship price, FSRU charter rate, berth and mooring infrastructure capital cost, offshore and onshore gas pipeline capital cost, and power plant capital and operating costs. This study demonstrated that electricity generated with imported LNG could be competitive in southern Vietnam.  Based on this analysis the GOV decided to support the development of four LNG import projects, including some that are being developed by private companies and other by state owned enterprises. Specifically, ECV (private) is developing an LNG import terminal in Mui Ke Ga (Son My) with an estimated capital investment of $1.5 billion; GENCO 3 (part of EVN-government) is developing an LNG import terminal at Vinh Hanh Rai (Long Son) with an estimated capital investment of US$1.65 million; Delta Offshore Energy (private) is developing an LNG import terminal in Vinh Chau (Bac Liu province) with an estimated in capital investment of $1.35 billion; and Golar Power and PV Power (private) are developing an LNG import terminal in Ca Mau with an estimated capital investment of US1.55 billion. | Vietnam  COWI International | 35,000 | Sub |
| 1329 | September 2018 - 2019 | **Pre-FEED Study for LNG Import Terminal (2018-2019):** Water en Energiebedrijf Aruba N.V. (WEB) planned to develop an LNG import terminal to provide LNG/gas to a power plant with a capacity of around 200 MW. WEB engaged K&M to assist it identify and analyze various LNG import terminal options and perform pre-FEED and class 4 cost estimates on its preferred option. K&M’s work included estimating demand for LNG, identifying 15 options for importing LNG (including FSRU, FSRBs, FSUs, onshore regasification and storage, two sites, gas pipelines, LNG trucking, and ISO containers) and performing conceptual design for each option. K&M developed class 4 cost estimates and a model for estimating LNG ex-ship price for each option (based on the optimal LNG supply route and optimal size LNGC), and performed preliminary environmental and social impact analyses of each option. K&M developed a financial model to estimate the levelized cost of gas at the power plant battery limit for each option and identified and analyzed several options for developing the terminal, including EPC and Build Operate Transfer (BOT) contracts. Based on this analysis, K&M recommended an onshore storage and regasification option with a terminal that can receive LNG carriers of up to 8,000m3 and a 2 kilometer pipeline to deliver gas to the power plant. Based on K&M’s results, WEB decided to proceed to performing FEED on the LNG terminal and competitively procuring the LNG supply. | Aruba  Water en Energiebedrijf Aruba N.V. (WEB) | 688,379 | Lead |
| 1330 | November 2018 – March 2019 | **Waste to Energy Tariff Analysis, Aruba (2018-2019):** K&M was engaged by WEB Aruba to evaluate the financial feasibility and potential tariff impacts of solid waste management investments aimed at reducing landfill waste on the island: a new sanitary landfill, hazardous waste processing facility, and a waste to energy project using mass burn incineration. K&M developed a financial model to estimate tariffs across the waste management and disposal value chain and comparing these tariffs against suitable benchmarks to evaluate the economic viability of the projects. | Aruba  Water en Energiebedrijf Aruba N.V. (WEB) | 65,000 | Sole Consultant |
| 1332 | Nov. 2018- Dec 2019 | **Building Energy Resilient Power Systems in the Caribbean, St. Lucia, St Vincent and the Grenadines, St Kitts and St Nevis, Antigua and Barbuda:** K&M was engaged by the World Bank to assess the impact of extreme weather events on Sant Lucia, Saint Vincent and the Grenadines, St Kitts and Nevis, and Antigua and Barbuda. This was part of a series of World Bank initiatives to improve the Caribbean islands’ resilience to extreme weather events. K&M was the prime contractor, and POWER Engineers was the subcontractor. K&M assessed the past two extreme weather events on the power systems of the Caribbean islands listed above, identifying risks and vulnerabilities, recommending energy resilience measures for generation assets and T&D systems, and developing an investment plan to undertake the measures.  K&M first collected data on the islands’ power systems, and then analyzed extreme weather events’ impacts. The assessments involved interviewing the islands’ utilities (undertaken by POWER) and evaluating prior power system vulnerability studies. Under the direction of K&M, POWER conducted physical and engineering inspections of the most vulnerable power system assets identified by the utility personnel, and a reliability and criticality assessment. The reliability and criticality assessment involved the following tasks: analyzing system reliability, identifying elements that could cause power service interruption, identifying substation and T&D locations subject to flooding, and understanding system performance under contingencies by reviewing T&D system studies. | St. Lucia, St. Vincent and the Grenadines, St. Kitts and St. Nevis, Antigua and Barbuda  World Bank | 199,940 | Sole Consultant |
| 1333 |  | **Trinidad NGC LNG Options.** This is a personal contract completed by Nils. This should not be used as K&M marketing material. |  |  |  |
| 1334 | February 2019-June 2019 | **Wastewater PPP, Panama:** K&M was engaged by the World Bank to support a capacity building and knowledge sharing workshop. The objective of the workshop was to support the WB team strengthen wastewater pollution management capacity in key sector institutions. In March of 2019, Nils Janson led the capacity building workshop in Panama, supported by contractor Andrea Murcia. | Panama  World Bank | 16,800 | Sole Consultant |
| 1335 | March 2019-June 2019 | **300 MW PV Solar Power Project Due Diligence, Mexico (2019):** K&M was contracted by EIG Partners to conduct due diligence for a 300 MW solar project in Mexico. K&M is reviewing the engineer’s due diligence reports and yield reports for the Helios and Tuli PV solar projects. K&M will prepare a memo identifying red flags and fatal flaws that were identified during its review of the above reports. K&M may also review technical aspects of the PPAs and EPC contracts, technical inputs to the financial model; and prepare a due diligence report summarizing the results of review of the Mott’s reports and project agreements. K&M may also conduct a site visit to examine the projects. | Mexico  EIG Partners | 119,100 | Sub? |
| 1336 | April 2019- April 2020 | **20 MW Biomass Power Plant in Meta, Colombia:** K&M was engaged by Dorado Group to advise on the development of a 20 MW biomass power plant in Meta State, Colombia. The project’s activities are divided into 3 phases. Phase 1 involves a feasibility study that includes analyses on technical and conceptual design, financial viability, applicable rules regulations, and market conditions. During the second phase, K&M will support Dorado through developing the project agreements, including the biomass supply agreement and PPA. The final phase will consist of marketing the project to investors and lenders. | Colombia  Dorado Group |  | Sole Consultant |
| 1337 | April 2019-Aug. 2019 | **Energy Investment Strategy Across Latin America, Regional (Argentina, Brazil, Chile, Colombia, Mexico, Peru) (2019):** K&M was engaged by John Laing Group, PLC to analyze renewable (and possibly gas) energy investment opportunities in six Latin American countries. For the first phase of the engagement, K&M analyzed each country’s energy sector in terms of market fundamentals, market design and regulation, access to PPAs, risk, level of competition, and return dynamics, and then evaluated each market based on John Laing's investment criteria. K&M then presented its market conclusions and recommendations to John Laing.  For the second part of the engagement, K&M will perform a deeper-dive assessment of the two countries with the highest investment potential for John Laing and design potential entry strategies. This phase will also include identification of particular project investment opportunities consistent with John Laing's criteria. The conclusions will then be presented to John Laing. | Argentina, Brazil, Chile, Colombia, Mexico, Peru  European-based private equity firm  (Confidential: John Laing) | 54,000 | Sole Consultant |
| 1338 | April 2019 - June 2019 | **SEDAPAL Financial Modeling, Peru:** K&M was engaged by the World Bank to prepare a rapid review of a US$1 billion capital investment program for Sedapal, the water and sanitation utility that provides service to Lima, Peru. The government of Peru was attempting to implement a PPP transaction to expand water supply and coverage in Lima. The objectives of the project were to increase coverage to an estimated 1.8 million unserved people in eight districts in Lima and improve the quality of service for another 1.8 million inhabitants in an additional six districts. The project included improvement of existing assets, construction of new infrastructure, and the operation and maintenance of the assets for 30 years. The World Bank was working closely with the government on guaranteeing the viability of the Project’s financial model to attract private participation. K&M prepared a range of scenarios that underscored the mix of tariff support and public subsidy needed to address the project’s cash flow needs. K&M also explored and presented on the implications of each scenario on Sedapal’s broader capital investment portfolio and tariff requirements. K&M prepared a range of scenarios that underscored the mix of tariff support and public subsidy needed to address the project’s cash flow needs. K&M also explored and presented on the implications of each scenario on Sedapal’s broader capital investment portfolio and tariff requirements. K&M’s work included:   * Developing a financial model of Sedapal * Providing recommendations to the World Bank and the Government on financing the proposed project while minimizing increases of Sedapal’s tariffs * Assessing the impact of the proposed project on the finances and tariffs of Sedapal * Providing recommendations on ways to prioritize Sedapal’s overall capital investment plan | Peru  World Bank | 28,800 | Sole Consultant |
| 1339 | April 2019- June 2019 | **CAF Infrastructure Paper, Panama:** CAF has contracted K&M to carry out this analysis with the objective of providing recommendations to the incoming authorities of the national government. For each sector, K&M will carry out an analysis of current quality of service and efficiency, identify barriers to improving the sector’s performance and contribution to the country’s development, and make recommendations for overcoming those barriers. As part of this assignment, Mr. Janson will interview relevant stakeholders in Panama, including the Ministry of Economy and Finance, the Secretariat of Energy, the Ministry of Health, and the respective service providers. Mr. Janson will present the conclusions and recommendations of this analysis at a work shop in Panama. | Panama  CAF | 24,000 | Sole Consultant |
| 1340 | April 2019 – June 2019 | **Development of a Strategy to Improve the Governance of the Electricity Sector, Honduras (2019)**: The World Bank hired K&M Advisors to develop the governance assessment of the National Electric Energy Company (ENEE). After evaluating the company, K&M created a proposal with recommendations on the appropriate corporate structure in the context of the unbundling of the functions of generation, transmission, and distribution that is taking place in the electric power sector. K&M supported the drafting of a governance assessment of ENEE and supporting capacity building and knowledge sharing activities. K&M drafted a governance assessment report of ENEE and produced an advisory document on how to design and implement the appropriate governance structure of the new unbundled companies. K&M hosted a dissemination event in Honduras to present the main findings of the governance assessment and to share international best practices and experiences in compliance with Honduran regulations. Throughout the contract, K&M provided technical advice to strengthen the governance of the SOE and the electricity sector. | Honduras  World Bank | 45,000 | Sole Consultant |
| 1341 | May 2019- June 2019 | **Water Sector Investment Plan Review, Venezuela**: The World Bank contracted K&M to estimate the investments and subsidy needs for the water sector for Venezuela. K&M reviewed a preliminary five-year investment developed by the World Bank team, as well as the overall strategy, reference costs, and investment estimates based on similar rehabilitation projects in the region. In addition, K&M identified financing mechanisms for the proposed 5-year plan, including tariff increases and options to leverage private capital. Finally, we provided support to identify utilities in the region that could provide technical support and emergency supplies to Venezuela. | Venezuela  WB | 16,000 | Lead Consultant |
| 1342 | April 2019- April 2020 | **Development of Innovative Financing Mechanisms for the Water and Sanitation Sector, Colombia**: The Inter-American Development Bank (IDB) contracted with K&M Advisors in a consortium with Duran & Osorio and Econtec to carry out an analysis of the financing sources of the water and sanitation sector in Colombia. The scope of the consultancy also included: i) identification of opportunities, risks and incentives that impact the mobilization and execution of financial resources in the aqueduct and sewerage sector, ii) identification of barriers and incentives for sanitation companies to access credits from multilateral banks, iii) design of innovative financing alternatives or instruments for investments in water and sewage sector projects, iv) developing a regulatory agenda necessary for the sector (with dates, actors, managers and objectives), at different levels, to attract the financial resources. The consortium will also propose three pilot projects based on the proposed financing instruments. | Colombia  IDB | 136,000 | Lead Consultant |
| 1343 | June 2019-June 2019 | **SEDAPAL Investment Planning and Tariff Study, Peru:** The World Bank hired K&M Advisors to support Sedapal in strengthening its investment planning and financing capacity. The K&M team developed a financial model that assisted decision makers in prioritizing a CAPEX plan and its corresponding financing plan. In addition, this consultancy provided investment planning support to Sedapal to ensure the required payments to the Concession of “Obras de Cabecera” and other PPPs could be accommodated within the wider Sedapal budget, at a socially acceptable tariff and politically acceptable level of subsidy. The consultancy also provided specific recommendations to strengthen Sedapal’s planning and financing areas through the application of the World Bank’s Water Utility Turnaround Framework. | Peru  World Bank | 100,000 | Sole Consultant |
| 1344 | June 2019- December 2019 | **Feasibility Study- Caribbean Water Utility Insurance Company (CWUIC):** The IDB Invest engaged K&M Advisors and Alliant to perform a feasibility analyses, and pave the way, for a Caribbean Water Utility Insurance Company (CWUIC) to insure Natural Disasters Related Risks (the Mutual). It is expected that the Mutual will reduce the recovery time and cost of water and sanitation systems after some specific natural disasters such as hurricanes occur. This will increase the resilience against such events. The consultancy conducted a feasibility study and developed a practical business plan which: i)proposed a facility structure to provide urgent funds for the impacted water utilities after natural disasters to restore their water supply and sanitation including to support mutual assistance and post disaster support from participating water utilities; ii. made recommendations on structuring a facility to provide some financial instruments to mobilize other resources to support water utility companies’ long-term re-construction after such events; iii. made recommendations on structuring a parametric insurance of losses –amount set in function of the magnitude of the climate events –to be defined through risks to be reinsured, deductibles and limits of covers thus requiring a minimal equity component; iv. proposed a feasible pathway to set up the Mutual. | Caribbean  IDB Invest | 614,850 | Lead Partner |
| 1345 | June 2019-July 2019 | **Due Diligence of Electricity Distribution Company (EBSA) for I Squared Capital – Project Thor, Colombia (2019) I** Squared Capital engaged a consortium led by K&M Advisors to provided advisory services regarding regulatory due diligence and technical due diligence for Project Thor. The consortium, led by K&M and supported by Economica Consultores and Grid Advisors, conducted a thorough review of the legal and regulatory framework for the distribution and commercialization activities of the electricity distribution company. The team also reviewed tariff formulas and provided a general comparison between the new tariff methodology for distribution and the tariff methodology used by the Commission for Electricty and Gas Regulation (CREG) for the current regulatory period, identifying the advantages and disadvantages of each. The consultancy identified the key elements that should be considered for the valuation and identification of risks. Finally, Mr. Janson’s team provided a benchmark/comparison of Project Thor versus other utility regulations in Latin America (Brazil, Chile, and Peru). The key issues to be benchmarked include formulas, WACC calculation, and pass-through mechanisms in commercialization. | Squared Capital  Colombia | 180,380 |  |
| 1346 | July 2019-Aug. 2019 | **LNG Distribution Options Study:** The objective of this study was to identify the optimal logistics options for transporting LNG from the Colon LNG Terminal in Panama to markets in Panama, Costa Rica, Nicaragua, El Salvador, Honduras and Guatemala. For this study, K&M developed a financial model to estimate the cost per MMBtu of transporting LNG from the Colon LNG Terminal to each of the countries using ISO containers by road, LNG trailers, and multimodal transport (by road and sea) in ISO containers. The study also reviewed risks related to relevant trade, tax, and environmental regulations that could affect the cost and/or time of transporting the LNG.  **\*\*\*(confidential, must remove Colon language)\*\*\*** | Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, and Panama  Colon LNG Marketing | 75,000 USD |  |
| 1347 | June 2019- March 2020 | **Aruba LNG Terminal FEED Study:** WEB currently has an installed thermal capacity of 213 MW, including steam & turbo generators (121 MW) and Wartsila reciprocating engines (92 MW), both of which are running on HFO. The steam & turbo generators are being replaced with dual fuel 6 x 17MW 50DF Wartsila reciprocating engines. WEB wants to switch this generation from HFO to natural gas using imported LNG. LNG will be received, stored and regasified at an LNG import terminal. WEB perform a pre-FEED to analyze 15 terminal location and configuration options and selected a selected a land-based storage and regasification facility at the Barcadera port. the LNG storage and regasification facility will be located on a new reclaimed area; LNG will be stored in a full containment tank with a net storage capacity of ~19,000 m3. Maximum cargo lot size for LNG deliveries will be 9,000 m3. LNG will be regasified utilizing in-tank booster pumps and ambient air vaporizers. Boil-off gas will be managed using send-out gas compressors. Natural gas will be delivered to the WEB power plant via a 2 km 6” gas pipeline. Dredging to ~8.5 m will be undertaken to provide a new berth and turning basin such that the Terminal can safely receive LNG carriers of up to 7.5 m draft, 145 m LOA and 17,000 gross tonnage. LNG carriers will berth on newly built quay the south side of the newly reclaimed area located to the east of the existing port quay. This quay and mooring dolphins will be constructed, and mooring systems will be installed, including Quick Release Hooks (“QRHs”). LNG transfer system (and vapor return system) from LNG carriers to/from shore will utilize industry standard aerial cryogenic hoses, Emergency Release Couplings (“ERCs”) and hose support saddles (all within the scope of the Terminal). LNG will be unloaded to the storage tank via cryogenic pipeline. The main objective of this FEED study is to perform Front End Engineering Design for the selected LNG terminal location and configuration.  K&M is overseeing site studies required to obtain the data and information needed to perform FEED which includes FEED on marine infrastructure; LNG storage, regasification and topside facilities; gas pipeline and receiving facilities; and other infrastructure / facilities required for the LNG terminal. K&M is developing Class 3 cost estimates for all the works and equipment required by the LNG terminal. K&M is also conducting an Environmental Impact Assessment (EIA), and assist WEB to request and obtain permits for construction, dredging and operation of the LNG terminal. K&M will develop technical specifications for the EPC contract(s) Request for Proposal (RFP) package. | Aruba  Water en Energiebedrijf Aruba N.V. (WEB) | 1,800,000 | Lead Contractor |
| 1348 | June 2019-August 2019 | **Solar Business Study, Aruba:** Aruba has approximately 15 MW of installed solar PV capacity, of which 9 MW are rooftop installations at residential, commercial or industrial user’s premises. These installations were developed under an existing distributed generation regulation issued in 2014. In 2019 solar PV rooftop installations are expected to reduce grid sales by around 1.1%, and this is expected to increase to 3% in 2025. WEB (Aruba’s power generation utility) is concerned about the impact that lower grid sales is having on its generation business, and is also interested in exploring how to participate in the rooftop solar business. WEB engaged K&M to identify and evaluate business models for WEB’s involvement in the development of the rooftop solar PV systems for consumers in Aruba. | Aruba  Water en Energiebedrijf Aruba N.V. (WEB) | 244,910 | Sole Consultant |
| 1349 | July 2019- August 2020 | **Biomass Power Plant Pre-Feasibility, Colombia:** A K&M client is assessing the feasibility of developing a ~20 MW biomass plant in Colombia that will use woodchips produced from a plantation in northeast Vichada. The Client has completed all the work on the first 10,000 ha plantation and the first harvest is expected to commence in 2021, producing approximately 290,000 tons of wood fiber. The Client also plans to develop a built-for-purpose chip mill at Puerto Carreño. The ideal location for the power plant is either Puerto Lopez or Puerto Gaitan. These locations are ideal as they have: i) power evacuation through the regional transmission system via 115 kV transmission lines and substations, and ii) accessibility to the Client’s plantation in Vichada through Meta river. The Client expects that the power plant will be commissioned in 2021/2. The client engaged K&M to perform a pre-feasibility study that identifies revenue sources for the project and the rules and regulations that govern how the project could access those sources. In addition, the study will include the development of a financial model to estimate the levelized cost of energy from the plant. | Confidential,  Colombia | 53,400 | Sole Consultant |
| 1350 | July 2019- August 2019 | **FortisTCI Review RE Legislation, Turks & Caicos:** FortisTCI (FTCI), the electricity utility in the Turks and Caicos Islands, contracted K&M to review and advise on draft legislation for renewable energy (RE). This included reviewing and marking up the draft amendment to the Electricity Ordinance to ensure proposed mechanisms for introducing RE were complete and internally coherent. The proposed mechanisms included licenses for independent power producers, integrated resource plans, interconnection requirements and standards, feed-in-tariffs, and a new tariff structure for distributed generation. K&M also submitted a report identifying potential risks and making recommendations to improve the consistency, adequacy, and reasonableness of the provisions in the draft bill. | FortisTCI  (FTCI)  Turks and Caicos | 9,600 | Sole Consultant |
| 1351 | July 2019-  August 2019 | **Project Construction Documents Review:** The Client, NCB Capital Markets was engaged as arrangers of a US$185-million bond issue for NFE South Power Holdings Ltd., an entity that will own the JAMALCO Combined Heat and Power (CHP) Plant located in Clarendon, Jamaica. The 94 MW plant is set up to provide power to the local utility, and steam to JAMALCO, a bauxite mining and alumina production company also located in Clarendon, Jamaica. As part of the condition of the Client’s board approval, the Client engaged K&M to provide the services of an Independent Technical Advisor to validate the technical information received from the Owner in regard to the current status of the project construction and the value of the construction work completed up to date, among other things. | NCB Capital Markets Limited  Jamaica | 43,000 | Sole Consultant |
| 1352 | August 2019-December 2019 | **Update of the Governance Position Paper on the Caribbean Water and Sanitation Sector:** The Inter-American Development Bank (IDB) contracted K&M Advisors to update the Governance Position Paper on the Caribbean Water and Sanitation Sector. The work involved benchmarking the performance and governance of the water and sanitation sector in the Caribbean, specifically in The Bahamas, Barbados, Belize, Guyana, Jamaica, Suriname, and Trinidad & Tobago. The results of the performance and governance benchmarking are an important input to the Regional Strategic Action Plan being developed in the Caribbean. Mr. Janson presented the results of the benchmarking at a conference in Jamaica in September 2019 hosted by the IDB, the Caribbean Development Bank, the Caribbean Water and Wastewater Association (CWWA), and the Government of Jamaica. | IDB  The Bahamas, Barbados, Belize, Guyana, Jamaica, Suriname, Trinidad and Tobago | 25,000 | Sole Consultant? |
| 1353 | August 2019- November 2019 | **FortisTCI Limited Renewable Energy Rate and Changes Legislation, Turks & Caicos Islands (2019):** K&M was engaged by FortisTCI Limited to provide an in-depth review of proposed new rates and charges related to the proposed renewable energy (RE) legislation. After a comprehensive review, the K&M team proposed rates for electric vehicle charging, a model for rates for PPAs, RE feed-in-tariffs, retail rates and energy charge. The K&M team also validated the initial set of rates and charges for the Demand Charge Scheme (Demand Rate, Energy Rate) and identified language in the draft RE legislation necessary to support the implementation of proposed new rates and charges. K&M provided overall recommendations on rate designs, supporting policy, financial impact to the utility, fairness of incentive mechanisms, potential risks and proposed mitigations. | FortisTCI Limited  Turks & Caicos Islands | 30,000 |  |
| 1354 | September 2019- February 2020 | **Economic & Financial Due Diligence for a PPP Wastewater Treatment & Reuse Plant, Botswana:** The International Finance Corporation (IFC) was acting as lead transaction advisor to the Water Utilities Corporation in Botswana for the development of a new wastewater reclamation plant to treat effluent from the Glen Valley WWTP on a public private partnership basis. K&M Advisors was hired by the IFC to conduct economic and financial due the diligence to ensure the successful implementation of the project. In addition to conducting the economic and financial due diligence, K&M carried out an economic and value for money assessment, and the financial and fiscal impact assessment of the project. | International Finance Corporation (IFC)  Botswana | 49,980 | Not sure |
| 1355 | October 2019- August 2020 | **Institutional Design of the Panama Water Sector, Panama:** The National Water Council (CONAGUA), specifically his technical secretariat, was overseeing the development and implementation of the National Water Security Plan 2015-2050. The Council is chaired by the Ministry of the Presidency. The other members of the council are the Ministry of Environment, the Ministry of Economy and Finance, the Ministry of Health, the Ministry of Agricultural Development, the Panama Canal Authority, the national water utility (IDAAN) and the sector regulator (National Public Services Authority -ASEP). CONAGUA’s technical secretariat needs to coordinate with all the water and sanitation sector agencies on the strategic actions to improve the sector.  K&M was hired by the IDB to review the water sector’s institutional arrangement and to propose recommendations for its improvement. K&M produced jointly with all sector agencies, CONAGUAS technical secretariat´s Strategic Plan 2020-2024. This plan prioritizes the ten most urgent actions in the sector that must be supported by CONAGUA’s technical secretariat.  The IDB extended the contract with K&M to complement the consulting services to CONAGUA’s technical secretariat. This extension of the contract included the presentation of the Strategic Plan 2020-2024 in a Council’s session for the approval of its members. The extension also included supporting the IDB team in preparing the second loan operation of an IDB’ Policy Based Loan (PBL) for the energy and water and sanitation sectors in Panama. | IDB  Panama | 45,000 | ? |
| 1356 |  | \*\* project suspended\*\* Follow up with Ivan later (?) | CCA Energy Partners, Ltd |  |  |
| 1357 | October 2019- October 2020 | **IDB General Advisory Latin America, Colombia (2019-2020)** K&M was contracted to provide the consulting services for strategic advisory support for the development of low and high enthalpy geothermal projects in selected countries in Latin America. The consultancy will provide strategic advice regarding barriers to the development of GE and provide recommendations to reduce or dismantle these barriers. As part of this assignment, K&M will conduct analyses and provide strategic advice and recommendations for four out of the following nine countries in Latin America with untapped geothermal potential: Argentina, Bolivia, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Nicaragua, and Peru. The four countries will be selected by the Inter-American Development Bank (IDB) during the execution of the consultancy. | IDB  Colombia,  Latin America | 80,000 |  |
| 1358 | November 2019 – December 2022 | **Mpatamanga 350 MW Hydropower Tender Agent, Malawi**: Mpatamanga, a 350 MW peaking hydropower project on the Shire River, is central to the Government of Malawi's strategy for expanding the country’s generation capacity. The Government with co-development partner IFC - International Finance Corporation InfraVentures, supported by advisors led by the USAID Southern Africa Energy Program, a Power Africa Initiative, negotiated up-front on applicable commercial principles and developed the project agreements based on recent precedent. K&M was hired by the IFC to serve as Tender Agent for a procurement process to select a strategic sponsor to build, own, and operate a 350 MW PPP Hydropower project in Malawi through a partnership with the Government-owned generation company. K&M is structuring and managing the tender process including request for proposal documentation, rules and procedures, evaluation methodology, bidder interface, receiving and responding to clarification questions, bid evaluation, and project agreement negotiation support. | IFC  Malawi | 393,400 | Tender Consultant |
| 1359 | May 2020- August 2020 | **Energy and Financial Advisory Services for Jamalco, Jamaica**  K&M was hired by CCA Capital Partners to provide energy and financial advisory services for the Jamalco bauxite refining facility. As part of this assignment, K&M built a financial model of Jamalco that forecasts P&L, Balance Sheet, and Cashflow statements. The model was used to analyze cash flow implications for the refinery in various scenarios. These results were used to estimate Jamalco’s cash flow and capital needs and recommend business models plan that would be required to keep the company viable. K&M also analyzed Jamalco’s Energy cost, bauxite extraction cost, and personnel cost relative to other players in the global alumina refinery market space to determine Jamalco’s long-term competitive position in the international alumina market. K&M conducted an analysis of recent developments in energy markets (primarily oil prices), the implications for global alumina markets, and the related impact on the Jamalco business model. Recommendations on integrating these findings into the fuel consumption and energy strategy were also covered within this segment of K&M’s services | CCA Capital Partners  Jamaica | 28,000 |  |
| 1360 | November 2019-February 2020 | **FSU Terminal Options Analysis, Namibia & South Africa:** As a subcontractor to COWI, K&M will analyze several FSU options to serve both Namibia and Northern Cape region of South Africa with trucked LNG and to supply a potential gas power plant. K&M will develop a financial model to calculate the levelized cost of electricity (LCOE) for each FSU siting option. The LCOE will be based on the LNG ex ship price, FSU charter rate, berth and mooring infrastructure capital cost, and offshore and onshore gas pipeline capital cost. This assignment is funded by the International Finance Corporation (IFC). | COWI (IFC Funded)  Namibia / South Africa | 35,000 | ? |
| 1361 | November 2019 – January 2020 | **JCSDTS Jamalco CHP Lenders Technical Advisor, Jamaica**: The Clarendon CHP project is a combined heat and power in construction stage, located in a site provided by Jamalco, adjacent to the Jamalco alumina refinery, in Clarendon, Jamaica. The CHP plant will operate on natural gas as its main fuel, and ADO (automotive diesel oil) as backup fuel, for the purpose of supplying in its Phase 1 approximately 94 MW (net) of electric power to the Jamaica Public Service Company (JPS) and approximately 300,000 lb/hr of steam at 900 degrees Fahrenheit and 900 psig of pressure to the Jamalco alumina refinery production process. Phase 1 of the project includes installation of two (2) Siemens SGT 800 gas turbines, two heat recovery steam generators (HRSGs), and their associated equipment. JCSD Trustee Services Ltd. is the Trustee appointed by the lenders in a USD $185 million bond issue transaction to finance the Clarendon CHP project.  Under the first phase, K&M was required to conduct a technical validation of three conditions agreed as pre-requisites for valuation and disbursement of a second tranche of funds to the Project: a) achievement of mechanical completion, b) capability of producing power, and c) commencement of commissioning and testing. K&M reviewed relevant project documents and contracts; conducted a site visit to interview the construction management staff and to verify the progress of the works; and finally prepared a report with a summary of findings and conclusions.  In the second phase, K&M was required to review and validate a Valuation Report submitted to the Lenders by the owner and developer of the CHP plant. K&M reviewed the Valuation Report; reviewed the CHP project financial models submitted by the project company; reviewed relevant sections of the project agreements and financial agreements; and finally prepared a report with the main findings, conclusions, and K&M’s independent opinion on the reasonableness of the CHP plant Valuation Report, the financial model assumptions, and compliance with the requirements of Tranche 1B Bond Issuance Condition. | JCSD Trustee Services  Jamaica | 69,160 | Lenders Technical Advisor |
| 1362 | June 2020- June 2020 | **World Bank Infrastructure PPP Policy, South Africa**  South Africa has various infrastructure plans, laws, and policies in place, but this has not resulted in a cohesive and unified public investment framework. In addition, there is no process or centralized decision point for conceiving, screening, and preparing projects regarding their overall suitability to be implemented with private financing or as PPPs. The World Bank hired K&M to support the Government of South Africa (GoSA), and more specifically the Investment and Infrastructure Office (IIO) in the Presidency, with the development of an Infrastructure Finance Policy.  K&M’s first task was to review international examples of similar policies related to infrastructure financing, including PPPs. K&M then reviewed relevant South African documentation such as: National Development Plan (NDP), National Infrastructure Plan (NIP), Infrastructure Development Act No 23 of 2014 (IDA), Infrastructure Delivery Management System (IDMS), Framework for Infrastructure Delivery and Procurement Management (FIDPM), and the IIO’s draft Infrastructure Finance Policy. From this analysis, K&M drafted an Infrastructure Finance Policy outline and later finalized the outline after receiving comments from relevant GoSA stakeholders and the World Bank team. | World Bank  South Africa | 12,000 |  |
| 1363 | November 2019- April 2020 | **St. Lucia Government Geothermal Advisory, St. Lucia (2019-2020):**  **\*\*\*CONFIDENTIAL\*\*\***  K&M first carried out a review of available documents and information to develop a solid understanding of GOSL’s objectives. K&M also developed a financial model to calculate the value of a geothermal project in St. Lucia and the potential UNEC’s interest in the project. K&M then prepared a range of payment structure options that GOSL could offer to UNEC to cease any claimed rights of the latter to develop geothermal resources in St Lucia. K&M also met with the GOSL to discuss the recommendations on payment options we submitted to finalize the negotiation strategy and the proposed settlement amounts and funding mechanisms.  K&M will then participate in meetings with UNEC and GOSL to support the latter in face to face negotiations with the former. Finally, K&M will update the financial model with settlement amounts and/or payment mechanisms resulted from any intended agreements reached during the negotiations and prepare a final report that presents K&M’s final recommendation on the final settlement amounts and payment structures. | Hunton Andrews Kurth LLP  St. Lucia | 70,800 |  |
| 1364 | December 2019 – August 2020 | **LAC Water PPP Study, LAC Regional:** K&M provided IDB Invest with recommendations on how to best contribute to addressing the main challenges in water and sanitation in water and sanitation in Latin America and the Caribbean (LAC) by promoting more and better PPPs. For this assignment, K&M conducted a review of past PPPs in water and sanitation in LAC, IDB Invest’s contributions to the water and sanitation sector, and prospective PPPs in the sector. In addition to creating a database for assessing the performance and characteristics of the more than 300 PPPs in water and sanitation that have been contracted in LAC since 1995, and conducting interviews with key market actors, K&M identified countries and segments with strong potential for PPPs in W&S in LAC. The K&M team presented the results of the assignment to an audience of over 60 IDB Group officials in November of 2020. | IDB Invest  LAC | 59,200 |  |
| 1365 | November 2019-November 2025 | **\*\*This is a personal contract completed by Nils. This should not be used as K&M marketing material. \*\***  **Consultant Geothermal Energy Advisor (GEA)- Transaction, St. Kitts and Nevis (2019-2020):** The Caribbean Development Bank (CDB) contracted Mr. Nils Janson, a Managing Director at K&M, as the Geothermal Energy Advisor (GEA) – Transaction to provide review, analysis, and back-stopping support to CDB’s appraisal team, primarily for the Nevis Island Geothermal Energy (GE) Project, and possibly for the GE project in St. Vincent and the Grenadines.  K&M reviewed the financial model (including assumptions around financing arrangements and tariff mechanisms), and the economic and commercial aspects of the project (including relevant risks and rewards of the business case). The economic analysis included an understanding of market demand, as well as an analysis of the utility’s revenue streams, operating costs, and financing arrangements, to determine its ability to meet the obligations under the PPA so that an economic rate of return could be calculated.  The two activities carried out as part of this consultancy were:  Activity 1: Support for the Nevis Island GE Project  Activity 2: General Support to the CDB on GE Projects  As part of Activity 1, an Inception Report was submitted to describe the work completed to date on the Nevis Island GE Project, identify the next steps, and provide preliminary conclusions regarding the key challenges for the project and the consistency of the financial model the developer had prepared.  The subsequent steps for the assessment of the Nevis Island GE Project included:   * Reviewing the financial and technical capacity of the developer * Conducting reviews of the relevant contracts * Developing a thorough understanding of the business case and financial model * Preparing an economic analysis to assess the utility’s ability to meet its PPA obligations * Developing a risk matrix for the project * Making recommendations for reallocating risks where necessary * Carrying out a comprehensive review of the financial model and business case   Ensuring the project met the SEF requirements for funding of sub-projects | Caribbean Development Bank (CDB)  St. Kitts and Nevis, Dominica, Montserrat | 92,000 |  |
| 1366 | 2019-2020 | **Due Diligence Review of Nine Peaking Power Plants in California, USA**: K&M was engaged by EIG Global Partner, and equity investment firm, to perform technical due diligence of nine gas fired peaking power generating facilities with a total combined capacity of 940 MW in California, USA. For each of the facilities K&M reviewed operation and maintenance records, Power Purchase Agreements (PPA) and /or resource adequacy payment documents under the California Independent System Operator (ISO) rules, verified plant capacities, heat rates, and operation and maintenance (O&M) costs and validated inputs to the EIG financial model.  K&M’s work includes:   * Review of PPAs and Resource Adequacy Payment arrangements. * Reviewed O&M records and provided opinions on equipment conditions, remaining useful life, and operating characteristics such as capacity, heat rate, availability, and reliability. * Validated and/or developed inputs to the financial model, as required. * Prepared a Due Diligence Report summarizing the findings. | USA  EIG Global Partners | USD 38,000 |  |
| 1367 | December 2019 – March 202360 | **Solar PV & Battery Storage Feasibility Study, Brazil (2019-2020)**: Funded by a USTDA grant, ESS hired K&M to assist with a feasibility study, including a pilot project, for battery storage in Brazil. The feasibility study will assess the economic, technical, and regulatory impact of adding long-duration storage to a solar photovoltaic (PV) system in a Virtual Net Metering Structure. The feasibility study contains two focal points:   * Planning and executing a small representative pilot project to provide the necessary validation of the energy-shifting business model using the ESS Iron Flow Battery and solar PV to ascertain the viability of a large PV + storage project planned for multiple customers. * Developing the technical and economic plan to prove the feasibility and viability of deploying multiple distributed generation (DG) projects ranging in size from 3 to 5 MW of PV and 8 to 10 MWh of energy storage.   K&M’s scope includes: estimating the pilot project costs; conceptual design for PV and battery system; technical, economic, and financial modeling and analysis; project site resource analysis and preparation; analyzing project financing options; and identifying US sources of supply. | ESS Inc. (USTDA-funded)  Brazil | 428,758 |  |
| 1368 | December 2019 | **Dorado GSE Systems Due Diligence:** Small scale project with Dorado that is not to be used in marketing materials. The project lead was Lenny. | USA |  |  |
| 1369 | February 2020- April 2020 | **Dorado** **Due Diligence of Wastewater Treatment Technology of EnviroMix Company:** Small scale project with Dorado that is not to be used in marketing materials. The project lead was Lenny | USA |  |  |
| 1370 | March 2020 -August 2020 | **Water Strategy Implementation, Panama:**  The National Water Council (*Consejo Nacional de Agua –CONAGUA*) was consolidating itself as the planning agency for the water sector in Panama. CONAGUA’s Technical Secretariat oversees the implementation of the goals stated in the 2015-2050 National Water Security Plan (Plan Nacional de Seguridad Hidrica—PNSH). In a previous assignment, The IDB hired K&M to support CONAGUA in the preparation of its 2020-2024 Strategic Plan. Following on this assignment, the IDB extended a new contract with K&M to support CONAGUA’s Technical Secretariat in the implementation of the Strategic Plan, through the definition of a detailed work plan. K&M also prepared an Institutional Strengthening Plan for CONAGUA’s technical secretariat.  K&M’s work included:   * Prepare the implementation plan of CONAGUA’s 2020-2024 Strategic Plan * Prepare an Institutional Strengthening Plan for CONAGUA’s technical secretariat. | Inter-American Development Bank  Panama | $29,720 |  |
| 1371 | March 2020- June 2020 | **Support for the Development of a Rehabilitation Strategy of Prioritized Water and Sanitation Services for Venezuela, Venezuela:**  **\*\*\* CONFIDENTIAL\*\*\***  The World Bank contracted K&M to support their team with the development of an implementation strategy for the rehabilitation of prioritized water supply and sanitation services for Venezuela. The work involved the review of existing World Bank documents and preliminary diagnostics such as concept notes, a white paper on Venezuela’s water and sanitation sector and the Recovery and Peacebuilding Assessment (RPBA), supporting the prioritization of possible rehabilitation items, suggesting institutional and implementation arrangements in order to operationalize the action plan, suggesting possible contract arrangements, and identifying possible risks.  K&M performed the following activities:   * Reviewed existing World Bank documents and preliminary diagnostics * Supported the prioritization of possible rehabilitation items * Suggested institutional and implementation arrangements to operationalize the action plan * Suggested possible contract arrangements, their advantages and disadvantages * Identified possible risks | The World Bank  Venezuela | $20,000 |  |
| 1372 | April 2020- September 2020 | **Oserian Geothermal Industrial Park Technical & Economic Assessment, Kenya**: Oserian is a Kenyan flower farming company with a total of 20,000 acres. At their site in Naivasha, Oserian owns 5,000 acres of land on which there are proven geothermal resources. They are located directly across from KenGen’s Olkaria fields. They currently have three wells, two power producing wells and one heat producing well. Oserian is home to the largest geothermal heating for agriculture plant in the world and has been named Kenya’s best renewable energy company by the Kenya Association of Manufacturers. Oserian has developed a Master Plan which consists of an industrial park, commercial centers, a game park conservancy and mixed-use housing scheme. Oserian’s goal for their industrial park is to meet their clients’ energy demands fully with 100% renewables including geothermal, solar PV, and pumped hydro storage.  Oserian contracted POWER Engineers to perform a technical and economic assessment of Oserian’s planned industrial park. As a subcontractor to POWER Engineers, K&M leads the economic assessment. K&M’s cost/benefit analysis includes conducting a payback analysis of the proposed investments under several relevant scenarios. This includes: (i) 100% renewable energy technologies including geothermal, (ii) hybrid green and fossil technology, (iii) hydro pumped storage vs. battery storage, (iv) stages investments and least-cost investment plan, (v) the potential impact of adding additional residential and/or commercial customers, and (vi) regulatory and legal aspects of such potential additions. | POWER Engineers  USEA-funded  Kenya | $27,000 |  |
| 1373 | May 2020 – June 2020 | **Assessment of COVID-19’S Financial Impact on Instituto Costarricense de Acueductos y Alcantarillados, Costa Rica:**  The World Bank contracted K&M to help the Instituto Costarricense de Acueductos y Alcantarillados (AyA), the national water utility, in Costa Rica quantify the impact of the COVID-19 crisis on its operations and, as appropriate, make evidence-based justifications for additional funding as a response to the pandemic. A financial model was used to provide a baseline of AyA’s financial statements, and it was updated with the current and projected financial information, to demonstrate COVID-19’s impact on AyA’s cash flow. The exercise was designed to inform AyA’s management, policy makers, and other institutions and authorities that are responding to the pandemic which could include the Ministry responsible for water (MINAE), the Ministry of Finance, legislature, and debt holders. K&M’s work included:   * Develop or use an existing financial model to provide fact-based financial information to quantify the impact of the COVID-19 pandemic on AyA * Update the financial model by inserting the current and projected information as per the emergency actions taken by AyA/national government * Quantify the cost implications of the pandemic in the short (one month), medium (3-6 months), and long-term * Identify major changes in revenue, operating expenditures, and debt resulting from the pandemic, and propose options for enhancing financial sustainability for the service provider | The World Bank  Costa Rica | USD 24,400 |  |
| 1374 | June 2020 – December 2020 | **Assessment of the Impact of COVID-19 on Water Utilities in Latin America and the Caribbean**: The IDB contracted K&M to assess the impact of COVID-19 on water and sanitation utilities in Latin America and the Caribbean (LAC). K&M began with an assessing the impact to date by reviewing data provided by utilities. Following this review, K&M developed a generic financial model that can be used to quantify the projected financial and operational impact on the utilities. This draft financial model was tested by applying it to three utilities in LAC, one of these three was the National Water Commission in Jamaica. After testing the financial model, K&M finalized the generic financial model and prepared a user manual for it. In addition, based on the results of the application of the financial model, K&M produced recommendations for mitigating the impacts of COVID-19 on utilities in LAC.  K&M’s scope of work included:   * Assessment of impact of COVID-19 on water utilities in LAC * Development of a generic financial model that can be used to project the impacts of COVID-19 on water utilities in LAC * Application of the generic financial model to three utilities in LAC * Preparation of recommendations to mitigate the impact of COVID-19 on utilities in LAC | IDB  LAC | USD 99,990 |  |
| 1375 | June 2020 – February 2021 | **Assessment of COVID-19’s Financial Impact on Water and Sanitation Utilities, Peru**: The World Bank has contracted K&M to assess the impact of COVID-19 on water and sanitation utilities in Peru. K&M will begin with an assessment of the impact to date by reviewing data provided by utilities. Following this review, K&M will develop a generic financial model that can be used to quantify the projected financial and operational impact on the utilities. This draft financial model will be tested by applying it to one utility in Peru. After testing the financial model, K&M will finalize the generic financial model and prepare a user manual for it. In addition, based on the results of the application of the financial model, K&M will produce recommendations for mitigating the impacts of COVID-19 on utilities in Peru.  K&M’s work includes:   * Assessment of impact of COVID-19 on water utilities in Peru * Development of a generic financial model that can be used to project the impacts of COVID-19 on water utilities in Peru * Application of the generic financial model to one utility in Peru * Preparation of recommendations to mitigate the impact of COVID-19 on utilities in Peru | World Bank  Peru | USD 50,000 |  |
| 1376 | July 2020 | **Project Davor NRW Due Diligence (CONFIDENTIAL), Global**: K&M was retained by a private client to provide expert advice on market and regulatory factors that affect investment in the water and sanitation sector. Specifically, K&M provided the client with a detailed presentation that included analysis on the general impacts of Non-revenue water (NRW) on utility performance, estimations for global NRW and made recommendations for addressing NRW globally. Additionally, the K&M team reviewed past NRW projects and prospective NRW projects, as well as trends from international finance institutions (IFIs) on water sector investment. Building off this work, the K&M team compared major private water sector operators that compete for NRW projects globally. | EQT  Global | USD 3,600 |  |
| 1377 | July 2020 -October 2020 | **Advisory Services Toward the Development of the Proposed Caribbean Water Utility Insurance Company (CWUIC), Caribbean**: IDB Invest contracted K&M and Alliant Insurance Services Inc. (Alliant) to provide advisory services toward the development of the proposed Caribbean Water Utility Insurance Company (CWUIC). In 2019, the K&M-Alliant team performed a feasibility analyses and developed a business plan for a Mutual for Caribbean Water and Sewerage Companies to insure Natural Disasters Related Risks. This assignment further defined the components needed to launch CWUIC’s operations. This work included, engaging with relevant stakeholder in jurisdiction with a high level of interest in CWUIC, developing a financial model to assess CWUIC’s financial viability under a range of scenarios, developing post-disaster utility exchange support, workshopping to present results and recommendations to key stakeholders, and producing updated recommendations regarding the legal, organizational, and financial components of CWUIC. The K&M-Alliant team will present their findings, recommendations, and an updated work plan for the next steps to develop CWUIC. The K&M-Alliant team also presented at the CWWA’s High Level Forum in October 2020. | IDB Invest  Caribbean | USD 248,400 |  |
| 1378 | July 2020 – December 2020 | **West Africa LNG Demand Analysis, Guinea, Liberia, Sierra Leone**: IFC is developing an LNG terminal situated in the harbor of Freetown, Sierra Leone, based around a floating storage unit (FSU). The envisioned facility would be comprised of an FSU, a mooring system, two small LNG carriers, and a small onshore facility with regasification, truck and ISO container filling capabilities. With this combination of assets, the LNG terminal company would be able to provide LNG and natural gas in Freetown and deliver small parcels of LNG to ports in Guinea (Kamsar, Conakry) and Liberia (Buchanan, Monrovia). K&M was hired to perform the demand analysis for potential LNG / gas offtakers in Guinea, Liberia, and Sierra Leone.  K&M’s scope of work included:  Sierra Leone  **Performing an Industrial and Mining Demand Analysis**: The project will include the means to put LNG onshore, where there will be the capability to load LNG trucks and ISO containers and to provide a regas service. Within the Sierra Leone market, there is potential for broad uptake of LNG by industrial users in the food & beverage, agribusiness, cement, hospitality, and other segments, most of which would be served via LNG trucking. In addition, the LNG terminal expects to provide a regas service for the Western Area Power Generation Project that is under development with a target COD of 2022.  **Establishing a Sierra Leone LNG Users Forum**: K&M will design an users forum that is proto-LNG consumer organization designed to provide information about LNG to potential users, help them understand competitive fuel economics, and map LNG demand in Sierra Leone by location, size, sector, and other relevant aspects. The forum will be a vehicle for raising the profile of the LNG terminal project within Sierra Leone.  Guinea  **Conducting the Guinea Demand Assessment**: Detailed work is required to understand the depth and breadth of demand from the Kamsar-Boke bauxite corridor in Guinea as well as potential thermal power and industrial demand in and around Conakry. In the mining sector, K&M will assess both short-term demand for LNG-to-power and medium-term demand related to mining equipment (diesel to LNG conversion) and alumina refining. As there may be some level of industrial and commercial demand for LNG in the Conakry area, K&M’s demand assessment will cover this area as well.  **Establishing a Virtual Guinea Miners LNG Users Forum**: K&M, working with the Guinean mining and industry associations, will create a virtual Guinea LNG users forum, with an objective of convening potential users and facilitating the exchange of information. The key mines are bauxite operations in the Kamsar-Boke corridor; currently there is a market for LNG in power and ore drying operations, and this may grow significantly as operators invest in alumina refining.  Liberia  **Undertaking a Thermal Power Generation Demand Assessment for Liberia Electricity Corporation**: Anecdotal evidence suggests that there is an immediate need for up to 50 MW of LNG-fired power in Monrovia that would be used to complement hydropower and serve as a load-area reserve for LEC. K&M will explore this possibility in its demand assessment.  **Carrying out a Liberia Mining Demand Assessment**: K&M will carry out a high-level assessment of LNG demand in the Liberian mining sector, extending beyond demand coming from the significant Arcelor-Mittal operations in the country. | IFC  Guinea, Liberia, Sierra Leone | USD 255,920 |  |
| 1379 | August 2020- August 2020 | **SWRO Bidders Background Check, Aruba**:  K&M was contracted to assist WEB to perform a background check of five companies (“Tenderers”) that will be invited to submit proposals for a turnkey contract for the construction of the 18,000 m3/day seawater reverse osmosis (SWRO) 3 plant in Aruba. The background check covered the Tenderer’s activities in their country of origin (location of their headquarters) and their subsidiaries in countries where they are active. The background check aimed to identify red flags that WEB could consider when deciding if any of the five Tenderers should not be invited to submit a proposal. To this end, the background check included a review of the legal, reputational, and financial background of each Tenderer. K&M first determined the country where the Tenderer had its headquarters. K&M then reviewed FATF publications, including the latest Consolidated Assessment Ratings and High-Risk Jurisdictions-Subject to a Call for Action to determine if the Tenderer country of origin has any strategic ANL-CFT deficiencies. K&M identified the Tenderers, if any, whose country of origin was listed as a High-Risk Jurisdiction or rated as “Low Level of Effectiveness”, and/or has strategic technical areas rated as “Non-compliant”.  K&M assessed if any of the five Tenderers is included in the list of ineligible firms published by the World Bank, EBRD, IDB, and other multilateral financial institutions. Ineligibility was determined when a firm had used corrupt, fraudulent, coercive, or other undesirable practices. K&M also searched online for the name of the firm in combination with words such a “corruption”, “corrupt, “fraud”, “fraudulent” and “coercive” to find any news articles, publications, reports, etc., that mention the firm as an entity engaged in undesirable practices.  K&M reviewed the Dun & Bradstreet Comprehensive Credit Reports to determine if any of the five Tenders or their subsidiaries and branches located in the countries listed in the project description had ongoing legal disputes. If any of the Tenderers had ongoing legal disputes, K&M searched online for information available about the dispute, the risk that this dispute could present to the Tenderer, and the Tenderer’s ability to implement the SWRO project.  K&M performed the track record assessment by searching online for the Tenderer’s name along with words such as “project failed”, “project terminated”, “project delayed”, “project over budget”, “did not meet performance guarantees”, etc. K&M also searched the DesalData database for information on projects implemented by any of the Tenderers, and that failed to meet design specifications or failed for any other reasons.  K&M calculated financial ratios that provided an indication of the Tenderers’ financial strength relative to the size of the SRWO 3 turnkey contract and performance guarantee. These ratios included net worth / SWRO 3 capex; average 3-year gross revenue / SWRO 3 capex; net worth / value of performance guarantee; etc. K&M obtained the information to calculate these ratios from the financial statements included in the Tenderer’s latest annual reports. K&M also used Dun & Bradstreet credit reports obtained to perform the check of legal disputes to obtain additional information on the financial strength of the Tenderers and their subsidiaries.  Finally, K&M prepared a PowerPoint presentation with the findings of the background check for each company and with any recommendations that resulted from the analysis. | WEB Aruba  Aruba | USD 39,500 |  |
| 1380 | August 2020- September 2020 | **Technical Due Diligence Review of Generating and Distribution Assets, Peru & Guatemala:**  A confidential US client which provides debt and/or equity financing to power projects engaged K&M to perform a technical due diligence review. The technical due diligence review was for a transaction where the confidential client is providing debt financing to a holding company which has power assets in Peru and Guatemala.  For the assets in Peru, K&M performed a due diligence review of seven power plants including one gas turbine combined cycle power plant with capacity of 871 MW, three gas turbine simple cycle power plants with combined capacity of 1093 MW, and three hydropower plants with combined capacity of 933 MW. K&M reviewed operating and maintenance records, upgrade and expansion plans, inputs to the financial model, and identified major technical risks.  For the distribution company in Guatemala, K&M reviewed available information on conditions of the assets, historic operation data and key performance indicators including losses, collection rates, and service interruption statistics. K&M also identified major technical risks that could impact the company’s performance and financial projections. | EIG  (confidential)  Peru  Guatemala | USD 43,000 |  |
| 1381 | September 2020- September 2020 | **Commercial Due Diligence Review of Generating and Distributing Assets, Peru:**  A confidential US client which provides debt and/or equity financing to power projects engaged K&M to perform a commercial due diligence review to support a loan transaction for the Inkia generation portfolio.  K&M performed a market analysis via supervision of PSR. K&M also developed base case assumptions and inputs to forecast dispatch and spot pricing. | EIG  (confidential)  Peru | USD 33,500 |  |
| 1382 | September 2020- Ongoing | **Attarat Oil Shale Power Project Independent Engineer, Jordan:**  The National Electric Power Company (NEPCO), a national electric utility responsible for operating Jordan’s transmission network planning system expansion including procurement of new generating facilities selected the Attarat Power Company, a private company incorporated in Jordan, whose shares are owned Malaysian, Chinese, and Estonia entities, to develop, design, finance, construct, test, commission, complete, own, insure, operate and maintain a 470 MW (net) oil shale fired power plant (together with the mine and water extraction facilities). The project consists of two 235 MW (net) unit. The project will sell its capacity and energy to NEPCO under a long-term Power Purchase Agreement (PPA). K&M was selected to serve as an Independent Engineer on the project serving both NEPCO and APCO and getting paid by both parties on a 50/50 basis.  The services performed during the course of this assignment include:   * Review of the PPA and project design documents. * Conduct site visits * Issue Mechanical and Electrical Completion Certificates for Units 1 and 2 * Witness project acceptance tests and certify test results. * Issue project commercial operation certificate.   To complete the required scope of services, K&M team performs review of the Turn-over Packages for each of the power plant systems, review and comment on functional and performance test procedures, and review and certify the functional and performance test results. | NEPCO & APCO  Jordan | USD 510,000 |  |
| 1383 | October 2020- October 2020 | **Investment Planning and Tariff Study, Turks & Caicos**  FortisTCI was negotiating its regulatory framework with the Turks and Caicos Islands Government (TCIG) while the Government was also considering developing a multisector regulatory agency. FortisTCI hired K&M to assist them in writing a response to Kairi Consultants, a consulting firm hired by TCIG to assess the existing regulatory frameworks for public utilities. K&M prepared a Report on Reform of the Regulatory Framework Applicable to FortisTCI. This report described FortisTCI and its applicable regulatory framework, benchmarked regulatory frameworks in other Caribbean jurisdictions, and provided recommendations for the relevant framework for regulating FortisTCI.  K&M prepared the report on Reform of the Regulatory Framework Applicable to FortisTCI and conducted the benchmarking of multisector regulatory frameworks in 7 Caribbean jurisdictions. | Turks and Caicos Islands  FortisTCI | USD 100,000 |  |
| 1384 | December 2020- February 2021 | **Caribbean Water Study, LAC:**  The IDB has contracted K&M to provide a report for publication on water utilities in the Caribbean. This report will include benchmarking the key operational and financial indicators for water utilities in the Caribbean, exploring the scope of benefits from implementing Non-Revenue Water (NRW) reduction projects, assessing the impact on COVID-19, and identifying levels of resilience to natural disasters. This report will also provide recommendation to governments and water utilities on actions they can take to improve performance and resiliency of water utilities.  K&M will:   * Benchmark the operational and financial performance of water utilities in the Caribbean. This will also include benchmarking access to water and sanitation, quality of service, operating efficiency, and affordability of tariffs. * Complementing the work IDB has recently been doing to assist water utilities in the Caribbean with reducing NRW, we will highlight utilities that have had success in reducing NRW (for example, NWC in Jamaica, BWS in Belize, and WSC in The Bahamas) and show how that success has contributed to improved operational and financial performance. * Describe the impact of COVID-19 has had on water utilities in the Caribbean, including an assessment of the impact on demand, revenues, collections, operating expenses, and liquidity. * Detail the physical and monetary damages that water utilities in the Caribbean have incurred from natural disasters in recent years. * Provide recommendation to governments and water utilities on actions they can take to improve performance and resiliency of water utilities. | LAC  IDB | USD 20,000 |  |
| 1385 | November 2020-February 2022 | **Procurement Services for Africa Green Co, Zambia:**  Africa GreenCo has retained K&M Advisors to advise on the development of the company’s procurement procedures and policies. In Zambia, Africa GreenCo will act as an intermediary offtaker and service provider, purchasing power from renewable IPPs and selling that electricity to utilities and private sector offtakers (i.e. commercial and industrial users) as well as other markets of the Southern Africa Power Pool (SAPP). Therefore, Africa GreenCo must have procurement policies and processes that reinforce its role as a credible, independent party. K&M is working closely with Africa GreenCo to develop procurement policies, procedures and documents; and a due diligence and appraisal framework through which Africa GreenCo determines how, and from whom, it purchases and sells power.  K&M will:   * Review, assess, and recommend changes to existing documents regarding procurement * Develop procurement policies and associated rules and procedures best suited to meeting the evolving needs of GreenCo * Develop project appraisal and due diligence framework, including bid documents and associated templates | Africa Green Co  Zambia | USD 138,500 |  |
| 1386 | October 2020- February 2021 | **Cayman Islands LNG Strategy, Cayman Islands:**  K&M was hired by (Caribbean Utilities Company) CUC to review and finalize a work-in-progress version of the LNG-to-Power strategy for the Cayman Islands, and to develop a Request for Proposals for importing, storing, and processing LNG for power generation.  CUC is considering LNG as a new fuel for power generation. There are several LNG import solutions that Cayman could consider, and the majority of them are likely to result in a cost of fuel that is lower than diesel. However, before proceeding with the development of a specific solution, CUC wants to develop an LNG-to-Power strategy that considers all the technically viable LNG-to-Power options, and narrows the options to two or three that have the lowest costs, a manageable level of risk, and could be implemented in a reasonable timeframe.  \*\*\*  K&M was hired by the Caribbean Utilities Company (CUC) to review and finalize a work-in-progress version of the LNG-to-Power strategy for the Cayman Islands. K&M is identifying viable sites and commercial structures for small-scale LNG import terminals that include combinations of floating vs. onshore storage and floating vs. onshore regasification systems, different storage tank sizes, as well as ISO containers. K&M will also analyze CUC’s LNG-to-Power procurement options and work with CUC to identify the most effective procurement strategy. Then, K&M expects to be engaged to draft, compile, and prepare all the RFP documentation and assist CUC in managing the RFP process.  K&M’s scope of work includes:   * Request and review information on CUC’s gas requirements, thermal generation units, Cayman Port, and previous studies and proposals (Task 1) * Virtual Kickoff Mission and Workshop (Task 2) * Identify viable sites and commercial structures for LNG import terminals that include combinations of floating vs. onshore storage and floating vs. onshore regasification systems, different storage tank sizes, as well as ISO containers. Each option should consist of a viable solution for transporting the gas (pipeline) or LNG (LNG truck, ISO containers) to the power plant site. (Tasks 3-4) * Analyze CUC’s LNG-to-Power procurement options and work with CUC to identify the most effective procurement strategy. This strategy should seek to maximize competition from qualified bidders and make proposals binding and comparable. (Task 5) * Write, compile, and prepare all the RFP documentation including the corresponding annexes, as well as organize and manage a virtual data room that bidders can use to prepare their proposals (Task 6) * Assist CUC to manage the RFP process by answering questions from prospective bidders, receiving and compiling bid submissions from all bidders, and preparing a bid evaluation report (Task 7) * Finalize the LNG-to-Power business case for CUC (Task 8) | Caribbean Utilities Company LTD (CUC)  Cayman Islands | USD 50,000 |  |
| 1387 | November 2020- November 2020 | **Financial Modeling for WASA to Mitigate Impacts of COVID and Improve Utility Performance, Trinidad & Tobago:**  The Inter-American Development Bank (IDB) contracted K&M Advisors to develop financial simulations that have been used to assess the impacts of COVID-19 on water utilities in the Caribbean, and to identify measures and/or instruments that can be put in place in the short term to mitigate those impacts. The Ministry of Public Utilities (MPU) of Trinidad and Tobago requested that a financial model and accompanying user manual be prepared by K&M Advisors specifically for Trinidad and Tobago’s Water and Sewerage Authority (WASA). In addition to modeling the impacts of COVID-19, this financial model also considered the regulatory framework, economic structure, water and sanitation sector in Trinidad and Tobago, as well as the structure of WASA. The financial model was used to make strategic operating and policy decisions related to improvement of the utility and provide support the government in its re-negotiation of desalination contracts. In particular, the model helped WASA and the MPU prepare a plan that was submitted in November 2020 to cabinet level officials of the Government of the Republic of Trinidad and Tobago.  K&M provided:   * Data request management * Data analysis and document review * Financial modeling * Development of a user manual * Presentation to WASA, MPU, and Government of the Republic of Trinidad and Tobago officials | IDB  Trinidad & Tobago | USD 16,750 |  |
| 1388 | December 2020- January 2021 | **Jamalco Energy and Financial Advisory Services, Jamaica:**  K&M was hired by CCA Capital Partners to provide a detailed analysis on the viability of Noble Group Holdings Limited using publicly available information or information provided by the Client. K&M research will include market intelligence of the recent restructuring of Noble Group. An understanding of the recent changes in the organization and their shareholders strategy will also be provided.  K&M’s scope of work includes:   * Review publicly available information on Noble Group Holdings Limited, its finances, and restructuring process * Describe the restructuring process that Noble undertook in 2018 * Provide analysis of the financial viability of Noble Group Holdings Limited * Prepare presentation on Noble’s restructuring and shareholder strategy | CCA Capital Partners  Jamaica | USD 8,000 |  |
| 1389 | December 2020- February 2021 | **Technical, Environmental, and Social Due Diligence Review of a Multi-unit Gas-fired Reciprocating Engines Power Plant and associated Transmission Line, Colombia:**  A confidential Colombian equity fund which provides debt and/or equity financing to power projects engaged K&M to perform a technical, environmental, and social due diligence review of a gas-fired reciprocating engine power generation project composed by six (6) Wartsila 20V34SG generating units, three (3) Jenbacher JGC 320 GS-SL gensets as well as a dedicated gas supply line and 115kV electric transmission line. The technical due diligence review was for a transaction where the confidential client is interested to acquire and operate the asset.  K&M’s scope of work included technical due diligence of the power generation assets, as well as environmental legal compliance, and compliance with IFC Performance Standards on Environmental and Social Sustainability. | Colombia Infrastructure Equity Fund (CIEF)  Colombia | USD 30,000 |  |
| 1390 | January 2021- 2025 | **Shire Valley Irrigation Project Virtual Data Room Management Consultant, Malawi:**  IFC has retained K&M Advisors to set up and manage a virtual data room (VDR) platform for the Shire Valley Irrigation Project, for which is IFC assisting with the procurement of the O&M contract and negotiation of water purchase agreements with off-takers. K&M is working closely with IFC to set up, manage and monitor activity within the VDR to help facilitate timely communication and information sharing with the bidders.  K&M was responsible for:   * Setting up and managing the Platform, including the selection and hiring of the VDR provider (“Platform Provider”) * Monitoring the Platform and supervising the Platform Provider to ensure the efficacy, integrity, performance and functioning of all aspects related to the Platform * Liaising and interacting with representatives of the IFC and the IFC Clients in all matters pertaining to data requests, data management, security, interaction with third parties, etc. * Providing an archive of Platform transactions within 48 hours of project completion * Uploading and data management (e.g. documents, folders, etc.) of the transaction and implementing file access controls by user type as well as proper file management to avoid malicious file uploads. Systems shall allow the processing of all standard-sized documents. * Access and permissions management to a prespecified number of users. * Access sharing to transaction specific information posted on the Platform with investors individually or as a whole group or as sub-groups. * Managing communication with bidders individually or as a whole group or as sub-groups through emails generated by the platform, including the option of activating a Q&A function, if required. * Maintenance of an audit log of all user activity (e.g. messages received/sent, status updates, comments, feedback, documents opened, user logins, etc.). * Archival of transactions as-is (soft version through data file as well as storage device copies at the end of the project within 48-hour period of project completion) | IFC  Malawi | USD 16,700 |  |
| 1391 | February 2021- March 2021 | **WEB Generation Planning Review, Aruba:**  WEB is working with Projconsult, a Brazilian consulting firm retained by Utilities Aruba, to develop a set of long-term generation scenarios for Aruba. These scenarios will include combinations of different technologies, including thermal (with HFO or LNG), solar PV, wind, lithium battery, and hydrogen fuel cells.  K&M will assist WEB to review and comment on the scenarios and identify any adjustments. To do so, K&M will estimate the Levelized Cost of the Electricity (LCOE) and Average Cost Price (ACP) for the power generation scenarios.   * Review and comment on proposed generation scenarios. Prepare a memo with comments and recommendations. * Adapt and update model to run the number of scenarios decided by WEB. Update the model inputs and assumptions with the latest information available. * Run and analyze scenarios, calculating the LCOE and ACP for each. Prepare a presentation with an analysis of the results. | Water- en Energiebedrijf Aruba (WEB)  Aruba | USD 40,000 |  |
| 1392 | February 2021- May 2021 | **Small-Scale LNG Market Analysis, Global:**  A U.S. based multibillion-dollar hedge fund was considering an investment in a new company that would provide small-scale LNG shipping and Floating Storage and Regasification (FSRU) services. K&M was hired by a hedge fund to identify and quantify the addressable market for small-scale LNG shipping and FSRU terminals in the Caribbean, West Africa, and Southeast Asia**.**  K&M provided the following services:   * Gathered data on fuel consumption, physical location, power plant characteristics for target end-users in selected markets. Target end-users included power plants burning diesel or HFO, with an installed capacity of less than 200 MW, and located within 500 nautical miles of an LNG import terminal * Expanded K&M’s proprietary small-scale LNG database and switching economics model to include the information gathered from each end-user * Estimated cost of delivered LNG to each power plant, including the cost of converting the power plant to natural gas; compare the LNG cost to the cost of the fuel currently used; and aggregate the demand for those power plants where LNG is less costly than the current fuel * Identify barriers to entry for a new player on the small-scale LNG market, and identify the competitive advantage of the investee company | Elliot Investment Management L.P. (EIM)  Global | USD 57,000 |  |
| 1393 |  | **\*Ask Lenny** |  |  |  |
| 1394 | April 2021- October 2021 | **Micro-Liquefaction Feasibility Study, Mexico:**  Enestas, S.A. de C.V. is a Mexican private limited company based in Mexico City that specializes in trucking LNG via virtual pipelines. Enestas seeks to assess the viability of building four micro-scale (approximately 25,000 gallons per day) LNG plants with the hopes to expand the company’s business by reaching new customers in Mexico. Enestas will truck the LNG converted at each micro-scale plant to industrial and commercial customers in rural parts of Mexico that do not currently have access to natural gas.  The objective of the Micro-Scale LNG Plants Feasibility Study is to support Enestas’ plans to build four micro-scale LNG plants in Mexico by supporting the site selection and engineering and design for the four proposed plants and by assessing the environmental, financial, and technical viability.  As a subcontractor to Lisbon Group, K&M’s scope of work includes:  Task 1: Document Review, Work Plan, and Kick-off Meeting   * Supporting Lisbon Group with document review from the Initial Data Package, establishing a work plan, and preparing and executing the kick-off meeting   Task 4: Investment Estimate and Economic Analysis   * Supporting Lisbon Group prepare a detailed investment estimate and economic analysis for the project. * Preparing a price forecast for feedstocks and products used in the economic analysis of the study. * Performing a life-cycle cost analysis (“LCCA”) for each of the plant sites. The LCCA shall examine the total initial capital costs to plan, design, develop, and build the plants at the sites selected. The LCAA shall also include maintaining the facilities and equipment financed as part of the Project. * Preparing a financial model and perform sensitivity analysis to key Project variables, including capital expenditures, natural gas cost, LNG selling price, interest rate, debt-to equity ratio, and other factors to be agreed to with the Client. The analysis shall include all variables that have a substantial impact on the Project capital and operating costs. * Preparing a detailed written report describing all work performed, and including all reports, deliverables, and findings from Task 4.   Task 5: Financing Plan   * Reviewing the Client’s financing plan and strategy, including approaches to secure financing for the Project and discussions with potential lenders and financiers. * Assessing the financing plan and strategy considering all relevant factors including timing, interest rates, and potential financing terms. * Identifying any Project risk factors and recommending a risk avoidance and reduction plan by means of insurance, bonding, or other means. * Evaluating how the financial plan meets the requirements of potential funding sources and assessing the availability of equity and debt financing from various entities including the Export-Import Bank of the United States and U.S. International Development Finance Corporation. With the Client’s express permission, contacting potential financing sources to assess the likelihood of their participation in the Project. * Preparing a detailed written report describing all work performed, and including all reports, deliverables, and findings from Task 5.   Task 7: Development Impact Assessment   * Assessing the social and economic development impacts associated with Project implementation and detail the methodology for measuring those impacts. * Updating the indicators chosen and anticipated measurable outcomes based on the recommendations resulting from the completed technical analysis. * Incorporating the baseline analysis and adjusting the findings, as needed, to explain how the Project shall directly impact development in the Host Country (Mexico).   Task 9: Implementation Plan   * Supporting the preparation of prepare an implementation plan for the Project that includes a schedule and timeline for each step of the Project implementation.   Task 10: Final Report   * Supporting the preparation of the Final Report. | Lisbon EAS, LLC (funded by USTDA)  Mexico | USD 153,250 |  |
| 1395 | April 2021- May 2021 | **FTCI Cost of Service Study, Turks & Caicos:**  FortisTCI Limited (FortisTCI)—the electricity utility in Turks and Caicos with an aggregate generation capacity of 90.7MW and over 15,000 customers—has retained K&M Advisors to conduct a vigorous cost of service study. FortisTCI has seven service areas with multiple customer categories. Working closely with the FortisTCI team, K&M will develop a dynamic financial model that will calculate the cost of service and establish cost reflective rates by customer category for each service area. The model will calculate the cost of service on a historical basis and on a forward-looking basis using projections for 2021 to 2025. K&M will present the cost of service and proposed rates by customer category to the executive team at FortisTCI and provide recommendations resulting from the work undertaken.  K&M provided the following services:   * Calculation of the cost of service and establish cost reflective rates by customer category for each of FTCl' s following service areas: Providenciales, North Caicos, Middle Caicos, South Caicos, Grand Turk & Salt Cay, the cays between Providenciales and North Caicos, East Caicos. * Calculation of the cost of service and establish cost reflective rates by customer category for each service area on a historical basis using 2020 or applicable year as the test year. * Calculation of the cost of service for each service area on a forward-looking basis using projections for 2021 to 2025. * Present results of the study and recommendations to executive leadership team. | FortisTCI  Turks and Caicos | USD 98,000 |  |
| 1396 | April 2021- June 2021 | **Cerro Dominador 210 MW Combination Concentrated Solar (100 MW) and PV Solar (110 MW) Project Due Diligence, Chile:**  Cerro Dominador Solar Power Plant is a 210-megawatt (MW) combined concentrated solar power (CSP) and PV plant located in the Antofagasta Region of Chile, about 24 kilometers (15 mi) west-northwest of Sierra Gorda. The 100 MW PV plant is already in operation and the 110 MW CSP plant is in commissioning. The CSP plant includes a 243 m receiver tower, 10,600 heliostats, molten salt energy stage to support plant operation at 100% load for approximately 17 hours, steam turbine-generator, and other auxiliary equipment. EIG is planning on investing in the project and engaged K&M to perform project technical and market due-diligence review with the major focus on a 110 MW CSP power generation facility.  K&M performed review of the EPC Contact focusing on such items as performance and schedule guarantees and liquidated damages, reviewed the design of the plant to identify technical risks that may impact project’s ability to meet the expected performance, and reviewed technical and market inputs to the financial model to confirm the reasonableness of technical and market assumptions. K&M prepared a due-diligence review memo summarizing its finding and providing recommendations. | EIG  Chile | USD 65,000 |  |
| 1397 | April 2021- June 2021 | **Aruba LNG Negotiation, Aruba:**  K&M was contracted to assist WEB on the negotiation of the Regasified LNG Sale and Purchase Agreement (RLSPA) drafted by Eagle LNG. A draft version of the RLSPA was submitted to WEB on March 31, 2021. In addition to the RLSPA, Eagle proposed that WEB and Eagle enter into a Pipeline Interconnection Agreement (PIA) that will govern the construction of the pipeline from the LNG terminal to WEB’s battery limit. K&M will review and comment on the RLSPA and PIA.  K&M provided the following services:   * Initial review of the draft RLSPA. K&M will review and prepare a redline mark-up of the draft RLSPA. * Prepare draft Quality Specification (“Exhibit B”). Exhibit B of the RLSPA will set the specifications of the gas that WEB needs from Eagle. K&M will develop these specifications building on the gas specifications that K&M developed for the previous LNG initiative. * Review and comment on Terminal Description (“Exhibit A”). Exhibit A is part of the RLSPA and should include a description of the LNG import terminal and regasification facilities that Eagle plans build at or near San Nicolas. K&M will review and comment on the appropriateness and reasonableness of the proposed facilities. * Update the LCOE and gas demand projections. K&M will use the LCOE model to calculate the LCOE and Average Cost Price of the RLSPA and compare it to the HFO scenarios as well as alternative LNG pricing scenarios. * Initial review of the draft PIA. K&M will review and prepare a redline mark-up of the draft PIA. K&M will also include comments on the side of the draft PIA as well as a memo with general comments. * Update the LCOE and gas demand projections. K&M will use the LCOE model to calculate the LCOE and Average Cost Price of the gas scenarios including the PIA terms. | WEB Aruba  Aruba | USD 44,000 |  |
| 1398 | April 2021- April 2022 | **Asticom 10 MW Waste-to-Energy Transaction and Investment Advisory, Kenya:**  ASTICOM K Ltd is one of the industry’s leading integrated waste technologies solutions provider in the region. Asticom’s 10 MW Waste to Energy pilot project innovation is a first of its kind in Kenya. The project is based on three specific forms of biomass: municipal solid waste, agricultural crop residues and livestock waste or manure. The WtE pilot which is also phase 1 of the project will be located in Kibera, an informal settlement in Nairobi. This is a single line facility with a capacity of 300 tons per day, and a total of 100,000 tpa. For this pilot phase, the output will be biomethane and electricity. The expanded facility will have a capacity of 250,000 tpa and the outputs will be biomethane, ethanol and electricity.  K&M Advisors will provide financial / commercial advisory services with the primary objectives of (i) raising the necessary funds to complete project development and (ii) successfully achieving project financial close for the pilot project. The scope of K&M’s services include:   * Provide a preliminary information memorandum (PIM) for the pilot project and assess risk and bankability of the project through a high-level due diligence exercise. * Develop a set of key project agreements for project implementation, including managing contract drafting, and negotiations. * Update the financial model for the Kibera plant based on revised inputs after the detailed engineering design is completed, and provide ongoing support for updating the financial model * Design and manage process to select a lender group and equity partner, including tailored information memoranda, outreach and market sounding, facilitate clarification requests, financial model updates, solicitation of indicative offers, evaluation and selection, term sheet negotiation, due diligence, and facilitating negotiations to finalize the financing agreements. | Asticom  Kenya | USD 189,900 |  |
| 1399 | May 2021- June 2021 | **LNG to Power Bid Advisor, Dominican Republic:**  Submission of bid to build, own, and operate 1-2 large LNG terminals and a gas-fired combined cycle power plant in the Dominican Republic.  K&M provided the following services:   * Supported the planning and implementation of a comprehensive prequalification submission under an extremely tight timeline for a complex competitive tender process * The prequalification submission was successfully submitted * Reviewing the Request for Qualifications of Prequal documentation provided by the procuring entity identifying submission and qualification requirements and evaluating qualification criteria and methodology * Establishing a plan to collate all documentation, produce submission documentation, and successfully qualify for the proposal stage for both lots * Submitting Request for Information (RFI) and submission checklist to Client under an extremely tight timeline * Drafting all documentation required except for contracts if applicable (e.g. consortium agreement) * Anticipating the need to have one follow-up RFI (and one or more clarification calls) for supplementary information required to deliver a complete submission | Kratos / Vitol  Dominican Republic | USD 20,000 |  |
| 1400 | March 2021- July 2021 | **Developing a Dynamic Financial Model and Providing Training to NWC, Jamaica:**  The National Water Commission (NWC) in Jamaica is working on a multi-year financial planning exercise. In support of this work, the Inter-American Development Bank (IDB) has contracted K&M to develop an advanced, detailed, and dynamic financial model. To further support NWC in its multi-year financial planning exercise, K&M is providing capacity building and training to the NWC regarding the use of advanced simulations with the financial model. The K&M model will allow NWC to make detailed 10-year projections of the financial statements.  K&M’s scope of work includes:  • Expand the functionality of the financial model we developed for NWC. Specifically, K&M will expand the functionality of the model to:  - Enable dynamic modeling of the K-factor  - Enable dynamic modeling of taxes payable  - Extend the projection period of the model from 5 to 10 years  - Project income and operating expenditures with a greater level of detail so that NWC can also use the model for budgeting purposes  • Training and capacity building | IDB  Jamaica | USD 12,800 |  |
| 1401 | May 2020- 2025 | **Options Analysis for the Caribbean Water Utility Insurance Company (CWUIC), LAC:**  The IDB Group and CDB, with the assistance of K&M, completed the initial development of a proposed insurance facility for water utilities (CWUIC SP). CWUIC SP was established as a new segregated portfolio (SP) within CCRIF SPC, formerly the Caribbean Catastrophe Risk Insurance Facility. K&M advised on CWUIC’s main components, governance framework, budget (including potential sources of funding and uses), and identified target members. A first-of-its-kind in the region, CWUIC SP had three components: Component 1, the CWUIC Response Program, was a mutual aid program between participating water utilities implemented and managed through agreements with CAWASA and CWWA. Component 2 offered parametric insurance to cover water utilities from natural disasters. Component 3 was a lending facility that provided utilities access to financing for investments in loss control measures. K&M led the development of each component, and the scopes of work required to get CWUIC operational in 2022. K&M also engaged closely with governments and water utility managers to learn more about their major assets, vulnerability to natural hazards, and objectives for insurance coverage. The K&M team presented, alongside IDB and CCRIF SPC, on the progress of CWUIC SP at the High-Level Forum for Caribbean Ministers Responsible for Water in October 2021. The team continued advancing the development, implementation, establishment, and operationalization of CWUIC SP to serve water utilities in 2022.   * Prepared the CWUIC options report detailing the alternatives for establishing CWUIC and the selected option * Delivered a PowerPoint presentation on CWUIC alternatives to describe the report’s findings * Drafted meeting agendas with CCRIF, CDP, and CDB and recorded agreements reached * Developed a work plan as agreed by IDB and CCRIF * Produced a report on proposed roles and responsibilities of the CWUIC SP Management Committee * Submitted recommendations on the cell rental fee and other charges CWUIC as an SP should pay CCRIF * Updated Sections 3 and 4 of the Feasibility Study, agreed upon by IDB and CCRIF * Advised IDB in defining final objectives and content for Component 3 * Created an Excel file with the proposed annual budget for CWUIC SP for its first three years * Updated and presented reports on CWUIC as an SP * Compiled an Excel file with stakeholder contacts and provided summary briefings of related workshops or events * Supported presentation delivery at the HLF at the CWWA Congress * Prepared documentation detailing position descriptions and staff profiles contracted for CWUIC SP * Developed scopes of work for studies to be funded by PPCR * Drafted MOUs with CAWASA and CWWA * Submitted a report detailing regulatory approvals or exemptions for CWUIC SP to issue insurance policies in member jurisdictions * Drafted boilerplate ownership and membership agreements * Produced a report explaining the rationale for the proposed terms and conditions of the insurance policies * Drafted a Business Plan   Developed a standardized dataset in Excel for each selected utility | IDB  LAC | USD 33,550 |  |
| 1402 | May 2021- September 2021 | **LNG to Power Market, Vietnam:**  Poten & Partners and K&M were hired by the IFC to support the creation of LNG projects pipeline, an LNG-to-power pricing framework and to analyze the competitiveness of LNG-to-power versus indigenous and imported coal, gas-fired plants that use indigenous gas as fuel and other sources of power (such as renewables). The study will assess the optimal transposition of international LNG pricing into appropriate and competitive local power prices. The study will support individual LNG-to-power projects as well as the Government of Vietnam’s engagement with those projects. Poten & Partners is the prime contractor and K&M is the subcontractor.  K&M’s scope of work includes:   * Review the Vietnamese power market and draft power development plan for 2021-2030, generation mix, expected demand growth, planned capacity additions, and seasonality of supply. * Create a capacity forecast for Vietnam for 2010-2045 showing installed capacity by source, total generation, peak load, and system reserve. * Model seasonality of supply of electricity in Vietnam based on existing generation mix. * Review existing regulatory and tariff regimes related to power pricing for thermal power plants in Vietnam and PPAs for international gas-fired power plants and LNG-to-power projects and advise on pricing strategy for LNG-to-power projects in Vietnam. | IFC  Vietnam | USD 100,000 |  |
| 1403 | May 2021 - 2024 | **Development of Options for Wastewater Reuse PPPs in Mexico City**:  **CONFIDENTIAL** - AVOID MENTIONING THE CLIENTS NAME  The IFC contracted K&M Advisors LLC (K&M) and Miranda Arana Velasco S.C. (MAV) to assess the feasibility and market opportunities for the implementation and operation of wastewater reuse projects to supply off-takers in CDMX.  The team, led by Mr. Janson, conducted a market assessment to understand the potential demand for and supply of treated wastewater in CDMX and identify, contact, and survey the alternative off-take uses for treated wastewater in CDMX. Additionally, the team developed a detailed analysis regarding the basic technical aspects of the implementation, including potential locations based on demand forecast for potential off-takers by types of water quality and location requirements. K&M outlined and evaluated the possible financial and contractual structures for the development of water reuse projects. The team prepared a final report and led a Workshop on key findings and recommendations for the IFC, World Bank and other external guests to be agreed with the IFC | IFC  Mexico City | USD108, 603 |  |
| 1404 | June 2021- January 2022 | **Global Market Assessment for Floating Solar PV, Global:**  K&M was contracted as a subcontractor to RINA by IFC to assess the addressable market size of floating solar and developing a pipeline of floating solar projects for private investment. The objectives of the project included:  (i) conducting a targeted global mapping to identify and shortlist key markets (8-10 countries primarily in Africa and Asia ) for FPV investments, both as an add-on to existing HPP assets and as stand-alone systems on existing reservoirs, lakes and other water bodies, that will lead to private sector investments in 2-5 years;  (ii) identifying and assess the different private sector business models and their pros and cons including identifying potential private sector sponsors with whom IFC could potentially engage to pursue FPV activities;  (iii) carrying out cost benchmarking (balance of system and O&M costs) and technical standards setting; and  (iv) providing support for small-scale pilot projects, where appropriate, as proof of concepts to catalyze future scaled-up investment.  The scope of work included:  (i) Task A: Conducting a targeted global mapping to identify 8-10 countries across regions: 4-5 countries in Africa and 4-5 countries in Asia for FPV investments in the next 2-5 years. In addition, include any high potential countries in Latin America and/or Europe and Central Asia that will be useful for the study.  (ii) Task B: Identifying suitable business models for the target markets and their pros and cons. This will explore: i) different ownership structures of the solar assets, especially when combining with HPP assets where the existing ownership can both be public and private; and ii) different types of contracts including solar PPA with utilities, PPA amendment to that of an existing HPP, merchant power, or captive generation for commercial and industrial users.  (iii) Task C: Providing a guidance document comprising technical standards and cost information to facilitate future project identification and development including: i) Estimates for balance of system and O&M costs as well as technical standards for other components in the system; ii) Safety standards and best practices for electrical equipment and cables; and iii) Recommendation for mitigation measures against risks of corrosion, flooding, loss of buoyancy, wind uplift, performance ratio, etc. and their subsequent impacts on LCOE.  (iv) Task D: Identification of up to two pilot installations as proof of concept to develop the technical capacity, help in commercialization and standardization, secure political agreement from regulators, and attract private sector investors in certain markets.  K&M’s scope of work is to:   * Providing a list of Target Countries based on high-level screening criteria, such as regulatory capacity, institutional capacity, transaction viability and high level FPV potential. * Conducting a 3-step assessment including a market, regulatory and tariff assessment, evaluation of potential ownership structures, and evaluation of potential contract structures to develop business model recommendations and identify which business models are applicable / viable for each Target Country and for IFC investment. K&M will also consider medium / smaller size business models in addition to HPP and utility-scale IPPs. * Developing a business model matrix with an overview of each applicable business model and its opportunities / risks / challenges, provide a decision-making roadmap for FPV deployment in each Target Country, and identify key stakeholders, including broad roles and responsibilities, and define interactions among stakeholders. * Defining long-term investment demand for each Target Country, taking into consideration existing legislation, regulations, contractual models and tariff frameworks, institutional frameworks and roadmaps, typical dispatch processes, gaps and shortcomings in contracting models and tariff structures; typical and required interactions & licenses; existing plans and actions needed in terms of country-wide energy planning and infrastructure development, CO2 reduction targets and associated current and planned policies for their implementation. * Developing indicative financing plans for FPV business models and prospective co-financing opportunities for each Target Country. Based on estimated capital investment and country-specific electricity pricing, K&M will calculate indicative preliminary estimates (not investment grade) of financial internal rate of return (FIRR) and debt service coverage ratio (DSCR) for different business models. * Producing a sponsor mapping and engagement strategy based on precedent activity in particular country or region, current interest in country, proven, relevant FPV or solar developer experience, financial capacity to be a co-sponsor, previous experience working with institutions such as IFC or WB, including E&S standards, and eligibility to be an IFC partner | IFC (subs to RINA)  Global | USD 39,720 |  |
| 1405 | July 2021- September 2021 | **Advice on the Economic Regulation of FortisTCI, Turks and Caicos:**  FortisTCI, the sole electric utility on Turks and Caicos Islands (TCI) with over 15,000 customers, is in the process of working with the TCI government on updating the existing regulatory framework. FortisTCI was eager to use the opportunity to strengthen its sustainability, place a greater focus on low-carbon energy sources, and increase its rate transparency for customers. To this end, FortisTCI hired K&M to build off the work that was completed for the Cost-of-Service Study in June 2021. K&M advised FTCI on key elements of the legal and regulatory framework in TCI related to tariff-setting and the development and implementation of programed relate to renewable energy. As part of this work, K&M benchmarked the operating and financial performance of electricity utilities in other Caribbean jurisdictions. K&M also developed a financial model to assess the impact of potential regulatory changes in the legal and regulatory framework on the financial performance of FTCI.  K&M’s scope of work included:   * Advising FTCI on key elements of the legal and regulatory framework in TCI related to tariff-setting and the development and implementation of programed relate to renewable energy * Carrying out financial modeling to assess the impact of proposed changes in the legal and regulatory framework, particularly with respect to tariff setting and the development and implementation of programs related to renewable energy, on the financial performance of FTCI * Reviewing of the legal and regulatory frameworks of the electricity sector in other Caribbean jurisdictions, particularly with respect to tariff-setting and the development and implementation of programs related to renewable energy * Benchmark the operating and financial performance of electricity utilities in other Caribbean jurisdictions * Conduct more detailed analysis based on the COSS completed in June 2021 * Other tasks related to the negotiation and implementation of the legal and regulatory framework of the electricity sector in TCI | Fortis TCI  Turks and Caicos | USD 100,000 |  |
| 1406 | June 2021- April 2022 | **Ras Issa LNG to Power Project Feasibility Study, Yemen:**  **(CONFIDENTIAL: do not mention client’s name and country)**  K&M was hired by Golden Oil to assess the feasibility of a Small-Scale LNG Receiving Terminal at Ras Issa, Yemen. Golden Oil is a subsidiary of the HSA Group—a multinational corporation with ownership of 41 industrial, service and commercial companies in Yemen. Most of HSA’s subsidiaries use diesel, LPG or coal for their power generation, transport fleet, furnace or chilled water requirements. The high of these fuels limit HSA’s competitiveness and Yemen’s economic growth. HSA is interested in exploring if LNG could be used to replace these fuels, and to lower HSA’s electricity cost. HSA also has ambitious plans to develop an industrial zone, including a seaport, at the Ras Issa area. HSA retained K&M to assess if HSA’s power generation units, transport fleet, and furnaces could be converted to LNG; where could LNG be sourced from and what types of ships could bring LNG to Ras Issa; what type of import terminal could be viable at Ras Issa; what type of logistic solution could be used to transport LNG from Ras Issa to each factory in Yemen; and if the cost of LNG delivered at each company’s site could be lower than the cost of the fuel currently used.  K&M’s scope of work included:   * Performing a gas demand estimate that will focus on assessing if HSA’s power generation units, transport fleet and furnaces could be converted to LNG; estimating their efficiency and LNG consumption after conversion; and estimating the cost of conversion. As part of this work, K&M will also identify chilled water requirements that could be satisfied with the cold released when LNG is regasified * Identifying potential sources of LNG supply and practical options for small-scale shipping LNG from a selection of potential regional terminals to the Ras Issa LNG import terminal. Estimating the FOB LNG price from potential regional terminals. Estimating the freight costs (USD/MMbtu) for shipping LNG from selected potential regional terminals to the Ras Issa LNG import terminal, and calculating LNG prices (US$/MMbtu) delivered ex-ship at the Ras Issa LNG import terminal * Conducting LNG terminal options analysis, which will include: preliminary metocean analysis, site characterization/basis of design, description or conceptual illustration of LNG terminal solutions identified including the conclusions from the initial feasibility assessment, and cost estimates (CAPEX and OPEX) for each of the LNG terminal options * Conducting LNG logistics options analysis, which will include: description conceptual illustration of logistic solution for each end-user or receiving station, description and analysis of LNG cold recovery technology options, and levelized cost estimate (US$/MMbtu) for each end-user or receiving station * Options comparison, which will include: an all-in cost for each terminal and logistics solution for each end-user, and an explanation of the main assumptions used to derive these costs, comparison of LCOG or LCOE with current fuel or electricity costs (similar comparison for chilled water costs), the estimate of the viable LNG demand, and sensitivity analysis of this demand to changes in key variable, and the matrix comparing all terminal and logistics solutions against each other and using the criteria agreed during Task 1, and recommendation on a preferred solution * Conducting new power plant analysis, which will include: electricity demand estimate, Preliminary site, and technology and configuration analysis, Power plant and interconnection cost estimates, as well as LCOE, and LCOE comparison and recommendation on whether a new power plant is a better choice than LNG delivered by truck * Analyzing the business model, which includes: Identifying risks related to the construction, financing, and operation of the preferred LNG import and logistics solution; developing contracting and procurement options for the development and operation of the preferred LNG import and logistics solution; and analyzing the advantages and disadvantages of each option, and recommend a preferred option * Drafting a preliminary implementation plan and Terms of Reference * Developing a financing plan, which includes: developing a financial model of the project; develop the project’s preliminary financing plan; Identifying significant project risks and viable mitigation measures; preparing an Information Memorandum (IM) describing the Project; Identifying investors who could be interested in funding the Project’s development and implementation costs; holding consultation meetings with prospective investors; and assisting and negotiating a joint development agreement. | Golden Oil  Yemen | USD 1,054,018 |  |
| 1407 | June 2021- July 2021 | **Solar Rooftop Business Plan, Jamaica:**  K&M was contracted by CCA Capital Partners to develop a business plan for its rooftop solar company in Jamaica, which will provide accessible financing and savings on monthly electricity payments through leasing and hire purchase rooftop solar models to residential, commercial and industrial customers.  K&M’s scope of work was to prepare a business plan for sharing with prospective business investors and included the following aspects:   * Develop a business plan with: a general description of the business and its objectives and rationale, overview assessment of relevant aspects of the Jamaican electricity market, target market definition, business model, project structure, management team, marketing plan, financial projections, risks and mitigation. * Develop a summary of the business plan in MS PowerPoint and more detailed business plan in Microsoft Word with (i) additional description of how the business will be designed and operated, (ii) financial projection sensitivities, and (iii) further detail on key risks and mitigation. * Develop financial projections for base case and downside and upside cases, including income statement, cash flow statement, and key performance metrics. | CCA Capital Partners  Jamaica | USD 15,000 |  |
| 1408 | July 2021- November 2021 | **Survey on the Energy Sector’s Impact on Job Creation in Panama, Panama:** The IDB contracted K&M Advisors LLC (K&M) to conduct a country-level survey in Panama regarding employment creation in the energy sectors associated to the green transition.  The main objective of the assignment is to gather data on the number and types of jobs created in the energy sector, including renewable energy, energy efficiency, demand management, electromobility, hydrogen, installation of solar panels, and storage, including advisory and consulting firms in these sectors. The K&M team will make comparisons of employment creation by types of employment between the different sectors. This analysis may include topics such as gender, education, investment, employment, and other relevant variables on both companies and unions present in the country that are representative of the whole. Additionally, the team will provide the IDB with a database, develop a methodological guidebook, and present the findings to IDB staff. | IDB  Panama | USD 15,000 |  |
| 1409 | August 2021- September 2021 | **Preparation of the Caribbean Water Study for Publication, Caribbean:**  The Inter-American Development Bank (IDB) is a champion of the Regional Strategic Action Plan for Governance and Building Climate Resilience in the Water Sector in the Caribbean (RSAP). In support of the implementation of the RSAP, the IDB and K&M prepared a report for publication on water utilities in the Caribbean. This report served as reference document and a key guide for prioritizing improvements needed by water utilities of the Caribbean. This report included:   * Benchmarking of water utilities in the Caribbean * The benefits of implementing non-revenue water (NRW) reduction projects * Identifying the level of resilience of water utilities in the Caribbean * Accessing the impact of COVID on water utilities in the Caribbean.   Under this contract, the K&M team processed new data provided by water utilities in the Caribbean, ensuring that the report is reflective of the most current data available.  K&M fulfilled the following services:   * Processed new data from utilities * Updated database for individual utilities and consolidated database * Produced new charts and figures * Updated accompanying text in report * Proofed report for publication | IDB  Jamaica | USD 13,100 |  |
| 1410 | September 2021 | **M&A Due Diligence, Peru:**  **(CONFIDENTIAL-** **Please ask Derek Martin / Transaction Practice permission to use Client’s name, to be assessed on case-by-case basis)**  APR Energy sought strategic, market and regulatory services to support its decision whether to participate in a process to acquire a gas-fired combined-cycle thermal power plant in Peru.  APR Energy engaged K&M to conduct a high-level red-flag assessment designed to reach a decision regarding participation in a gas-fired combined cycle thermal power plant sale process. This analysis focused on the following key topics in relation to the asset’s value:   * Likely PPA re-contracting price range * Spot price expectations for merchant exposure * Gas supply contract terms and flexibility * Potential to move forward with the expansion project * Regulatory changes and risks * Critical market risks and opportunities that are not captured above   In addition, K&M developed a high-level valuation model, established a base case, and ran key sensitivities. K&M provided a management style presentation and discussion of the assessment results to assist APR in making a decision whether to participate in the sale process. | APR Energy  Peru | USD 30,000 |  |
| 1411 | October 2021- 2024 | **Development of Business Models for Medium/High-Enthalpy Geothermal Energy for Electricity, Green Hydrogen, and Industrial Application, Chile:**  The Inter-American Development Bank (IDB) contracted K&M, GeothermEx (as the lead), and POWER Engineers to assess new approaches and develop business models for medium/high-enthalpy geothermal energy for electricity, green hydrogen, and industrial applications in Chile.  To accomplish this, the team worked on:   * formulating a conceptual model for an exploration risk-mitigation mechanism suitable for promoting geothermal use in district heating, industrial applications, and/or electricity generation; * developing a business model for medium/high-enthalpy district heating/cooling systems; * designing a contractual and market strategy to increase the competitiveness of geothermal power generation; * developing a business model for the production of green hydrogen using geothermal energy; and * developing a business model for applying geothermal heat in energy-intensive industrial activities.   K&M’s main responsibilities included designing a contractual mechanism for swapping Power Purchase Agreements (PPAs) from coal-based generation to geothermal generation and developing business models for heating/cooling projects, green hydrogen production using geothermal energy, and geothermal energy applications in industrial activity. K&M used financial modeling to identify the most efficient and effective ways to structure projects, estimate OPEX and CAPEX, and conduct cost-benefit analyses. | IDB  Chile | USD 87,425 |  |
| 1412 | September 2021-September 2022 | **LNG-to-Power Feasibility Study, Kenya:**  The Government of Kenya intends to create a domestic natural gas market for power generation and industrial use with the aim to help diversify the country’s energy mix, improve energy security, reduce the cost of electricity and reduce greenhouse gas emissions. The primary objective of this project is to conduct a feasibility study for the development and operation of infrastructure for importation of liquefied natural gas, conversion of the existing HFO (MSD) Power Plants and development of a natural gas power generation plant.  KenGen contracted K&M to analyze the technical, financial, economic, environmental, and social feasibility of the development and operation of infrastructure for importation of liquefied natural gas, conversion of the existing HFO (MSD) Power Plants and development of a natural gas power generation plant to determine what, if any, options would be optimal for natural gas power generation in Kenya. As part of the study, K&M will complete the following tasks:   * Evaluate indicative LNG demand and where the demand is located * Identify the least-cost LNG import and logistics solution to meet the demand * Develop a business case for LNG at the cost estimated * Evaluate LNG supply & infrastructure procurement strategy * Develop preferred procurement option and conduct financial, economic and value for money analysis * Conduct technical assessment of feasibility to convert 10 existing power plants from HFO/diesel to LNG * Develop conceptual design and cost estimates for plants to be converted * Carry out financial viability analysis for plants to be converted * Prepare implementation schedule and risk assessment for plants to be converted * Conduct technical assessment of a simple cycle v. combined cycle greenfield gas power plant * Develop conceptual design and cost estimates for greenfield gas power plant * Assess preliminary environmental and social impact of greenfield gas power plant * Carry out financial viability analysis for greenfield gas power plant * Prepare implementation schedule and risk assessment for the greenfield gas power plant * Analyze gas transportation, storage and regasification at gas conversion project and new gas power plant sites | KenGen  Kenya | USD 2.15 mil |  |
| 1413 | October 2021-December 2021 | **Technical and Market Due Diligence Services, Dominican Republic:**  **(CONFIDENTIAL: Please ask Derek Martin / Transaction Practice permission to use Client’s name, to be assessed on case-by-case basis)**  Mainstream Renewable Power Limited (MRP), directly or indirectly through one or more affiliates, was participating in a competitive process for the potential sale of 100% of the shares in (1) one 52.5 MW wind farm and one 1.5 MW solar PV plant in operation (“Operating Assets”) and (2) development projects comprising 200 MW wind farms and 8 MW in a solar PV plant in the same location as the Operating Assets, and a 140 MW solar PV plant in another location (the latter three jointly referred to as the “Growth Projects” and together with the Operating Assets the “Target Companies”). The Target Companies were located in Dominican Republic.  K&M’s role was to provide market and technical due diligence services to assist Mainstream in all steps and activities in M&A transactions for the acquisition of 100% of the outstanding shares of the Target Companies. The first stage was to assist in preparation of the submission of the non-binding offer.  MRP contracted K&M to provide market and technical due diligence services to assist Mainstream in all steps and activities in M&A transactions for the acquisition of 100% of the outstanding shares of the Target Companies. The Target Companies included (1) one 52.5 MW wind farm and one 1.5 MW solar PV plant in operation (“Operating Assets”) and (2) development projects comprising 200 MW wind farms and 8 MW in a solar PV plant in the same location as the Operating Assets, and a 140 MW solar PV plant in another location (the latter three jointly referred to as the “Growth Projects”). The first stage was to assist in preparation of the submission of the non-binding offer.  As part of the assignment, K&M completed the following tasks:   * Red Flags report and analysis * Technical due diligence of operating assets and growth projects, including performance, commercial, financial, technical and main technical, development and construction risks * Review of key commercial contracts * Provide technical and financial inputs for the financial model / valuation * Analysis of the Capex and O&M structure of the Operating Asset * Analysis of the Pipeline (Growth Projects) * Energy and capacity analysis * Market assessment | Mainstream Renewable Power Limited  Dominican Republic | USD 125,650 |  |
| 1414 | September 2021-October 2021 | **Project Dolphin Battery Storage Due Diligence, Latin America:**  **(CONFIDENTIAL: Please ask Derek Martin / Transaction Practice permission to use Client’s name, to be assessed on case-by-case basis)**  APR Energy engaged K&M to provide strategic, market and regulatory services to support its preparation in submitting an initial non-binding expression of interest to invest a minimum of US$50 million of equity to facilitate the growth of a battery energy storage solution provider and technology company that combines its proprietary software with end-to-end project delivery for C&I and generation customers across Latin America.  APR Energy engaged K&M to provide strategic, market and regulatory services to support its preparation in submitting an initial non-binding expression of interest to invest a minimum of US$50 million of equity to facilitate the growth of a battery energy storage solution provider and technology company that combines its proprietary software with end-to-end project delivery for C&I and generation customers across Latin America, starting in Mexico and Peru.  As part of the project, K&M completed the following tasks:   * Reviewed relevant materials provided in the data room for Round 1 and recommended clarification questions for the sell-side advisors * Provided quantitative and strategic analysis and participated in discussions designed to reach a decision regarding participation in the investment process. The analysis was focused on attractiveness of core markets, attractiveness of other selected markets, regulatory changes and risks, assessing and commenting on key investment criteria, identification of any key critical commercial and regulatory market risks and opportunities with respect to target markets, pillars for growth and uses of funds, and review of relevant technologies * Reviewed and commented on the sell-side financial model, with expected targeted returns from an investment in the company and targeted return and valuation for the AssetCo business model | APR Energy  Latin America | USD 18,152 |  |
| 1415 | December 2021- 2024 | **DO NOT USE**  **Assessing the Potential of a Caribbean-based Green Hydrogen Market Using Excess Geothermal, Eastern Caribbean (Grenada, Saint Vincent and the Grenadines, Saint Lucia, Dominica, and Saint Kitts and Nevis):**  The energy systems of Grenada, Saint Vincent and the Grenadines, Saint Lucia, Dominica, and Saint Kitts and Nevis are highly dependent on fossil fuels. Estimates and drilling results show these countries have 160 MW of geothermal energy production capacity. However, this capacity is significantly greater than the local demand. This situation provides opportunities to use the excess geothermal energy in creative ways that can promote the energy transformation in the Caribbean. Two examples are exporting the excess geothermal power to nearby islands or using it for electrolysis to create green hydrogen—a clean and versatile energy carrier. The objective of this assignment is to assess the potential synergies between excess geothermal energy production capacity not needed for local use in the Eastern Caribbean and the creation of a Caribbean-based green hydrogen market.  K&M carried out a pre-feasibility assessment for green hydrogen production from geothermal power and commercialization in the Eastern Caribbean (EC) with a focus on Grenada, Saint Vincent and the Grenadines, Saint Lucia, Dominica, and Saint Kitts and Nevis. This includes an electricity sector analysis, estimating the geothermal energy potential, and conducting a geothermal energy cost analysis. K&M will also estimate demand for green hydrogen for energy, industrial use, heavy transporting and petrochemical production in the EC and Trinidad and Tobago.  Our team will then identify the likely export opportunities for green hydrogen produced in the EC, required technologies and options for production and export of green hydrogen, and an inter-island hub for green hydrogen logistics and international export. Our team will also estimate the volume of green hydrogen produced from excess geothermal power in the EC, determine the investment needs to produce green hydrogen from geothermal sources, and estimate the levelized cost of green hydrogen.  Further, we conducted a cost benefit analysis of green hydrogen vs. subsea transmission and battery storage. These activities will feed into the development of a preliminary business model for a green hydrogen network in the EC. As part of this work, we will identify the technical, commercial and regulatory barriers for a regional green hydrogen market, analyze the potential business models to support the development of that market, identify contractual schemes to deliver green hydrogen to T&T, and determine the range of pricing for green hydrogen offered to key regional and international markets from T&T. | IDB  Eastern Caribbean (Grenada, Saint Vincent and the Grenadines, Saint Lucia, Dominica, and Saint Kitts and Nevis) | USD 158,050 |  |
| 1416 | December 2021- April 2022 | **Kamsar-Boke LNG Import Terminal Demand Analysis, Guinea:**  Vivo Energy considered developing an LNG import terminal in Kamsar or Conakry to supply LNG by road to mines or other energy-intensive industries in Guinea (the “Project”). Using LNG rather than diesel or Heavy Fuel Oil (HFO) could reduce energy costs to these mines and industries. As an initial step, Vivo, working alongside the International Finance Corporation (IFC), performed a preliminary analysis of the feasibility of the Project.  K&M’s scope of work included:   * Estimating required LNG trucks, ISO containers, customer-site storage, and customer-site regas and control systems * Estimating logistics costs for in-country deliveries * Analyzing the competitiveness of LNG available versus liquid fuels currently used by potential customers * Supporting analysis of a PV solar option including analysis of LNG-Solar hybrid solution vs LNG, fuel-switching economics, and LNG storage sizing * Preliminary assessment of bankability for project or corporate financing. | Vivo Energy  Guinea | USD 76,000 |  |
| 1417 | December 2021-January 2022 | **Covert 1200 MW CCGT Project 2022 Budget Review, USA: CONFIDENTIAL CLIENT**  K&M was engaged by EIG to conduct a due-diligence review of the Covert Combined Cycle Power Plant operating budget for 2022.  K&M reviewed the Covert CCGT plant operation and maintenance budget for 2022 and 2022, identified the items that, in K&M’s opinion, are not necessary and could be eliminated or deferred, and provided EIG with a set of recommendations regarding the budget optimization. K&M’s work results in $750,000 reduction in the capital outflows required from EIG to fund the 2022 operating budget. | EIG  USA | USD 8,000 |  |
| 1418 | January 2022- May 2022 | **Oserian Two Lakes (OTLP) Interconnection with KPLC, Kenya:**  Oserian Two Lakes Power’s (OLTP) geothermal power plant is an important part of Kenya’s renewable energy and climate change prevention strategy. OLTP engaged POWER Engineers for support in ensuring a total load of 8 MW can be provided to industrial clients at Oserian via a high-voltage interconnection to Kenya Power and Light Company’s (KPLC) 33 kV distribution grid located nearby to avoid short-term use of diesel generation while OLTP further develops its geothermal resources.  K&M was engaged by POWER Engineers on a project to support the development of a geothermal/solar hybrid industrial park in Naivasha, Kenya by providing an analysis of the requirements for interconnection of the industrial park to the national grid of Kenya to supply backup power. This project provided technical assistance for the specification and design of a synchronized interconnection between the nearby 33kV KPLC line to the OTLP 11kV mini grid.  K&M’s scope of work included:   * Assessing the commercial and economic viability of the KPLC interconnection and its impact on the cost of power to OTLP’s industrial clients * Identifying the factors that influence the economics of the project and of combined power provision by both geothermal resources and the KPLC distribution grid * Recommending an operating procedure for decision makers to choose between OTLP geothermal/solar and KPLC grid-provided power   As part of its scope of work, K&M considered a range of technical options coupled with capital and operating expenditures (CAPEX, OPEX) to assess the economics of grid-supplied vs. geothermal-supplied electrical energy. K&M incorporated factors such as KPLC time-of-use and bulk rate electricity tariffs, expected utilization characteristics of OTLP electrical load (timing, intensity, duration), and estimate investment and operational requirements to model and evaluate the project economics. K&M identified factors that influence the economics of the project and evaluated their sensitivity and impact during fluctuations. Lastly, K&M provided clear recommendations and operating procedures that identify when to use OTLP-provided geothermal power and when to use KPLC grid-provided power.  K&M compared the two (2) options (OTLP or KPLC supplied energy) on the basis of the lowest cost per unit of electricity under standard assumptions and produced a Cost-Benefit Analysis for the project. | POWER Engineers (USEA funded)  Kenya | USD 18,000 |  |
| 1419 | February 2022- Ongoing | **Confidential Gas to Power Feasibility Study, Turks and Caicos:**  K&M was contracted by FortisTCI to perform a comprehensive feasibility study to adopt gas to power generation in the Turks and Caicos Islands (TCI). The objective of this two-part assignment is to support FortisTCI in assessing the feasibility of natural gas to generate electricity in full or partial in applicable services territories, and if found viable, provide an implementation road map for gas to power by 2026. Through this study, K&M will estimate the costs and prepare an implementation plan for the most viable gas to power options for FortisTCI. The study will consider natural gas transported as either Liquified Natural Gas (LNG) or Compressed Natural Gas (CNG). During the study, K&M will analyze and develop conceptual designs for the power plants, the electricity grid, the transport of natural gas, the receiving terminals, and the inland logistics and power plant gas facilities.  K&M will lead this feasibility study in two parts. The objective of Part 1 is to perform a comprehensive feasibility study that will inform FortisTCI on the viability of transitioning from diesel to natural gas to power electricity generation. This study will allow FortisTCI to compare the current diesel generation with multiple gas-fired power generation options. In Part 2, K&M will make recommendations for the implementation of the Recommended Option identified from the feasibility study in Part 1. The team will recommend a preferred contracting option and procurement option and develop an implementation roadmap to guide FortisTCI in its transition strategy. | FortisTCI  Turks and Caicos | USD 516,477 |  |
| 1420 | December 2021-Ongoing | **Developing an Action Plan to Strengthen SEDAPAL’s Financial Management, Peru:**  The World Bank, as part of an ongoing program to support SEDAPAL in improving its operational and commercial performance, hired K&M to provide support to SEDAPAL in strengthening its financial performance. As part of this assignment, K&M will work with SEDAPAL, through workshops, to develop an action plan to strengthen SEDAPAL’s financial management. This action plan will be developed as terms of reference for contracting services that will be financed by a World Bank loan and will constitute one of the elements of Component 2 of the Program.  As part of this assignment, K&M will:   * Conduct a desk review of at least 3 years of SEDAPAL financial statements. * Carry out an analysis of key financial indicators and its benchmarking across other water utilities in Latin America. * Conduct an analysis of the current tariff structure * Develop recommendations for the improvement of SEDAPAL financial management. * Prepare materials and analysis results to the client via virtual workshops. * Write part of the project appraisal document (PAD) to be included in the main text or annex describing SEDAPAL’s financial areas of improvements are recommendations. | World Bank  Peru | USD 19,900 |  |
| 1421 | February 2022- July 2022 | **Pre-Feasibility Study for the GDE Gas-Fired Power Plant Project in Conakry, Guinea:**  K&M was contracted by Guinéenne d’Energie (GDE) to perform a pre-feasibility study for a new gas-fired power plant project in Conakry. The objective of this assignment is to identify the size and timing of gas-fired capacity additions that are economically justified in the Guinean grid, estimate the economically justified electricity generation using natural gas and resulting gas demand, assess the viable generation options for a new gas-fired power plant in Conakry, and develop an implementation plan for progressing the project from its current conceptual stage to a commissioning stage.  K&M will commence this pre-feasibility study by collecting data on the current state of the power system in Guinea and developing a simplified model to estimate thermal capacity requirements to meet annual peak and reserve requirements. From this work, K&M will identify the size and timing of gas-fired capacity additions that are economically justified in the Guinean grid. K&M will then develop a simplified merit-order dispatch model to estimate the dispatch of a new gas-fired power plant and calculate the resulting gas demand. The team will then assess viable interconnection arrangements between the power plant and transmission system substation, evaluate site conditions, and identify viable technologies and configurations. K&M will then calculate and compare the marginal costs and levelized cost of electricity of each generation technology option. The team will help the project move forward by developing an implementation plan to help progress the project from the current conceptual stage to a commissioning stage. | Guinéenne d’Energie (GDE)  Guinea | USD 80,450 |  |
| 1422 | April 2022 - Ongoing | **Development of a Theory of Change and Preparation of a GCF Funding, Latin America, and the Caribbean:**  In the face of climate change and growing electricity demand, countries in Latin America and the Caribbean (LAC) are challenged to reduce their greenhouse gas emissions while ensuring reliable, resilient, and environmentally sustainable electricity. In this context, and for those countries with available resources, geothermal energy is a valuable alternative that can provide clean, firm, and flexible power generation at a competitive cost, complementing other renewable intermittent sources. In this context, the Inter-American Development Bank (IDB) is preparing a funding proposal to the Green Climate Fund (GCF) to create a regional facility that will support the development of geothermal energy and all its potential applications in LAC (including the production of green hydrogen). The fund will target the following countries: Argentina, Bolivia, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Honduras, Mexico, Nicaragua, Peru, and Trinidad and Tobago. The objective of this consultancy was to develop a theory of change for the GeoPlus Programme that will include a cost-benefit analysis and detailed quantification of mitigation, adaptation, and co-benefit outcomes of geothermal development in LAC. This includes preparing a financial model to assess the costs of producing green hydrogen with geothermal resources in the target countries. As part of this work, the team also prepared the documentation required for the GCF funding proposal, including a feasibility and market study and an economic and financial analysis.  K&M advised the IDB on the following activities:   * Prepared the publication on the merits of geothermal energy development in LAC, including determining the cost benefit analysis for the geothermal reference project * Provided a high-level estimation of the mitigation, adaptation, and co-benefit outcomes of the GeoPlus Programme at LAC regional level * Prepared GCF funding proposal, including main document and annexes of funding proposal | Inter-American Development Bank (Sub to GeothermEx), Latin America and the Caribbean | $72,823 |  |
| 1423 | May 2022 – January 2023 | **CONFIDENTIAL CLIENT LNG Supply Agreement – Commercial and Technical Negotiation Support, Curacao:**  An electric utility is selecting a company that will supply natural gas for power generation. The prospective supplier is expected to import LNG delivered at an onshore or floating terminal and send gas via pipeline to the client’s power plants. The client intends to select one of the shortlisted firms as a “Preferred Supplier” and commence negotiations. The client requested K&M’s commercial and technical advisory services during these negotiations and the contract implementation with the prospective gas supplier. The services K&M is providing in this project include estimating the LNG demand, analyzing the business case to switch from diesel to natural gas, analyzing viability of various sites, developing the gas quality specifications, and advising throughout the process of negotiating a gas supply agreement (including setting a negotiation roadmap, developing an issues list, participating in negotiations, and providing support until the agreement is executed).  K&M’s scope of work includes:   * Analyzing historical operational and dispatch information of power plants that will be converted to gas * Developing an hourly merit order dispatch model to estimate hourly generation for each plant during the next 25 years * Analyze technical viability and costs of converting generation units to gas * Calculate the levelized-cost of electricity under various generation expansion scenarios and advise on the least-cost option * Develop gas quality specifications * Estimate the all-in cost of gas delivered at the power plant battery limit and benchmark it against similar projects * Actively support throughout the negotiation process | Aqualectra, Willemstad, Curaçao | $400,650 |  |
| 1424 | April 2022 – June 2022 | **Caribbean Water Utilities Insurance Company (CWUIC SP) Risk Modeling Data Collection and Analysis**  K&M Advisors, provided comprehensive advisory services to support the development of the Caribbean Water Utilities Insurance Company Segregated Portfolio (CWUIC SP). K&M began the assignment by engaging with water utilities in the target countries—Dominica, Grenada, St. Kitts and Nevis, St. Lucia, and St. Vincent and the Grenadines—to introduce the CWUIC SP initiative. This included explaining data requirements, answering questions, and providing guidance on completing detailed data collection templates. Initial calls were conducted with utility representatives to clarify the scope of work and agree on timelines for data submission.  Following these initial engagements, K&M conducted field visits to meet in person with utility companies and key stakeholders, including regulatory agencies, ministries, and regional organizations such as CCRIF SPC and CAWASA. During these visits, K&M provided direct support in gathering essential data for CWUIC SP’s risk modeling. The data collection effort focused on major infrastructure assets, such as water treatment plants, transmission networks, and reservoirs, as well as historical records of damage caused by natural disasters. Additionally, K&M facilitated the completion of surveys to assess the utilities' existing insurance coverage and their potential interest in participating in CWUIC SP.  K&M then conducted an extensive data analysis and reporting phase, ensuring that all collected information was consistent, accurate, and aligned with CWUIC SP’s risk modeling requirements. The team prepared Excel-based data reports and a detailed PowerPoint field visit report, summarizing key findings, utility readiness, and the potential impact of CWUIC SP on enhancing climate resilience. K&M’s analysis identified trends and challenges related to natural disaster impacts on water utilities, highlighting opportunities for improved risk management and financial protection through CWUIC SP.  The project was delivered successfully and on time, providing IDB Invest with a robust foundation to advance the implementation phase of CWUIC SP. K&M’s work directly supported the regional goals of enhancing climate resilience and disaster risk management in the water sector, contributing to a more sustainable and prepared future for Caribbean water utilities. | IDB Invest (Inter-American Investment Corporation)  Eastern Caribbean (Dominica, Grenada, St. Kitts and Nevis, St. Lucia, and St. Vincent and the Grenadines) | $45,450 |  |
| 1425 | December 2021- Ongoing | **Opportunities to use Excess Geothermal to Produce Green Hydrogen, IDB, Caribbean**  The general objective of this consultancy was to assess options for exporting excess geothermal energy in the Eastern Caribbean. During this assignment, the project team: (i) carried out an infrastructure and investment assessment for green hydrogen production in the Eastern Caribbean based on geothermal energy generation, and (ii) developed a business model for green hydrogen network in the Eastern Caribbean. K&M has been responsible for estimating the volume of green hydrogen that could be produced from excess geothermal power in the Eastern Caribbean, determining the investment needs to produce green hydrogen from geothermal sources, estimating the levelized cost of green hydrogen, and proposing a business model for a green hydrogen network in the Eastern Caribbean. K&M assessed options for exporting the excess electricity including batteries, undersea cable, and green hydrogen.  K&M performed the following activities:   * Prefeasibility assessment for green hydrogen production and commercialization in the Eastern Caribbean based on geothermal energy generation * Business model for green hydrogen network in the Eastern Caribbean * Capacity building and raising awareness activities | Inter-American Development Bank (IDB)  Caribbean | 133,875 |  |
| 1426 | June 2022 – December 2022 | **Hydrogen Financing Facility to Accelerate the Decarbonization of Panama:**  The general objective of this consultancy was to prepare the technical, economic, and legal feasibility studies for the introduction of green hydrogen in the energy supply for the domestic market, as well as the supply of an international market from Panama.  In this assignment, K&M was responsible for assessing the potential routes for commercializing green hydrogen from Panama, identifying the role of Panama in the green hydrogen supply chain, developing a methodology for prioritizing capital investments in green hydrogen, and carrying out the economic analysis and risk analysis of developing green hydrogen facilities in Panama. | Inter-American Development Bank  Panama | $69,100 |  |
| 1427 | June 2022- December 2022 | **Project Purickair Bidding Support, Chile:**  EIG Partners have been shortlisted to submit a binding proposal for Project Purickair, which is an opportunity to acquire existing infrastructure and build new infrastructure designed to pump and transport seawater for use in Centinela’s mining operations owned by AMSA. K&M Advisors, along with Moray Energy Consulting will be providing professional services to support the process of submitting a binding proposal to AMSA in coordination with its current financial advisor Astris and address also post-bid negotiations stage.  K&M will provide support for the three distinct stages: (i) transaction review, (ii) submission of binding bid, and (iii) post-bid negotiations. The scope of K&M’s services include:   * Transaction review   + Develop a review of the status of the relevant aspects of the bid preparation   + Establish an achievable timeline with realistic delivery dates for the different components of the bid proposal including the time required for preparing the necessary information, completing third party negotiations, and obtaining the necessary internal approvals   + Submit a full bid preparation plan * Submission of binding bid   + Manage the due diligence work required to submit binding bid including (i) technical due diligence, (ii) development, cost, performance, risk (and risk allocation) analysis, (iii) due diligence among EIG, Astris, and other relevant advisors, and (iv) interface with AMSA and their advisors   + Preparation of technical proposal for submission including (i) developing and presenting an outline, (ii) coordinating the gathering of all required inputs, (iii) establishing a compliance checklist and controls, and (iv) presenting the proposal documentation compliant with the tender process   + Support EIG/Astris with preparation of the financial proposal for submission including developing the prospective tariff bid using the formula provided in the RFP, technical inputs to the financial model focused on projected O&M costs, electricity consumption and costs, capital improvements, and proposed tariff bid   + Support negotiation of bid-stage agreements/term sheets including (i) participating in the negotiations and coordination of advisors for EPC term sheet and O&M term sheet, (ii) reviewing conceptual design prepared by EPC contractor, (iii) supporting negotiation of other agreements   + Manage coordination among internal bid team stakeholders including bid submission closing list, weekly meetings, file sharing, collection of inputs, and presentations to support internal approval process   + Manage interface with AMSA and its advisors in coordination with EIG/Astris * Post-bid negotiations   + Support EIG and advisors in negotiation of final BOT agreement and coordinating the post-bid clarification process | EIG Atacama Management SpA  Chile | Time and Materials TBD |  |
| 1428 | July 2022- November 2022 | **Demand Study for Chile Desalination Plant & Associated Infrastructure**  K&M was hired by the IFC to conduct a Water Market Demand Review, where K&M meticulously examined the water demand and supply within the Project's area of influence. The scope of K&M's work encompassed identifying key demand markets and predicting future demand growth while evaluating water requirements from various sectors, including mining, industrial, agricultural, and residential. Through a comprehensive analysis of historical data, population trends, and water consumption patterns, K&M performed what-if sensitivity analyses to explore different scenarios. The report also factored in regulatory limitations and featured a physical mapping exercise to identify potential water demand locations. The study's primary goal was to ascertain the region's future water balance and the need for alternative water sources, while considering possible impacts on the water market balance and pricing. Based on this water balance assessment, K&M estimated the feasibility and potential customers for a desalination project in Chile. | IFC  Chile | 108,150 |  |
| 1429 | October 2022- January 2022 | **Review of the World Bank’s Quality Infrastructure Investment Program Portfolio (QIIP)**  K&M was part of a team lead by Steer Group that was engaged by the World Bank to conduct a review and analysis of the emerging themes and trends of several projects that were recipient of funds from the Quality Infrastructure Investment Program Portfolio (QIIPP). The World Bank Group and the government of Japan established the Quality Infrastructure Investment (QII) Partnership in 2016 to raise awareness and scale up attention to the Quality Infrastructure Investment Principles endorsed by the G20. These include maximizing the positive impact of infrastructure, raising economic efficiency in view of life-cycle cost, integrating environmental and social considerations, building resilience against natural disasters, and strengthening infrastructure governance. As water sector experts, K&M evaluated three QIIPP funded projects: two in India and one in Bolivia. The first project, in Kerala, India, was a facility designed to build resilient sanitation services. The second project, also in India, aimed to support participatory groundwater management practices through increasing the technical capacity of local communities, state, and national government, and by supporting the implementation of community-led water security plans. The project in Bolivia was for a proposed wastewater treatment plant. This review and subsequent recommendations formed part of a report that highlighted the emerging themes and trends of the QII PP in supporting WB operations and offered recommendations to strengthen the QII Partnership’s approach to monitoring, evaluating, and managing knowledge products | Steer Group  India, Boliva | 18,000 |  |
| 1430 | August 2022 – October 2022 | **Panama Project Kaze Wind Power Asset Technical Due Diligence: Confidentail**  K&M Advisors (K&M) was engaged by Andes, SpA (“Mainstream), to perform a technical due diligence (TDD) review for the possible MRP investment in a portfolio of wind operating asset and projects in development controlled by Parque Eolico Toabre S.A. in Panama. The assets subject to the due diligence review included:   1. Toabre Phase I, an operating asset including a 66 MW wind farm, a 27 km 230 kV transmission line, and a 230 kV Anton IV interconnection substation. 2. Development projects comprising a 43 MW Toabre expansion Phase II, a 139 MW Toabre Expansion Phase III, and a 106 MW wind park Anton located near the Anton IV substation.   For a private investor K&M performed technical due diligence review for potential acquisition of the portfolio of the wind power plants including operating assets and development projects in Panama. The due diligence review included review of the major project agreements such as EPC Contract, O&M Contract, PPAs, with the Panamanian distribution companies, conducting a site visit to inspect the wind turbines, the balance of plants, and the project sites, performing review of the transmission interconnection facilities and grid connection arrangements, conducting regulatory review focusing on permits and approvals required for connecting to the transmission system, and performing review and analysis of the technical and capital and operating cost inputs to the financial mode. | Mainstream  Panama  (Confidential – Do not mention the client’s name until the transaction is complete) | $95,000 |  |
| 1431 | October 2022 – November 2022 | **HFO Conversions and/or Replacement Financial Analysis:** CONFIDENTIAL DO NOT MENTION NAME OF CLIENT AND COUNTRY  HSA is considering converting and/or replacing some of its existing diesel or coal-fired generation units with or switching to Heavy Fuel Oil (HFO). HSA asked K&M to prepare a proposal for a return-on-investment analysis of various HFO conversion or replacement scenarios.   * Conversion and newbuild technical analysis including:   + Conversion to HFO viability analysis   + Newbuild HFO technology options, balance of plant (BoP) requirements, and cost analysis * Scenario analysis * Implementation roadmap | HSA  Yemen | $120,000 |  |
| 1432 | October 12, 2022 – October 20, 2023 | **Due Diligence of the 940 MW Trumbull Energy Center:**  The Project is a new nominal 940 megawatts (MW) natural gas-fired combined cycle electric generating facility located in the Village of Lordstown, Trumbull County, OH. The Project will be a 2x1 configuration and employ two Siemens Energy, Inc (“Siemens”) SGT6-8000H (“H-class”) 1.6 combustion turbine-generator units (CTGs), two Nooter/Eriksen heat recovery steam generators (HRSGs) (although Siemens reserves the right to utilize Vogt or Siemens HTT), and one Siemens steam turbine generator (STG) (the CTGs, HRSGs and STG collectively the “Power Island Equipment” or PIE). The Project will also incorporate supplemental firing and evaporative cooling to augment power under certain conditions.  K&M conducted a technical due diligence review of the project focusing on reviewing the Independent Engineer’s report, EPC and O&M contracts., and technical assumptions in the financial model. K&M prepared a memo identifying the project risks and the financial model assumptions, which, in K&M’s opinion, needed to be adjusted. | Sixth Street  USA | $15,000 |  |
| 1433 | November 2022 – April 2023 | **St. Lucia Grid Resilience Study:**  Saint Lucia has been experiencing increasingly severe weather systems, largely because of climate change globally. These extreme weather events threaten LUCELEC's critical infrastructure. LUCELEC understands that the St. Lucian grid is not currently built to resist the strongest of storms (Category 5 and above) and intends to update its grid construction standards and take actions to incrementally improve system resilience so that it is capable of withstanding Atlantic storms, which are expected t increase in severity and frequency due to climate change.  In preparation for these actions, LUCELEC engaged K&M Team to prepare a study that would address the following two major topics:   1. Providing a means of measuring current grid resilience and setting annual resilience targets and 2. Analyzing the electrical network infrastructure in St. Lucia using inspections, models, and other tools to identify a pipeline of projects to increase the resiliency of the transmission and distribution networks, generation assets, and LUCELEC's solar farm.   During the course of the study, K&M will develop a reliability metric that would allow LUCELEC to major their progress in improving system resilience, review and analyze the system data, conduct interviews with LUCELEC’s senior staff, perform a site visit, identify the pipeline of the climate resilience projects, and prioritize the projects to allow LUCELEL to develop a specific grid resilience improvement plan. | LUCELEC  St. Lucia | $80,000 |  |
| 1434 | December 2022 - January 2023 | **Update 50% Renewable Energy Scenario:**  This assignment aims to assist WEB in updating the levelized cost of electricity (LCOE) and emissions forecast of a generation scenario where all thermals are converted to run on gas from LNG and renewable energy sources fill at least 50% of the island’s electricity generation needs.  K&M will perform the following:   * Update and confirm scenario assumptions, including the size of wind and solar power plants; battery size and duration; investment costs; timelines for wind and solar projects; capacity factors for wind and solar projects; CAPEX and OPEX for new technologies (solar, wind, and battery; and fuel prices for HFO, LFO, and LNG * Update WEB Generation and Financial models according to updated assumptions   + Reflect any new information on other key assumptions driving the generation and financial model. For example, first gas timing, ELMAR demand, rooftop solar penetration, and others   + Include more refined estimates of parasitic load and other internal electricity consumption that affects net generation   + Refine maintenance cost estimates based on actual running hours   + Include the Task 1 agreed-on scenarios and updated assumptions. * Run models and analyze scenarios | Water en Energiebedrijf Aruba (WEB)  Aruba | $24,200 |  |
| 1435 | November 2022 – December 2022 | **Electric Vehicle Business Case:**  The objective of this assignment was to assist WEB with the identification and evaluation of business models for WEB’s involvement in the electric vehicle charging business in Aruba.  In fulfillment of this objective, K&M performed the following:   * Reviewed electric vehicle regulations and business models in comparable countries * Identified business models for electric vehicle charging in Aruba, including models in which WEB is involved in the financing, construction, and operation of electric vehicle charging stations * Developed an economic model to analyze each business model and identify any new regulations required to enable these models * Provided recommendations to WEB for how to proceed with an electric vehicle charging business. | Water en Energiebedrijf Aruba (WEB)  Aruba | $69,000 |  |
| 1436 | November 2022 – February 2023 | **Geothermal Position Paper**  With the support of the Japan International Cooperation Agency (JICA), the Americas program at the Center for Strategic and International Studies (CSIS) will evaluate the development of hydrogen and geothermal energy across five countries in Latin America. K&M will contribute to the portion of the project focusing on geothermal energy development. The three countries the project will focus on are El Salvador, Costa Rica, and Peru.  K&M will produce a Policy Brief to identify current bottlenecks, potential risks, existing advantages, and future opportunities for geothermal energy development in El Salvador, Costa Rica, and Peru. The policy brief will also provide recommendations for governments in the region, multilateral organizations, official development assistance agencies, the private sector, and other relevant stakeholders that may emerge during the research. | Center for Strategic & International Studies (CSIS)  LAC | 79,000 |  |
| 1437 | November 2022- January 2023 | **Bahamas WSC CBP Phase 1**  The Water and Sewerage Corporation (WSC) contracted K&M Advisors to develop an initial Strategic Plan Outline with the objectives and priority actions for WSC for the next four years. Having been validated at a stakeholder workshop that included WSC staff, members of WSC’s board, and authorities from the Ministry of Finance and the Ministry of Public Works, this outline is being used to prepare WSC’s Corporate Business Plan and the associated legal and regulatory reforms required to achieve the objectives established in the plan. | The Water and Sewerage Corporation of the Bahamas  Bahamas | 23,950 |  |
| 1438 | November 2022 – Ongoing (as of January 2023) | **CONFIDENTIAL Solar PV & Battery Storage Feasibility Study**  Funded by a USTDA grant, ESS hired K&M to assist with a feasibility study, including a pilot project, for battery storage in Brazil. The feasibility study will assess the economic, technical, and regulatory impact of adding long-duration storage to a solar photovoltaic (PV) system in a Virtual Net Metering Structure. The feasibility study contains two focal points:   1. Planning and executing a small representative pilot project to provide the necessary validation of the energy-shifting business model using the ESS Iron Flow Battery and solar PV to ascertain the viability of a large PV + storage project planned for multiple customers. 2. Develop the technical and economic plan to prove the feasibility and viability of deploying multiple distributed generation (DG) projects of 5 MW of PV and 10 MWh of energy storage.   K&M’s scope includes: estimating the pilot project costs; conceptual design for PV and battery system; technical, economic, and financial modeling and analysis; project site resource analysis and preparation; and analyzing project financing options. | Subcontract to ESS Inc. (USTDA funded)  Minas Gerais, Brazil | 40,000 |  |
| 1439 | December 2022 – 2024 | **Caribbean, Caribbean IDB CWUIC SP Advisory**  The Inter-American Development Bank (IDB) has contracted K&M Advisors LLC (K&M) to support the establishment of CWUIC SP, an insurance company for Caribbean water and sanitation utilities to provide reasonably priced natural disaster insurance, as well as complementary post-disaster operational support and loans for resilient infrastructure investments. K&M supported the IDB Group with the conceptualization and development of CWUIC SP since 2019. Through this assignment, K&M will continue supporting the IDB and other entities related to CWUIC SP with the establishment of and initial operations of CWUIC SP. | IDB  Caribbean | 358,200 |  |
| 1440 | January 2023 - February 2023 | **CONFIDENTIAL Battery Storage Conceptual Design and Planning**  Aqualectra is considering adding battery storage to the grid to meet spinning reserve and/or frequency reserve requirements, thereby enabling them to use their thermal generators more efficiently. Aqualectra hired K&M to advise on the siting and size of the BESS and the type of BESS contract and procurement.  The K&M team will review previous studies conducted in Curaçao on unit commitment and generation dispatch, dynamic simulations, and the impact of adding BESS on power system operation. K&M will perform a desk-based evaluation to identify the BESS beginning of life sizing and augmentations that meet Aqualectra’s reserve requirements at least cost. K&M will also assist in deciding how to procure the BESS and prepare a detailed procurement plan. | Aqualectra  Curacao | 50,000 |  |
| 1441 | January 2023 | **Renewable Energy Procurement Capacity Building**  The U.S. Trade and Development Agency (USTDA) sponsored the Global Procurement Initiative: Interstate Clean Energy Procurement Program for India. This program consists of multiple activities including two (2) separate and distinct workshops hosted in New Delhi, India that trains participants on clean energy procurement practices.  The workshops are designed to investigate how to integrate best-value determinations and international best practices in public procurement for India’s clean energy sector. The trainings specifically explore value-based procurement mechanisms designed to achieve optimal results from public procurements in the energy sector using advanced value and quality-based procurement methods. The aim of the workshops is to improve technical capacity in developing technical specifications, utilizing life-cycle cost analysis (“LCCA”), and creating non-price criteria for evaluation factors. This Program will also provide a platform for cross-border knowledge sharing in the procurement of renewable energy.  K&M was engaged by the Business Council for International Understanding (BCIU) to develop and deliver USTDA-funded training sessions on international procurement best practices and practices to achieve value for money in the clean energy sector.  The workshops were designed to investigate how to integrate best-value determinations and international best practices in public procurement for India’s clean energy sector. The trainings specifically explore value-based procurement mechanisms designed to achieve optimal results from public procurements in the energy sector using advanced value and quality-based procurement methods. The aim of the workshops is to improve technical capacity in developing technical specifications, utilizing life-cycle cost analysis (“LCCA”), and creating non-price criteria for evaluation factors.  The K&M team provided input on agenda development, developed training presentations and content, participated in an industry roundtable with private sector representatives, and delivered training sessions to public sector energy sector representatives from 10 Indian states.  K&M traveled to New Delhi to deliver training sessions on the role of new energy technologies, best value structures and processes, developments and lessons learned in renewable energy tenders, ensuring bankability of energy projects, financial and commercial considerations for renewable energy PPAs, and considerations for value management during tendering and implementation. | Business Council for International Understanding (BCIU), Funded by USTDA  India | 60,000 |  |
| 1442 |  | **Policy and Regulation** |  |  |  |
| 1443 | January 2023 – Ongoing | **Preparation of a Corporate Business Plan for the Water and Sewerage Corporation**  The general objective of this consultancy is to prepare a Corporate Business Plan for the Water and Sewerage Corporation of The Bahamas. The plan is for the period from 2023 to 2027 and covers elements related to quality of service, operations, finances, capital investments, and the legal and regulatory framework.  In this assignment, K&M is responsible for carrying out the following activities:   * Preparing a financial model for WSC * Carrying out a cost-of-service study for WSC * Developing an action plan for tariffs * Advising on existing water supply contracts * Developing a prioritized CAPEX plan for WSC and the corresponding financing plan for the CAPEX plan. The prioritized CAPEX plan will include investments related to improving operating efficiency and quality of service and increasing the resilience of WSC’s operation * Recommending changes to government policies and the legal and regulatory framework for the water and sewerage sector * Developing a baseline of KPIs for measuring customer satisfaction * Advising on an update of WSC’s emergency response plan * Preparing the Corporate Business Plan   K&M is leading several stakeholder engagement fora and presenting the recommendations to the Government. | The Water and Sewerage Corporation of The Bahamas  The Bahamas | $392,800 |  |
| 1444 | July 2022 – January 2023 | **Demand Study for Chile Desalination Plant & Associated Infrastructure**  The study will assess the feasibility and market opportunities for selling desalinated water to off-takers from the new desalination plant and along the San Isidro-Quilapilún aqueduct, including the impacts of regulatory changes to the sale of desalinated water.  The scope of work is outlined in the following components:  Market Assessment  Identification and mapping of potential off-takers (specialized agricultural, industrial, municipal or other) from the new desalination plant and along the San Isidro-Quilapilún aqueduct. This would include: Identify the main potential water markets for desalinated water (mining, commercial centers, industrial users, industrial parks or zones, developers, environment, households, etc.) and top 30 largest potential bulk water off-takers in terms of treated water volume needs; Specify their requirements in terms seasonality and fluctuation in the volume of supply; Estimate the off-taker’s ability and willingness to pay based on their current costs for bulk water, potential changes or expected increased water needs in the future, alternative water sources such as reuse, and potential benefit related to water security in case of drought, which would impact their current supply and production capacity; Estimate the viability of each offtaker in their ability to sustain a long-term water supply agreement; Clearly show the existing tariff levels by type of user, especially industrial tariff, or cost of water in case of direct aquifer extraction, and comparison vs proposed treatment alternatives on an all in (CLP/m3) basis to assess the financial viability; Explore the viability of bundling off takers into frequent buyers’ associations; Evaluation of pros and cons of each offtaker; Rough capex and opex costs estimates and reliability of the Top 10 most promising potential buyers; Consider the option of supply to the Metropolitan region of Santiago.  Technical aspects  Detailed analysis regarding the basic technical aspects of the implementation, pipeline and related infrastructure to connect to potential off-takers, etc. This component is expected to include a mapping of the proposed aqueduct and potential off-taker locations.  Financial and contractual aspects  Based on the analysis above estimate the expected seasonal volume demand per potential off taker and estimate the capital and operational costs required to deliver the water to each offtaker.  Regulatory Impacts  Detailed analysis of proposed regulatory changes in the Water Code including regulation related to desalination, and groundwater and surface water abstraction. Analysis of the impact of these proposed regulations as well as the upcoming constitutional reforms on the sale of desalinated water. | IFC, Chile | $108,000 |  |
| 1445 |  | **Technical** |  |  |  |
| 1446 | February 2023 – March 2023 | **Mini Grid Solar PV + BESS Analysis**  Curaçao had several populated or popular sites that were far from the electricity distribution grid where supplying grid power was not economical. These sites could be electrified with solar PV and battery energy storage systems (BESS) mini-grids that provided clean electricity 24/7.  An electric utility was interested in developing a couple of pilot mini-grid projects to demonstrate the viability of this solution and to provide valuable lessons for replicating this model throughout the island.  One pilot project was at Playa Santa Cruz, a beach in northwestern Curaçao south of the Lagun village. The beach had cabins, restrooms, a bar, and a restaurant. Onsite diesel generators were used for power generation. The beach could have attracted more visitors and locators with a more affordable and reliable source of electricity. It also could have attracted more visitors if the beach and road leading up to it were illuminated by streetlights powered by the mini-grid.  The proposed Playa Santa Cruz mini-grid system included a fully off-grid hybrid solar PV and BESS system, an underground low voltage grid through the beach area, approximately 20 LED streetlight poles (which lit up from about 18:00 [sundown] until 06:00 [sunrise]), and a maximum of four (5–7 kVA / 80% concurrency) initial customers connected immediately. The system was designed to be modular, allowing expansion of both the installed PV plant and storage.  K&M identified the least-levelized cost of electricity solar PV, BESS, and inverter sizing needed to meet the load at both beach locations using the HOMER model. Based on the sizing, K&M estimated the plot size required for the optimal solar PV, BESS, and inverter system.  K&M also developed a Request for Proposals (RFP) to procure EPC contracts for the solar PV + BESS mini-grid systems at the two beaches. | Confidential  Aqualectra  Willemstad, Curaçao | $30,000 |  |
| 1447 | January 2023 – December 2023 | **Yemen HFO Study**  HSA was considering converting and/or replacing some of its existing diesel or coal-fired generation units with or switching to Heavy Fuel Oil (HFO). HSA asked K&M to prepare a proposal for a return-on-investment analysis of various HFO conversion or replacement scenarios.  Performed a return-on-investment analysis of various HFO conversion or replacement scenarios. | Confidential  HSA  Yemen | T&M Unspecified |  |
| 1448 | February 2023 – March 2023 | **CONFIDENTIAL Financial Model Review for Thermal Peaker Project**  APR Energy was seeking assistance in the commercial and financial analysis of a peaker project in Brazil. APR Energy engaged K&M to perform such services which will be comprised of a red flag issues report and a financial model review.  K&M performed the following tasks:   1. Conducted a kickoff call to discuss the approach and obtain any relevant input from APR Energy regarding the peaker project. 2. Performed commercial and financial analysis (including financial modeling) of the peaker project based on prospective reserve capacity contracts in the Brazilian market. 3. Compiled our findings in a report, which was finalized after a presentation and discussion of the assessment results. | APR Energy  Brazil | $20,000 |  |
| 1449 | February 2022 – 2023 | **Assisting with evidence in arbitration for a 458 MW Gas/ Distillate Fired Combined Cycle Electricity Facility**  The project involved providing specialized advisory services to the National Electric Power Company (NEPCO) in Jordan in relation to an arbitration process concerning the construction and operation of a 458 MW gas/distillate-fired combined cycle electric facility. K&M Advisors was retained to assist NEPCO with expert evidence and advisory support to resolve disputes with the project counterparty, Mahatat Al Zarqa Le Taweeed Al Takah Al Kahrabaieh (APZ). The focus of K&M’s engagement was on leveraging its extensive expertise in Independent Power Producer (IPP) projects and Power Purchase Agreements (PPAs) to strengthen NEPCO’s position in the arbitration. The project required K&M to act as a trusted advisor and witness in the proceedings, providing technical, financial, and commercial insights related to IPP agreements, project development, and implementation processes.  K&M’s team, led by Ralph Fairbanks and supported by Lenny Golbin, was instrumental in providing expert evidence and advisory support for NEPCO’s arbitration process. Specifically, Mr. Fairbanks delivered fact-based evidence derived from his extensive experience with Jordanian IPP transactions, including technical and commercial insights into the 458 MW combined cycle electric facility. He performed a detailed review of the relevant Power Purchase Agreement (PPA) and other supporting documents to provide accurate, professional, and fact-driven statements as a witness.  To further support the arbitration, Mr. Golbin assisted with information gathering and research tasks, including the review and analysis of documents related to various PPAs that K&M had previously drafted and negotiated for Jordan’s IPP projects. This included in-depth research into project documentation, legal agreements, and technical reports to ensure comprehensive and factual support for NEPCO’s position. Additionally, K&M provided strategic advisory inputs during the preparation and review of witness statements, ensuring that NEPCO’s submissions were robust, technically sound, and aligned with the arbitration’s procedural requirements.  Through its combined expertise in energy project structuring, PPA negotiations, and IPP advisory, K&M delivered targeted services to address the challenges NEPCO faced in the arbitration. This work underscored K&M’s deep understanding of complex infrastructure projects, dispute resolution, and the critical elements of energy agreements. | National Electric Power Company (NEPCO)  Jordan | xxx |  |
| 1450 | February 2023 – March 2023 | **Regional Energy Procurement Program South Asia**  U.S. Trade and Development Agency (USTDA) is working to implement the Global Procurement Initiative: Understanding Best Value (GPI) Regional Energy Procurement Program for South Asia (REPPSA) Virtual Training Series. The purpose of the REPPSA Virtual Training Series is to learn about innovative best-value procurement practices to support the development of high-quality energy infrastructure. The REPPSA Virtual Training Series is broken into a two-part training series focused on best practices in the procurement of energy infrastructure.  K&M was engaged by Green Powered Technology to develop and deliver USTDA-funded training sessions on Public Private Partnerships for Energy and Power Purchase Agreements. The workshops were designed to learn about innovative best-value procurement practices to support the development of high-quality energy infrastructure.  The K&M team developed training presentations and content and delivered virtual training sessions to public sector energy sector representatives from Maldives, Sri Lanka, Nepal and Bangladesh.  K&M delivered virtual training sessions on use of PPPs for energy sectors, PPP planning, PPP procurement preparation and design including non-price evaluation factors, PPP implementation, role and development of PPA, development of bankable PPA, roles and best practices of key PPA provisions, and incorporation of non-price evaluation factors in PPA. | Green Powered Technology, funded by USTDA  Maldives, Sri Lanka, Nepal, Bangladesh | $16,800 |  |
| 1451 | May 2023 – April 2024 | **Cayman Island LNG RFP Preparation**  CUC would like to procure gas supply to its power plants competitively. Procurement will include performing the following activities:   * Prequalification process * Prepare draft Request for Proposal (RFP) * Prepare draft Gas Supply Agreement (GSA) term sheet and other project agreements, as applicable * RFP issuance, and proposal evaluation and award * Assist during negotiations with the selected bidder. | Cayman Islands, Caribbean Utilities Company, Ltd (CUC) | $637,000 |  |
| 1452 | May 2023 – May 2025 | **Trinidad and Tobago** **GH2 Project Implementation**  The IADB hired the KBR team to assist the Government of Trinidad and Tobago in developing and implementing green hydrogen demonstration projects. K&M was responsible for conducting financial and economic analyses of these projects, aiming to assess production costs, analyze economic benefits, and propose suitable business models for implementation.  Under this project, K&M created a financial and economic model of the demonstration projects with an estimated aggregate size of USD 120 million in investment. This analysis forecasted cash flow and financial results for each project and consolidated the projections to show overall program results. The financial model for each project considered factors such as size, initial and operational expenses, investment timing, renewable energy costs, green hydrogen production costs (including electrolyzer expenses, water costs, operational and maintenance expenses, and storage costs), and costs associated with downstream products like green ammonia, green methanol, or green cement production. The model also projected the quantity of electricity, green hydrogen, and other products generated by each project and estimated the required investments through cash flow projections based on the initial expenses. It further calculated the levelized costs of electricity, hydrogen, and other products, considering factors like production, conditioning, storage, and relevant expenses. By disaggregating the costs of green hydrogen and ammonia, the model identified the main cost drivers, including electricity, storage, electrolyzer CAPEX, and operational expenses. Additionally, the model assessed the economic and financial viability of each project and the overall program, establishing key performance indicators (KPIs). It also allowed for sensitivity analysis of critical variables and remained flexible enough to incorporate new projects.  K&M also led the design of the business model and financial structure for the projects. K&M proposed three different business models, assigning activities to both private and public partners, and worked with the government to determine the most suitable model. The analysis evaluated the role of the public sector in facilitating the business model and included a comprehensive risk assessment, covering commercial, technical, financial, and socio-environmental risks. K&M allocated risks among operators, investors, government, and financiers, and proposed strategies for risk mitigation. Furthermore, K&M analyzed the financial viability and structure of the business model, considering the financial revenue and returns for each project and all involved parties.  K&M provided additional support to KBR in various activities. Firstly, it examined the challenges and opportunities related to renewable energy and green hydrogen production, considering the entire value chain. Based on this perspective, K&M developed recommendations for the Government of Trinidad and Tobago and public institutions to facilitate and promote future investments in these projects, ensuring maximum benefits were realized. Secondly, K&M prepared the necessary documentation to initiate the procurement process for each demonstration project. This documentation included technical specifications, drawings, budgets, procurement types, and strategies for the expression of interest (EOI) and request for proposal (RFP) processes, adhering to industry best practices and IDB procurement policies. K&M also created a procurement plan listing all the necessary procurements required for project implementation, aligned with the business model and the responsible parties. Budgets, procurement types, and strategies for the EOI and RFP processes were outlined for each procurement, following the best industry practices and IDB procurement policies. Lastly, K&M assisted the IDB and the Government of Trinidad and Tobago in preparing the required material to secure international funds. This involved preparing the necessary documentation for the demonstration projects to access funds, with K&M leading the financial and economic aspects while KBR contributed to the technical aspects. The documentation was tailored for up to three funds, including the Global Environmental Facility (GEF), the European Union (EU) Latin America and Caribbean Investment Facility (LACIF), and any other international donors or agencies agreed upon by the Government and the IDB. | InterAmerican Development Bank (As Sub-consultants to KBR) | 95,500 |  |
| 1453 | March 2023 – March 2024 | **Utility-scale BESS Technology Suitability and Business Models in Zambia**  Funded by a USTDA grant, GreenCo hired K&M to assist with a feasibility study for the proposed development and implementation of a 10-25 MW / 40-100 MWh battery energy storage system pilot (“BESS Pilot”) and expanded portfolio of 400 MWh BESS projects (“BESS Portfolio”) located in Zambia.  Renewable energy’s intermittency and other limitations pose a challenge to grid operators and intermediaries like GreenCo. Utility-scale energy storage is key to facing these challenges. Therefore, to complement its growing solar PV portfolio, GreenCo plans to develop a portfolio of BESS projects to help balance the intermittency of RE and shifting / flattening supply curves. The first of such BESS projects is expected to be co-located with GreenCo’s PV Pilot Project. The feasibility study will assess the technical, economic, and financial viability of developing and implementing the BESS Pilot in Sesheke District, Zambia and provide recommendations for the expanded 400 MWh BESS Portfolio.  K&M’s scope includes the following:   * Technical assessment of battery storage technologies for the BESS Pilot and the BESS Portfolio * Economic and financial analysis for operating the Project and a commercial and market analysis tailored to GreenCo’s business model, and assessment of options for financing. * Environmental and social impact assessment, a development impact analysis, and a U.S. sources of supply review * Development of preliminary implementation schedule and documents related to Project implementation, including documents for requests for qualification and requests for proposals related to battery procurement as well as engineering procurement and construction * Development of operations and maintenance agreements, and connection agreements | Zambia, GreenCo Power Storage Limited | $1,017,444 |  |
| 1454 | May 2023 – June 2024 | **SWRO Bidders Background Check**  The objective of the assignment was to assist WEB in performing a spot background check of five companies that will be invited to submit proposals for a turnkey contract for constructing an SWRO plant in Aruba. The background check will cover the companies’ activities in their country of origin (location of their headquarters) and their subsidiaries in a sample of countries where they are active.  K&M performed a background check that identified the red flags that WEB could consider when deciding if any of the five tenderers should not be invited to submit a proposal. To this end, the background check included a review of each tenderer’s legal, reputational, and financial background. The background check was performed using publicly available information.  K&M calculated the financial ratios that indicate the tenderers’ financial strength relative to the SRWO turnkey contract size and performance guarantee. K&M obtained the information to calculate these ratios from the financial statements included in the tenderers’ latest annual reports and/or the financial information submitted by the tenderers in the expression of interest. | Water en Energiebedrijf Aruba (WEB)  Aruba | $30,000 (T&M) |  |
| 1455 | May 2023 – July 2024 | **Cayman Island ULSD Procurement**  CUC planned to renew the contracts for purchasing ULSD from Sol and Rubis. As part of this renewal, CUC aimed to refine the fuel supply contracts used in the past and revisit whether PLATTS was still the optimal fuel price index for CUC.  K&M improved and refined the fuel supply agreements that CUC had used in previous fuel supply tenders. K&M also analyzed whether PLATTS was CUC’s optimal fuel price index. This analysis included investigating which fuel price indices CUC’s fuel suppliers were likely to use to purchase the fuel they supplied to CUC and whether CUC would benefit more from using those indices rather than PLATTS. Based on this analysis, K&M made specific recommendations on an appropriate fuel price adjustment formula.  K&M assisted CUC in developing new drafts of the primary and secondary fuel supply contracts that reflected the above improvements and refinements.  K&M then assisted CUC in preparing an RFP and reviewing and evaluating the proposals submitted by Sol and Rubis. | Cayman Islands, Caribbean Utilities Company Ltd, (CUC) | $45,000 (T&M) |  |
| 1456 | July 2023 – December 2024 | **Hydrogen and Other Advisory**  Utilities Aruba undertook several transformational initiatives to decarbonize the energy and water sectors in Aruba. These initiatives included a proposal to create a Hydrogen Valley where energy from a new solar PV facility powered the grid and produced green hydrogen for local uses and, eventually, for export. Green hydrogen was intended to power fuel cells in buses, taxis, port and airport vehicles, hotels, and public buildings. It was also blended with natural gas to power reciprocating engines that supplied electricity to the grid.  K&M conducted economic modeling of the solar PV plus green hydrogen project to understand its impact on the energy cost to Arubans. K&M also performed independent due diligence on the proposed technology. In addition, K&M provided assistance in exploring and applying for capital grants to reduce the project’s costs. The economic modeling estimated the grant amounts required to make the cost of the green hydrogen project competitive with alternative options.  Hydrogen Valley:  Utilities Aruba, the holding company for power and water utilities in Aruba, undertook a project to create a Hydrogen Valley as part of its broader decarbonization strategy. The project aimed to produce green hydrogen using renewable energy from new solar PV and onshore and offshore wind farms for local use and export. Phase I utilized renewable energy from a 60 MW solar PV plant to produce green hydrogen for domestic use, including powering fuel cells in buses, taxis, port and airport vehicles, hotels, and public buildings, as well as blending it with natural gas for power generation.  K&M conducted economic cost-benefit modeling of the green hydrogen project to assess whether it delivered positive net economic benefits to Arubans. Furthermore, K&M performed technical and commercial due diligence on a proposal from a private company to develop the Hydrogen Valley. Lastly, K&M assisted Utilities Aruba in identifying the policy and regulatory changes required to enable the successful implementation of the Hydrogen Valley. | Utilities Aruba  Aruba | T&M |  |
| 1457 | July 2023 – 2024 | **Determining Solar PV Potential in Turks and Caicos Islands**  FortisTCI planned to increase the amount of electricity generated with solar PV to supply its customers in TCI. K&M was engaged by FortisTCI to develop a robust estimate of the amount of electricity that could be generated with economically feasible solar PV systems in TCI. This informed: (i) the targets FortisTCI set for generating electricity with renewable energy (RE), and (ii) the energy and capacity FortisTCI needed from other sources, such as natural gas, to reliably meet customer demand. As part of an initial assessment of solar PV in TCI, K&M conducted a review of the existing GIS data and other relevant information, carried out site visits to Provo, North Caicos, Middle Caicos, South Caicos, Grand Turk, and Salt Cay, and developed a dynamic financial model for solar PV. This work informed FortisTCI of the total amount of land available for utility-scale solar PV installations, the total electricity generation potential from economically feasible solar PV systems, and the average levelized cost of electricity (LCOE) from those systems.  In this assignment, K&M was responsible for:   * Conducting a review of the existing GIS data and other relevant information * Conducting site visits to Provo, North Caicos, Middle Caicos, South Caicos, Grand Turk, and Salt Cay * Developing a dynamic financial model for solar PV   This work informed FortisTCI of the total amount of land available for utility-scale solar PV systems, the total amount of electricity that could be generated with economically feasible systems, and the average LCOE of electricity generated by those systems. | Turks and Caicos Islands | $39,700 |  |
| 1458 | July 2023 – August 2024 | **CONFIDENTIAL GAC Alumina Refining Gas Supply Pre-Feasibility Study**  **\*Confirm with Alfonso what elements of the project can be mentioned\***  Guinea Alumina Corporation S.A. (GAC) intended to construct an alumina refinery at an inland location approximately 160 km from Kamsar and a related port facility. Vivo Energy hired K&M to conduct a technical and price assessment for the supply of energy (in the form of gas and power) to the proposed alumina refinery.  K&M estimated GAC’s levelized cost of energy for electricity, steam, and calcination at the refinery. Two different demand scenarios were analyzed. K&M identified the lowest-cost supply solutions to provide this energy with LNG. To achieve this, K&M adopted a proprietary LNG costing model used in previous analyses to include the two demand scenarios and multiple energy supply options. K&M performed conceptual design and layout work, developed cost estimates, and conducted a business case analysis for each energy supply option and demand scenario. | Vivo Energy  Guinea | $65,900 |  |
| 1459 | August 2023 – January 2024 | **Joint Gas Market Study for the BirAllah Project in Mauritania**  In accordance with the provisions of Article 15.1 of the BirAllah Exploration and Production Contract between bp and the Ministry of Petroleum, Mines and Energy of Mauritania (MPME), a collaborative examination was carried out by the MPME and bp. The purpose of this examination was to evaluate the local natural gas (gas) outlets and the associated infrastructure for Mauritania’s potential domestic gas market.  The MPME made a formal request for Phase 1 considerations of the BirAllah gas development project (the “BirAllah Project”), specifically for a supply of 105 million standard cubic feet per day (MMscfd) intended for the local market. A segment of this gas was planned to be transported to a 500 MW power plant slated for construction in the Ndiago region, where the onshore facilities of the BirAllah Project were also proposed to be established.  K&M Advisors (“K&M”) was engaged by bp to conduct the evaluation, referred to as the Joint Gas Market Study for the BirAllah Project (the “Study”). This evaluation utilized the Mauritanian Gas Master Plan (the “Gas Master Plan”), previously conducted by EPCM, as part of the foundational framework. The primary objective of the Study was to reassess the local and international gas outlets in alignment with the resources made available by the BirAllah and GTA projects, outline a roadmap, and assess the impact of the BirAllah Project’s implementation. | BP Mauritania  Mauritania | $269,000 |  |
| 1460 | August 2023 – November 2023 | **Assessment of processes and measures for the strengthening and modernization of financial management of SEDAPAL**  The IADB contracted K&M to be part of a committee that is evaluating SEDAPAL´s performance and recommending key measures for improvement. As part of this work K&M is evaluating SEDAPAL's processes and identifying challenges to understand how and to what extent they impact SEDAPAL's ability to provide quality services to the public. This assessment intends to propose measures to strengthen and modernize the company's financial management. The scope of the consultancy includes producing an assessment report on SEDAPAL's current status, and a report on proposals for modernization. Key activities involve reviewing financial data, assessing organizational structures, examining strategic plans, and evaluating investment portfolios. The consultancy will also propose guidelines for financial sustainability, organizational efficiency, and potential modifications to the regulatory framework. Additionally, they will suggest alternative financing solutions and engage in coordination meetings with various stakeholders.  The objective of the service contract was to evaluate SEDAPAL's processes to consistently deliver quality services. The assessment identified challenges and proposed measures for financial management and modernization. The consultancy tasks included producing a report on SEDAPAL's current status and creating a preliminary document for organizational enhancement.  The consultancy reviewed SEDAPAL's financial data, analyzed the organizational structure, and assessed strategic plans. K&M evaluated the proposed investment portfolio, focusing on financing sources and borrowing capacity and proposed solutions for SEDAPAL to be able to implement the investment plan. Benchmarking was conducted to measure SEDAPAL against international standards. K&M also examined tariff structures and the regulatory framework, providing insights into SEDAPAL's operational and financial direction. Recommendations were made for financial sustainability, organizational improvements, and potential regulatory changes. They also considered alternative financing for investments. The consultancy coordinated with entities like the Technical Secretariat and SEDAPAL during a week of discussions. | InterAmerican Development Bank  Peru | $35,000 |  |
| 1461 | August 2023 – December 2023 | **CONFIDENTIAL** (Confirm with Alfonso what elements of the project can be mentioned)  **Gas-to-Industry Pre-Feasibility Study in Morocco**  Vivo Energy Moroc S.A. (Vivo) has recently signed a partnership agreement with Chariot Oil & Gas Holdings (Morocco) Limited (Chariot), jointly together referred to as the Partners. The intention of the Partnership is to develop a gas-to-industry solution in Morocco to monetize a portion of the resources from the Anchois field (the “Project”). The Project will utilize processed gas at the fence of the upstream Central Processing Facility (CPF), liquefy or compress it, and then deliver the liquified or compressed gas to various industrial users (mainly, but not limited to, ceramists and aluminum products factories located in Tangiers, Casablanca, Berrechid, and Kenitra) using a virtual pipeline to locations no more than 400 km from the CPF and volumes of up to 20MMScfd.  K&M will develop an indicative estimate of the gas volume that needs to be compressed or liquified at the CPF and determine the indicative capacity and configuration of the gas compressing or liquefaction and filling stations. Based on the gas volume estimate and configuration of the CPF, K&M will then estimate the costs for transporting LNG/CNG from the CPF and storing and decompressing or regasifying at the end-user sites. K&M will then assess at what price LNG/CNG will be cost-competitive with the fuel currently used by the end user and if LNG or CNG will deliver the highest potential margins to the partners. Once a storage method (LNG or CNG) has been determined to deliver the most returns, K&M will develop two or three business model options for the Special Purpose Vehicle (SPV) that the Partners would create for the gas-to-industry business. The Partners will select one of the business model options and K&M will develop a Project financial model based on the business model selected. K&M will then develop an indicative term sheet for the CNG, LNG, or Gas Supply Agreement between the SPV and end users. | Vivo Energy Maroc SA and Chariot Oil & Gas Holding (Morocco) Limited  Morocco | USD 127,000 |  |
| 1462 + 1463 | September 2023 – November 2024 | **Sustainable and Inclusive Value Chains in Infrastructure Projects –1 Ports**  K&M was hired by the IDB to conduct a comprehensive study on enhancing inclusive and sustainable value chains in ports infrastructure projects across the LAC region. As part of this study, K&M analyzed existing operational ports across LAC’s sub-regions to assess the involvement and impact of MSMEs and sustainability practices within their value chains. This evaluation considered the percentage of MSMEs engaged, their contributions, and their demographic characteristics. K&M further identified new commercial opportunities for MSMEs within the ports’ value chains and pinpointed sustainability practices that could be replicated. Lessons from this analysis were applied to four port projects, assessing their suitability for IDB Invest financing, and outlining challenges and recommendations for implementing more inclusive and sustainable value chains. K&M then recommended a suite of solutions for IDB and IDB Invest to foster sustainable practices and MSME synergies. Lastly, K&M suggested other infrastructure sub-sectors where these best practices could be applied, identifying challenges and providing a matrix for potential implementations.  As part of this work, K&M reviewed and selected a minimum of four operational ports across LAC’s distinct sub-regions, examining them for meaningful commercial relationships with MSMEs and the promotion of sustainable strategies. Through in-depth analysis, K&M assessed the involvement, sustainable practices, and challenges of MSMEs within these ports’ value chains, focusing on their percentage involvement, sustainability initiatives, and the benefits and challenges arising from their engagement.  Drawing from earlier findings, K&M identified and evaluated new commercial opportunities for MSMEs across various segments of the ports’ value chains. This involved determining criteria based on market conditions and specific characteristics of both the MSMEs and the ports. K&M conducted interviews with target MSMEs to understand their potential roles in the value chains and as port service users.  Four port projects were then scrutinized to determine the applicability of lessons from prior analyses. The objective was to understand the challenges and advantages of evolving toward a more inclusive and sustainable value chain within the port context. K&M developed an action plan with detailed recommendations and strategies for effectively integrating sustainable practices throughout the value chain.  To identify opportunities for leveraging sustainable practices and enhancing MSME engagement, K&M familiarized themselves with the financial and non-financial services offered by IDB and IDB Invest. A solutions portfolio was recommended to clients, highlighting the challenges faced in providing IDB Invest solutions. Projects were prioritized based on their potential for efficient implementation of these services.  K&M extrapolated from the analysis to suggest other infrastructure sub-sectors where best practices could be implemented. This involved identifying challenges within those sub-sectors and providing guidelines to overcome them. The culmination of this activity was a matrix illustrating sectors where the lessons learned could be effectively deployed.  IDB Invest also engaged K&M to conduct a study on best practices and opportunities in inclusive and sustainable value chains for port infrastructure projects in the LAC region. The primary focus was to identify components within the value chains during the construction and operation phases of ports, particularly those involving MSMEs, and to assess current sustainability trends.  K&M’s approach began with a deep analysis of ports’ value chains, covering both construction and operational stages. The study identified all products and services within the value chain, analyzed their sequence, and evaluated criteria such as technical requirements and certifications needed from suppliers. The research also explored procurement processes to determine the roles of various stakeholders like project sponsors, operators, or third parties.  A key aspect of the study was to recognize areas of the value chain with significant MSME participation, ranking them based on factors such as MSME involvement, product complexity, and supplier capability. Furthermore, K&M explored prevailing sustainability practices in ports, covering topics such as decarbonization, climate change adaptation, and biodiversity conservation. This involved comparing current practices across existing LAC ports and considering MSMEs as integral users of the port.  K&M’s research methodology encompassed both primary and secondary data sources, including statistical data, academic literature, and industry studies. They also utilized recent value chain analyses from the IDB Group and gathered insights from interviews with industry experts, businesses, and port operators. The findings were documented in detailed reports and visual presentations, with regular feedback sessions held with the IDB Invest team to ensure alignment. | IDB Invest  Latín American and the Caribbean. | $35,000 | Nils Janson, Project Leader  Cristina Cano, Economist |
| 1464 | October 2023 – December 2024 | **Design of the Commercial Structure for a Clean Ammonia Project in Singapore**  K&M Advisors was contracted by KBR to support the Singapore Government in designing the commercial aspects of an RfP process to contract a clean ammonia project. The scope of work included advising on the project structure, incentives, RfP drafting, and evaluation criteria. K&M evaluated potential Public-Private Partnership (PPP) models suitable for the project. This task was comprehensive and involved assessing various candidate PPP models, summarizing each option, and detailing their respective advantages and disadvantages. K&M made recommendations on the most suitable PPP models. These recommendations considered aspects such as government funding, ownership options, implications under various timing scenarios, and related termination and buyout concepts.  In addition to the PPP model assessment, K&M Advisors was tasked with identifying relevant funding support mechanisms and incentives. This part of their role focused on analyzing these mechanisms and incentives in terms of feasibility and potential impact on the project. They were also responsible for explaining the pros and cons of each option, thereby aiding the decision-making process. This included providing expert advice on the application of the Contract for Difference (CfD) concept for the project. This involved presenting case studies of commercial or market structures, such as CfD, and analyzing their effectiveness. The firm was also responsible for assessing and recommending whether CfD or an alternative model would be the most suitable for the project’s needs.  Lastly, K&M Advisors offered guidance on integrating key funding and commercial structure parameters into a Request for Proposals (RFP). This guidance was presented as high-level guidelines in the form of a PowerPoint presentation. They advised on RFP market regulation clauses, evaluation matrices, and questionnaires, aiming to enable a fair comparison of proposals. Their advice also included best practices for apportioning costs related to power generation, bunkering, and common infrastructure.  Through these comprehensive services, K&M Advisors equipped the client with a thorough understanding of the various aspects of funding, partnership models, and commercial structures that were crucial for the project’s success. | KBR  Singapore | $48,000 |  |
| 1465 | November 2023 - 2024 | **Design of the Commercial Structure for a Clean Ammonia Project in Singapore**  K&M Advisors was engaged as the financial advisor by Hunton Andrews Kurth, with the responsibility of assisting the Government of El Salvador in the structuring and due diligence of two ports in El Salvador. Their role was to provide infrastructure advisory services for the potential investment and operations agreement concerning the expansion and redevelopment of the La Union and Acajutla ports. The project encompassed a range of crucial tasks:  The first task involved an initial review of relevant documents. K&M conducted a preliminary examination of all key documents related to the proposed port project, which were provided by the private developer. This included a comprehensive analysis of the project’s financial model, the proposed master plan for port development, the agreements suggested for the development and operation of the port facilities, and any additional pertinent documents.  Another significant aspect of K&M’s role was to review the financial model and prepare a detailed note based on this review. The focus was to assess the reasonableness of the key assumptions, calculations, and outcomes of the model. This process involved identifying potential gaps in the business case or financial model and highlighting any aspects that might be deemed unacceptable by the Government of El Salvador. The review covered various elements, including CAPEX and its schedule, OPEX, revenue projections, and major accounting and financial assumptions.  In addition to the financial aspects, K&M was also tasked with reviewing the master plan for port development. This review was guided by specific queries from the Government of El Salvador, with the aim of ensuring the plan aligned with the government’s objectives and requirements. The findings from this review were succinctly summarized in a note.  A crucial part of their advisory service included proposing Key Performance Indicators (KPIs) for Phase 0 and Phase 1 of the project. These KPIs, encompassing operational, technical, and financial indicators, were presented to the Government for confirmation. A detailed note describing these KPIs and the methods for measuring them was prepared.  Lastly, K&M’s expertise extended to advising on insurance matters related to the project. They provided insights into project risk, coverage levels, policy terms, pricing, and insurance solutions based on the needs of the Government of El Salvador. This advice was encapsulated in a document for ease of reference and implementation.  Through these comprehensive services, K&M Advisors supported the Government of El Salvador in the strategic development and enhancement of the La Union and Acajutla ports, thereby contributing to the overall success and viability of the project. | Hunton Andrews Kurth  El Salvador | Time & Material |  |
| 1466 | October 2023 – September 2024 | **Project Management Consultancy for HFO Power Plants in Yemen**  HSA (“OWNER”) decided to construct a new HFO-fueled power generation facility in Al-Hudaydah with a capacity of approximately 64 MW and to install two new HFO-fired engines and convert two existing engines to HFO at the Taiz Central Power Station (CPS) for a combined HFO-fired capacity of approximately 17 MW.  The major equipment at the Al-Hudaydah facility included four 12V51/60 engines with an electrical capacity of 12.26 MW each, two 6L51/60 engines with a capacity of 6.13 MW each, and one 9L27/38 engine with a capacity of 2.85 MW. The major equipment at the Taiz CPS included the installation of two 9L27/38 engines with a capacity of 2.85 MW each and the conversion of two 12V32/40 engines with a capacity of 5.45 MW each. MAN supplied the generation units, conversion technology, and parts under a contract with HSA. OWNER engaged third-party contractors to construct, erect, commission, and test the engines and balance of plant (BOP) systems, including the HFO storage tanks.  The project’s scope also included installing a Power Management System (PMS) to allow HSA to monitor the performance of power generation equipment installed at different factories from one central location.  OWNER asked the team of K&M Advisors to submit a proposal for PMC services. The following described the scope of services performed by K&M, which was primarily based on the Scope of Work document provided by OWNER when requesting a proposal for PMC services.  The scope of work performed by K&M as a PMC for this project covered assistance to HSA with new installations, engine conversions, and the PMS, and included, among others, design review and construction supervision for both major equipment (engines) and BOP equipment and systems such as HFO storage tanks and handling equipment, other auxiliary mechanical equipment and systems, electrical equipment and systems, instrumentation and controls, and buildings and structures. | Golden Oil ZFC (HSA Group) | $2,548,594 |  |
| 1467 | October 2023 | **Leading CWWA 2023 High Level Forum Session on CWUIC SP, Vulnerability of Caribbean Water Sector to Climate Change, and Innovative Financing**  The Inter-American Development Bank (IDB) retained K&M Advisors LLC to prepare and lead presentations on the impact of climate change on the water sector in the Caribbean, as well as challenges and way forward in governance and financing aspects. These presentations set the stage for discussions on how water utilities can act wisely in view of the climate change impact on their business—the CWUIC SP, a first-of-its-kind resilience facility, being one of the notable means available for them to consider, and deal with the sector´s challenges related to governance and financing. These presentations highlighted the state of knowledge regarding climate research as synthesized in the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC), including projections that the extreme weather events become more frequent and/or intense in all regions. These presentations were made at a session titled “Ministerial Roundtable 1: Water and Climate Related Disasters” as well as another one titled “Panel Discussion 1: Governance and Innovative Financing” at the 2023 CWWA conference’s High Level Forum held in October in Guyana. | IDB  Caribbean | $37,291 |  |
| 1468 | October 2023 – December 2023 | **SEPCO Fogging System Implementation Analysis and Request for Proposal Development**  Fogging System Analysis  SEPCO has indicated the power grid in Jordan has had difficulty covering peak loads observed during high-temperature periods. As a result, SEPCO has reviewed potential solutions for its Samra Power Plant to increase power plant generation during these peak periods.  SEPCO intent is to modify all seven gas turbines installed at the Samra Power Plant by installing a fogging system in the gas turbine inlet. This modification aims to increase plant power generation to help the power grid cover the peak loads during high-temperature periods. To evaluate the technical and commercial viability of the fogging system installation, SEPCO engaged K&M Advisors to review the design of generating units’ and auxiliary equipment and systems to evaluate their ability to support the increased power output during fogging system operation.  The purpose of this study is to:   * Verify whether existing auxiliary equipment of each of the phases is capable of supporting facility operation with the fogging systems, and * Determine the demineralized water demand required for the fogging system.   Fogging System RFP Development  Once the technical viability of implementing the fogging system has been confirmed, SEPCO will need to develop an RFP for suppliers to submit their proposal for design that meets the requirements of applicable standards and good engineering practice. K&M will develop the RFP documentation for suppliers to ensure that the design of the system is adequate and technically sound.  Fogging System Analysis  K&M developed GateCycle models of combined cycle plants to calculate heat and material balances for different ambient temperatures without and with the fogging system. For each combination of the ambient temperature and fogging system status, K&M developed a spreadsheet summarizing the system power output and power output increase, heat rate and heat rate change, fogging system evaporation rate/demineralized water requirements, and other steam and water impacting operation of HRSG, steam turbine, ACC, and other auxiliary equipment that could be impacted by the fogging system. To analyze the demineralized system requirements, K&M calculated the fogging system demineralized water requirements and the total daily demineralized water demand and compared it with the demineralized water system capacity. We evaluated whether there is a deficit of demineralized water with fogging system operation and suggested the required additional demineralized water system capacity.  Fogging System RFP Development  K&M will assist SEPCO in developing the fogging system RFP. The RFP document prepared by K&M will include instructions to bidders, functional technical specification including the scope of supply and services and general technical requirements, and forms to be submitted by bidders. It is expected that the draft supply contract will be prepared to be included in the RFP will be based on the standard SEPCO’s supply contract, so no draft contract preparation is included in K&M’s scope. SEPCO will provide K&M with any available technical and commercial information received to date from the prospective fogging system suppliers. | Samra Electric Power Company  Jordan | $28,000 |  |
| 1469 | December 2023 – May 2024 | **Panama CAF Infrastructure Assessment**  Before every change in government administrations of its client countries, CAF carries out a regulatory and performance assessment of the infrastructure sector. Ahead of the change in government to take place in Panama in July 2024, CAF contracted K&M Advisors LLC to carry out this assessment.  As part of CAF’s development of its country strategy for Panama, it contracted K&M to prepare the Infrastructure Regulatory and Sectoral Analysis Report for Panama. For each of the infrastructure sectors, this report assessed the performance, regulatory and institutional framework, level of private sector participation, impact on specific measures, and financing capacity and needs. The sectors assessed were water and sanitation, energy (including conventional generation, renewable energy, transmission, and distribution), transport (including roads, railroads, and the metro), logistics (including the Panama Canal, airports, and ports), and information, technology and communications. For this assessment, K&M’s team conducted interviews of government authorities and private companies, including the Secretariat of Energy, the Ministry of Public Works, The Panama Canal Authority, the Panama Metro, the Ministry of Environment, the national water utility (IDAAN), the national transmission company (ETESA), and COPA Airlines. As part of this assignment, K&M developed and implemented a tool to recommend a prioritization of CAF’s technical and financial support for the sectors, and projects within the sectors. | CAF  Panamá | 30,000 |  |
| 1470 | December 2023 -- January 2024 | **WEB Small Modular Reactor Pre-Feasibility Study**  This assignment aimed to conduct a preliminary study of the feasibility of a small modular reactor (SMR) to produce electricity for WEB.  K&M performed the following:   * Researched small modular reactor (SMR) use, which involved conversations with OEMs. * Identified and conducted calls with SMR providers in the region and collected information on CAPEX of various SMR configurations, OPEX including fuel and disposal costs, and operational constraints. * Identified SMR configurations applicable to Aruba. * Based on the role WEB Aruba expected an SMR to have in Aruba’s generation portfolio, K&M recommended one or more SMR configurations that could meet WEB Aruba’s needs. * Performed high-level regulatory, permitting, and fuel analysis.   + This included understanding any applicable international agreements or conventions that could apply to the project and assessing whether any legal or regulatory barriers posed fatal risks.   + Reviewed at a high level the environmental, health, and safety impacts of an SMR project in Aruba to understand potential effects and assess for fatal flaws.   + Examined options for sourcing enriched uranium and evaluated whether any fatal risks existed for Aruba to use these sources.   K&M also developed an Excel-based model to analyze the financial viability of an SMR reactor in the Aruba system. The model calculated the total kWh produced annually by the SMR, resource requirements (e.g., uranium, water), and the levelized cost of electricity (LCOE) generated by the SMR. K&M ran the model, analyzed the results, and determined whether or not SMRs were worth pursuing further.  If SMR technology was deemed to be worth pursuing, K&M developed a roadmap outlining all the activities and phases required to continue the development of an SMR plant. | Water en Energiebedriif Aruba (WEB)  Aruba | $53,000 |  |
| 1471 | December 2023 – January 2024 | **Wigton Financial Model Training, Jamaica**  WWF hired K&M to conduct a comprehensive training program for Wington on Financial Modeling for Renewable Energy (RE) Projects. This virtual training is designed to equip Wington with the skills to develop a financial model that aligns with the Caribbean Development Bank's (CDB) standards.  The training program devised by K&M for Wington, conducted over three days, included two parts, each focusing on different facets of financial modeling for Renewable Energy (RE) projects.  Part 1: Essentials of Financial Modeling for Renewable Energy Projects  In the first part of the training, spread over two sessions of four hours each, gained a practical understanding of the key elements in financial modeling for Renewable Energy (RE) projects. This part focused on calculating the levelized cost of electricity, a vital factor in assessing electricity production costs. Participants also learned about determining the mix of debt and equity needed for the project’s capital expenditures. Another critical area of focus is estimating the project’s annual electricity output and understanding how changes in key factors like debt costs and capacity factors affect the project. The sessions covered important financial indicators like the Internal Rate of Return and EBITDA margin. Participants engaged in modeling different stages of a project, including development and operation, calculating capital and operational expenditures, and projecting revenues. The training guided them through creating financial statements and calculating key figures like the project’s Internal Rate of Return and Net Present Value.  Part 2: Interactive Walkthrough of K&M’s Model for Wigton  The second part of the program, conducted in a four-hour session, offered a practical walkthrough of K&M’s financial model developed for a project in Wigton. This interactive session allowed participants to explore each module of the model, understand its purpose, and see how it works with real data sources. They learned how each module is calculated and how they interconnect within the model. A significant part of this session focused on how to use the model for sensitivity analysis, demonstrating how changes in assumptions can impact the project’s outcome. This practical approach aims to provide participants with hands-on experience in financial modeling, equipping them with the skills to develop robust financial models that adhere to the Caribbean Development Bank’s standards. This session is designed to be engaging and immersive, ensuring that participants can apply these skills effectively in their work. | Wigton Wind Farm | $64,00 |  |
| 1472 | January 2024 | **Design of the Commercial Structure for a Clean Ammonia Project in Singapore**  K&M was engaged by KBR on a time and materials basis to assist the Singapore government in finalizing the Request for Proposals (RFP) and its annexes for Phase 1 of the Clean Ammonia Project. As a subconsultant, K&M’s role was to provide expert advisory and modeling services specifically related to the commercial aspects of the RFP.  K&M reviewed the RfP and the commercial annexes and provided recommendations to the Government. | KBR  Singapore | TBD |  |
| 1473 | January 2024 – February 2024 | **Advising WSC regarding matter with AquaDesign, Bahamas**  The Water and Sewerage Corporation (WSC) is currently engaged in a series of agreements with Aqua Design for the provision of desalinated water across The Bahamas, underpinned by a Master Agreement. Of the seven contracts under this arrangement, three remain active, one is under extension, and three have expired.  K&M was hired by WSC to analyze four options available to WSC regarding the ownership and operation of the desalination plants managed under agreements with Aqua Design. Each option carried distinct operational and financial implications, which were analyzed to assist WSC in making an informed decision.  In this assignment, K&M was tasked with conducting a detailed financial analysis for the Water and Sewerage Corporation (WSC) concerning their consideration to take over the ownership and operation of seven desalinated water plants from Aqua Design. These plants are currently operated under a Build-Own-Operate (BOO) model, as per the contracts governed by a Master Agreement and individual sub-agreements.  K&M's role was to analyze the financial aspects of different options available to WSC for this transition. The objective was to provide a comprehensive financial perspective, including cost estimations and a strategic framework, to aid WSC in making an informed decision that aligns with a government directive. K&M's report includes an overview of the existing contracts, a detailed examination of potential options, foundational assumptions for financial calculations, and a comparative analysis of the costs associated with each option. This analysis is pivotal in guiding WSC through the financial considerations involved in potentially taking over these facilities, ensuring that any decisions are financially prudent and in line with governmental guidance. | The Water and Sewerage Corporation of The Bahamas | $20,000 |  |
| 1474 | February 2024 – April 2024 | **Support to Wigton on their Proposal to the OUR:**  K&M Advisors was hired by the Caribbean Development Bank (CDB) to provide expert consultancy services to Wigton Windfarm Limited (WWF) in its strategic application to the Office of Utilities Regulation (OUR). This collaboration aimed to support WWF’s case for the re-powering of its Phase-I equipment.  In this assignment, K&M was tasked with creating a detailed report for WWF, under the commission of the CDB, to support WWF’s re-powering proposal before the OUR. The report aimed to provide a robust argument for special consideration of WWF’s project, addressing OUR’s concerns about the proposed PPA price, efficiency gains, and the broader implications of the project’s approval. K&M’s role involved presenting market research to underscore the financial model and PPA pricing suggested by WWF, justifying the financial assumptions against market dynamics, and directly responding to the OUR’s feedback. Additionally, K&M proposed a structured methodology for the OUR to evaluate WWF’s and similar future re-powering projects, considering their strategic significance to the national energy landscape. This comprehensive approach was designed to facilitate understanding and alignment between WWF’s objectives and the OUR’s regulatory standards, paving the way for informed decision-making regarding the re-powering initiative. | Caribbean Development Bank (CBD)  Jamaica | $23,250 |  |
| 1475 | February 2024 – April 2025 | **Financial Modelling for Securing Funding for a Geothermal Project in Saint Kitts and Nevis:**  The Nevis Electricity Company Limited (NEVLEC) developed a 30 to 50 MW project to generate and transmit electricity in Saint Kitts and Nevis using the geothermal resources available in Nevis. The Government of St. Kitts and Nevis (GOSKN) approached the Saudi Fund for Development (SFD) for assistance in financing the project. To secure this financing, NEVLEC required an updated financial model that reflected the current project assumptions and conditions, which differed from those in the 2022 model developed with the assistance of K&M. This model also needed to be adjusted during negotiations with the SFD. NEVLEC hired K&M to assist in updating and refining the existing financial model, ensuring that it met the requirements to secure funding from the SFD and enable the development of the project.  In this assignment, K&M Advisors LLC was engaged to support NEVLEC in refining and updating its financial model to align with the funding requirements of the SFD. This involved a series of tasks to ensure the financial model accurately reflected the current status and details of the project, thereby aiding NEVLEC in securing the necessary funding. K&M’s responsibilities included reviewing the latest project information, updating the financial model to incorporate new capital expenditure and operational costs, and adjusting the financial terms. They also expanded the model to include new modules, ensuring it met NEVLEC’s needs and aligned with SFD’s funding criteria.  Additionally, K&M was responsible for presenting the results and conducting a sensitivity analysis to evaluate the financial model’s robustness. They also provided support to NEVLEC in its interactions with the SFD, including the preparation of reports and presentation materials to demonstrate the project’s financial viability and assist in negotiations and discussions with the fund. | Nevis Electricity Company Limited (NEVLEC)  Saint Kitts and Nevis | $30,000 |  |
| 1476 | February 2024 – March 2024 | **Aqualectra Temporary Power Cost Simulations:**  Aqualectra is facing increased load growth and has recently retired its gas turbine unit, GT2, making it difficult for Aqualectra to meet peak demand. As a result, Aqualectra is requesting proposals for temporary power solutions to meet the growing demand in 2024 and 2025. The contract for temporary power would last approximately two years, starting around May 2024. Aqualectra requested K&M’s commercial and technical advisory services to determine the least-cost configuration of capacity and electricity from the temporary power units generating assets and the CRU gas turbine.  K&M discussed the scenarios and sensitivities that would be most informative to analyze with Aqualectra. Using the agreed-upon scenarios, K&M adapted its existing generation and cost models for Aqualectra to perform the temporary power analysis. K&M ran and analyzed the models and presented the results, including the levelized cost of electricity (LCOE) of the temporary power scenarios, the recommended configuration of the temporary power, the hourly dispatch of the generation assets, and all assumptions used in the analysis. | Aqualectra  Curaçao | $24,900 |  |
| 1477 | March 2024 – May 2024 | **Yemen Ras Issa SEZ Master Plan**  HSA successfully expanded its portfolio of industrial operations in Taiz, Aden, Hudaydah, and Mukalla. However, this significant growth gradually led to inefficient and costly operations.  To address these issues, HSA planned to develop a special economic zone (SEZ) at the Ras Issa Peninsula (Ras Issa SEZ) to create an investor-friendly business environment and attract both domestic and foreign investors (FDI).  The main objective of this phase was to assist HSA in identifying the optimal location, within the boundaries of the Ras Issa SEZ, for a new industrial oil import and storage facility, an HFO import and storage facility, and an HFO power plant (the “Early Start Projects”).  K&M performed a high-level analysis of the 2014 master plan to determine the way forward. Specifically, the Consultant developed:   * The development concept (SEZ configuration, Floor Area Ratio, Processing/non-processing Area Concept, and net Saleable Area) based on HSA’s latest thinking regarding the SEZ’s mission and vision. * A master plan concept (access and connectivity, zoning, circulation, land use) based on the developed development concept. * A high-level (primary) infrastructure plan and development phasing (showing broad corridors for power supply, potable and gray water supply, wastewater collection and treatment, solid waste management) based on the updated master plan concept. * A validation of the location proposed for the power station (as shown in the figure), or identification of a more suitable alternative location. * A new high-level master plan that considered the portfolio of companies and their associated land uses to determine the most optimal location within the SEZ, in order to maximize efficiency and output.   The Consultant also conducted a preliminary conceptual study on the location and configuration of the proposed oil and HFO import storage terminal. | HSA Group  Yemen | $182,369 |  |
| 1478 | April 2024 – June 2024 | **BESS Technology Due Diligence CONFIDENTIAL**  K&M was engaged by a private investor to conduct technical and commercial due diligence on a company that manufactured fail-safe battery energy storage systems providing on-demand, affordable power for use in industrial, medical, commercial, municipal, and residential building applications (the “Company”). K&M’s work supported the private investor in making an informed decision on whether to invest in the Company.  As part of the project, K&M’s scope of work included:   * A technical assessment of the Company’s principal energy storage technology and products * A commercial assessment of the Company’s principal energy storage technology and products (considering applicable use cases and the commercial viability of those use cases in key target markets) * An assessment of growth potential * A competitor analysis * The identification of key risks associated with the Company’s technology and growth plan * The delivery of a due diligence report | Dorado Group **CONFIDENTIAL**  USA | $29,000 |  |
| 1479 | April 2024 – July 2024 | **Financial, Market, and Climate Analysis Regarding a Transition from Coal in Mauritius**  Biomass power generation was considered an attractive option for the Mauritian island grid because it offered dispatchable generation, utilized agricultural waste as fuel, and had lower emissions than fossil fuel technologies. The climate rationale to transition the Omnicane Independent Power Producer (IPP) to 100% biomass was even stronger, as it would displace CO₂-intensive coal generation with local or imported biomass generation.  Despite its benefits, biomass power generation projects were risky and potentially unpopular. One of the main risks was feedstock supply. Biomass supply could present significant seasonal variations, which, combined with storage limitations, could lead to supply-demand imbalances. Additionally, biomass supply experienced year-to-year variability due to fluctuations in crop yields or reductions in cultivated land. Biomass projects also had the potential to be controversial and attract local criticism.  IFC was aware of these risks and concerns surrounding biomass and the Omnicane project and therefore commissioned this high-level study to analyze the financial, economic, and climate implications of transitioning the Omnicane IPP to 100% biomass. The goal of the study was to use data and objective analysis to determine whether the transition represented a better economic and climate choice compared to continuing the current biomass-coal operation or investing in another dispatchable, low-emissions technology.  To support this work, K&M developed an LCOE model to estimate the cost and CO₂ emissions of the following generation scenarios:   * Existing plant – bagasse + coal * 100% biomass plant – local bagasse * 100% biomass plant – imported biomass * 100% biomass plant – mix of local bagasse and imported biomass * Each identified alternative technology   K&M also conducted sensitivity analyses using varying capacity factors of 55%, 70%, and 90%. | IFC, Mauritius | $86,020 |  |
| 1480 | April 2024 | **Review Solar PV Inverter Patent Portfolio**  Lagrerman Technology Venture was interested in acquiring a portfolio of patents related to the ability of solar PV inverters to provide voltage control and other ancillary services. K&M reviewed a portfolio of patents and prepared a memo, which analyzed the inventions, reviewed their current use by the industry, and identified the features that, in K&M’s opinion, made this invention innovative and unique.  K&M reviewed a portfolio of patents and prepared a memo, which analyzed the inventions, reviewed their current use by the industry, and identified the features that, in K&M’s opinion, made this invention innovative and unique. | Lagreman Technology Ventures  USA | $2,500 |  |
| 1481 | April 2024 | **Renewable Energy Procurement Capacity Building**  The U.S. Trade and Development Agency (USTDA) is sponsoring the Global Procurement Initiative: Interstate Clean Energy Procurement Program for India. This program consists of multiple activities a virtual workshop, which will train participants on clean energy procurement practices.  The workshops are designed to investigate how to integrate best-value determinations and international best practices in public procurement for India’s clean energy sector. The trainings will specifically explore value-based procurement mechanisms designed to achieve optimal results from public procurements in the energy sector using advanced value and quality-based procurement methods. The aim of the workshops is to improve technical capacity in developing technical specifications, utilizing life-cycle cost analysis (“LCCA”), and creating non-price criteria for evaluation factors. This Program will also provide a platform for cross-border knowledge sharing in the procurement of renewable energy.  K&M was engaged by the Business Council for International Understanding (BCIU) to develop and deliver USTDA-funded training sessions on international procurement best practices and practices to achieve value for money in the clean energy sector. K&M delivered two webinars listed below, including (i) preparation of presentation slide decks, (ii) development of responses for prospective Q&A, and (iii) conducting each webinar:   * Bidding Process for the Procurement of Power: This session discussed bidding process for the procurement of renewable energy in India, covering the regulatory framework and guidelines, power market structure, and modes of procurement, and comparison with examples in emerging markets. * Variable Renewable Energy Power Purchase Agreements: This session discussed overview of PPA for procurement, key obligations and clauses in PPA, and considerations for developing a bankable PPA for VRE and ESS projects. | Business Council for International Understanding (BCIU), funded by USTDA  India | $60,000 |  |
| 1482 | May 2024 – July 2024 | **Financial Modeling Services for Solar + BESS Lender’s Due Diligence**  CIFI has entered into a mandate agreement (the “Mandate”) with Zenith Energy Corp. S.R.L. (the “Company”) to provide certain financial advisory, structuring and arranging services with the objective of raising, on a best efforts basis, approximately US$105 million in senior debt (“the Financing”) to finance the construction, equipping and placing into operation of a solar plant of the Company to be located in Dominican Republic (the “Project”).  K&M was engaged by CIFI to perform financial due diligence for a 101 MW Solar PV plus 25 MW BESS Facility in the Dominican Republic.  K&M will develop and operate a Financial Model for this due diligence assignment in accordance with best practices based upon K&M’s extensive due diligence and development experience providing financial models for non or limited recourse financing. The Financial Model will have the appropriate level of detail, functionality, ease of use, and fit for purpose to effectively support an international project financing, with the following components:   * Income statement, balance sheet, cash flow statement * Comprehensive financial projections * Forecasts for key financial metrics such as revenue, expenses, profitability, cash flow, etc. * Debt sizing mechanism depending on the DSCR ratio * Sensitivity analysis to evaluate the impact of changes in key variables on financial outcomes. * Scenarios to assess different potential outcomes under varying conditions | CIFI Service, S.A.  Dominican Republic | $34,000 |  |
| 1483 | April 2024 - Ongoing | **GPA LNG Infrastructure Development**  Guam Power Authority (GPA) procured a 198 MW Ukudu combined cycle power plant on an IPP basis. The plant is expected to enter commercial operation in third quarter of 2025 and will initially operate on Ultra Low Sulfur Diesel. GPA intends to develop an LNG terminal to convert the Ukudu plant to operate on natural gas. K&M was retained as a lead consultant to assist GPA in conducting LNG terminal technical and commercial feasibility analysis, and, if proven feasible, to assist in procurement of the LNG terminal and negotiating as gas supply agreement.  Currently, K&M works on the Phase 1 of the project, which includes such tasks as estimating the LNG demand, analyzing source and delivery options, selecting the preferred site and configuration for the LNG terminal and developing terminal conceptual design and cost estimate. The scope of work also includes analysis of the possible business models, financial analysis, determining project feasibility and developing recommendations on whether to proceed with procurement of the LNG terminal. If GPA decides to proceed, K&M will assist GPA in procurement of the LNG terminal and LNG, negotiating a gas supply agreement, and overseeing work during the LNG terminal implementation. | Stanley Consultants | $255,920 |  |
| 1484 | May 2024 – May 2026 | **USTDA Africa50 Alliance for Green Infrastructure (AGIA) in Africa Definitional Mission**  K&M was engaged by the USTDA on a Definitional Mission (“DM”) to support its decision-making relative to the funding of activities to support the pipeline development for the Alliance for Green Infrastructure (“AGIA”) in sub-Saharan Africa. K&M shall identify and evaluate project opportunities and provide recommendations for AGIA and USTDA funding across the renewable energy, transport & logistics, water & sanitation, broadband & ICT infrastructure, health, urban & rural infrastructure sectors.  K&M shall provide Project Reports for up to ten discrete green infrastructure projects for funding consideration by members of the Project Preparation pillar of AGIA, including USTDA. Project selection and ultimate recommendations as laid out in the Project Reports will be for funding consideration by USTDA and Africa50 members dedicated to the AGIA initiative based on both USTDA and AGIA metrics.  As part of the project, K&M’s scope of work included:   * Conducting preliminary project analysis by identifying candidate projects via USTDA, Africa50/AGIA, outreach to key stakeholders and screening candidate projects according to USTDA and AGIA criteria, including climate resilience screening * Traveling to Africa50 headquarters for research and conducting visits to host countries to fill information gaps and meet with prospective project sponsors and key stakeholders. * Conducting detailed project analysis by prioritizing and recommending projects that are best fit for USTDA and Africa50/AGIA funding for development of full Project Reports * Preparing up to 10 draft Project Reports and Annexures for review by USTDA and Africa50/AGIA, including developing terms of references (TORs), project budgets, and task completion schedules. These reports will be finalized after incorporating feedback. * Preparing Final DM Report which conforms to USTDA’s requirements and consists of all the Project Reports. | US Trade and Development Agency  Sub-Saharan Africa | $497,260 |  |
| 1485 | April 2024 – July 2025 | **Knowledge Sharing of Best Practice Methodologies & Inputs for Determining Water Tariffs in Lima, Peru**  The IFC contracted K&M to advise SEDAPAL, the water utility responsible for providing water and sanitation to the cities of Lima and Callao, on its weighted-average cost of capital (WACC) and the tariff-setting regulations and models applicable to SEDAPAL.  K&M recommended the most appropriate WACC for SEDAPAL, including justifications and comparisons with alternative approaches used in other jurisdictions. K&M also proposed an approach for SEDAPAL to improve the outcomes of the tariff-setting regulation applied to it by the regulatory authority (SUNASS). | IFC, Peru | $65,000 |  |
| 1486 | July 2024 | **SEPCO Phase IV FW Pumps**  K&M understood that from the beginning of commercial operation, the Phase IV Add-on Combined Cycle feedwater pumps experienced high vibration issues, and that these issues were not fully resolved despite remedial measures undertaken by SEPCO3, the EPC Contractor, and SEPCO. Specifically, one of the pumps, Pump C, continued to experience high vibration.  On March 8, 2024, SEPCO issued a request for K&M to provide a quote for performing additional analysis of the feedwater pump operating issues and to provide recommendations on a path forward.  Task 1: Assessed Vibration Characteristics and Analyzed Vibration Data for Phase IV BFWP Motors  K&M analyzed the vibration characteristics and vibration data for the Phase IV BFWP motors that SEPCO observed during the commissioning and operation of the plant. The analysis consisted of a review of all relevant documentation and operating data for the BFWP motor and pump assembly as compared to applicable international standards for rotating equipment operation and OEM standards.  Task 2: Provided Recommendations to Resolve Underlying Issues and Mitigate Vibration-Related Levels and Concerns  Based on the information received and the analysis performed for Task 1, K&M provided recommendations for remedial actions or analyses that had not previously been implemented by SEPCO. These actions included running specific test scenarios for additional data points or requiring physical intervention.  Task 3: Offered Guidance on Necessary or Recommended Mechanical Measures to Live with the Current Situation of the Vibration Issue on Phase IV BFWP Motors  As it was determined that the vibration issues might not be fully resolvable, K&M provided recommendations for optimized plant operation configurations. For example, they advised operating Pump A on standby, limiting its operation to a maximum number of running hours per year, scheduling maintenance during gas turbine outages, conducting regular inspections of motor bearings, and implementing preventive bearing replacement strategies to reduce the risk of forced outages due to bearing failure.  Deliverable:  K&M prepared and submitted the Feedwater Pump Vibration Analysis and Operation Recommendation Report. | Samra Electric Power Company,  Jordan | $6.000 |  |
| 1487 | June 28, 2024 – September 30, 2024 | **Morocco LNG Import Terminal Technical Advisor**  The Government of Morocco intends to increase the country’s energy security by reducing its dependence on imports and diversifying its sources of natural gas imports. The Moroccan Ministry of the Energy Transisiton and Sustainable Development has contracted the International Finance Corporation (IFC) to assist in the design and tender of an LNG import and regasification terminal and related downstream infrastructure. This includes a sustainable LNG import terminal in the port of Nador West Med, a gas pipeline to connect the terminal to the Maghreb – Europe Gas Pipeline (GME) to the south (140km), and a gas pipeline to connect the industrial zone in Mohammedia to the GME to the west (220km). In May 2024, IFC retained Rogan Associates to provide engineering services related to the infrastructure design and feasibility studies for the LNG import terminal and pipeline project. Rogan Associates retained K&M Advisors LLC to review and comment on the feasibility study and related reports for the project.  In this assignment, K&M is responsible for:   * Reviewing and commenting on the inception report, draft final report, final report, and the technical inputs to the bidding documents. * Participating in calls with IFC as requested by the Client. | Rogan Associates,  Morocco | USD 12,600 |  |
| 1488 | May 2024 – June 2024 | **St. Maarten Temporary Power Procurement**  NV GEBE, the integrated Sint Maarten power utility responsible for generation, transmission, and distribution of electricity on the Dutch part of the island, experienced outages of several generating units, which created power shortages and required rolling blackouts on Sint Maarten. NV GEBE intended to resolve this issue in the near term by procuring 20 MW of emergency power and engaged K&M to prepare a Request for Proposal (RFP) for that procurement. K&M studied the power plant supply arrangements in Sint Maarten, assisted the client in selecting the project site, and developed an RFP, including instructions to bidders, an evaluation methodology, and technical specifications. These specifications included technical requirements and a detailed description of project interfaces. K&M was able to prepare for the RFP within two weeks of the project award.  NV GEBE experienced outages of several generating units, resulting in power shortages and necessitating rolling blackouts on Sint Maarten. To address the issue, NV GEBE planned to procure 20 MW of emergency power and engaged K&M for support. K&M analyzed the existing power plant supply arrangements, assisted NV GEBE in identifying and selecting a suitable project site, and prepared a complete RFP package. This included drafting instructions to bidders, establishing a clear evaluation methodology, and developing technical specifications that outlined technical requirements and project interfaces in detail. K&M successfully delivered the RFP within two weeks of receiving the project award. | GEBE, Sint Maarten | $255,920 |  |
| 1489 | June 2024 - 2024 | **Water Undertaking Phase 1**  The Government of Turks and Caicos was interested in improving the water sector in the Turks and Caicos Islands. This project included conducting a rapid diagnostic of the sector, holding a strategy workshop with key stakeholders, and preparing a strategic plan outline and an implementation roadmap tool for the next three to four years to achieve that aim.  Task 1: Conducted rapid diagnostic of the current situation of the water sector in TCI  The objective of this task was to conduct a rapid diagnostic of the water sector in the Turks and Caicos Islands. To initiate the work, K&M hosted a virtual call with key stakeholders in the TCIG with responsibility for water, during which the assignment’s objectives and the request for information were discussed. K&M reviewed financial, operational, and commercial data received from the water department and supplemented it with benchmarking from other Caribbean water utilities. The review included financial, operational, service quality, and coverage indicators, and considered sector-specific challenges and opportunities. This diagnostic informed the preliminary objectives and priority actions developed in Task 2.  Task 2: Identified preliminary objectives and priority actions for the Water Sector Strategic Plan  Based on the Task 1 findings, K&M identified preliminary objectives and priority actions for the Water Sector Strategic Plan. These covered topics such as organizational structure and strategy, financial and human capital management, commercial and technical issues, customer service, and the legal and regulatory framework in TCI.  Task 3: Proposed preliminary objectives and priority actions to TCIG  K&M hosted a virtual meeting with TCIG stakeholders to present and discuss the preliminary high-level objectives and proposed priority actions. Feedback from this meeting informed materials for the upcoming strategy workshop.  Task 4: Produced presentation to be used during the strategy workshop  Based on feedback from Task 3, K&M revised the proposed objectives and priority actions and produced a PowerPoint presentation for the strategy workshop. This presentation included a summary of the diagnostic results, high-level objectives for the next three to four years, proposed priority actions, and identified legal and regulatory reforms necessary to meet the proposed objectives.  Task 5: Led strategy workshop in TCI  K&M led a strategy workshop in Grand Turk to facilitate discussions around the proposed objectives, priority actions, and required reforms. The team arrived the day prior to conduct preparatory meetings with TCIG and other stakeholders. The outcomes of this workshop informed the strategic plan outline and implementation roadmap tool.  Task 6: Produced Water Sector Strategic Plan Outline and Implementation Roadmap Tool  Following the workshop, K&M finalized the Water Sector Strategic Plan Outline and developed the implementation roadmap tool. These documents captured the agreed high-level objectives, corresponding actions, required legal and regulatory reforms, and a timeline for developing | Turks and Caicos Islands Government, Turks & Caicos Islands | $29,450 |  |
| 1490 |  | **Aruba Offshore Wind Conceptual Study**  WEB contracted K&M to assist WEB in evaluating the feasibility of integrating Offshore Wind resources in Aruba.  In this assignment, K&M was responsible for researching offshore wind design considerations, identifying offshore wind siting and configurations viable for Aruba, and calculating the levelized cost of electricity (LCOE) of various offshore wind scenarios. The offshore wind design research covered topics such as siting considerations (including water depths, distance to shore, wind speeds, spacing, and shipping routes), substructure types, wind turbine sizing and transmission options, and estimated CAPEX and OPEX for key offshore wind components.  Based on these factors, K&M performed a high-level siting analysis for Aruba and developed cost estimates for wind farms of three sizes. The analysis included a discussion of the indicative Battery Energy Storage System (BESS) capacity that should be added to WEB’s grid to provide sufficient operating reserves for each scenario. Based on these results, K&M estimated the LCOE generated by each offshore wind/BESS scenario. K&M delivered its findings in a PowerPoint presentation to WEB staff. |  |  |  |
| 1491 |  |  |  |  |  |
| 1492 |  |  |  |  |  |
| 1493 | August 2024 - Ongoing | **Peru IFC SEDAPAL Business Plan**  The objective of this consultancy is to provide technical assistance and support to SEDAPAL in: (i) strengthening its corporate governance system to generate economic, financial, social, and environmental value for the company; (ii) recommending a roadmap with a proposal to improve the company’s corporate governance; (iii) accompanying the SEDAPAL team in charge of the definition of a Business Plan; and (iv) preparing the financial plan that allows it to achieve the established goals. In this assignment K&M is responsible for preparing: (i) A financial model with a 15-year projection period for SEDAPAL; and (ii) A financial plan, based on the financial model, with a short (five-year), medium (10-year), and long-term horizon. This financial plan will is the basis for a Business Plan for the company and is dynamic so that it can be used to prepare the Business Plan for the next five years. | IFC, Perú | $149,840 |  |
| 1494 | October 2024 - 2025 | **Caribbean Water Profiles**  The Caribbean Development Bank contracted Ms. Lindsay Burkhard, a Manager at K&M Advisors, to prepare water and wastewater sector profiles for selected BMCs of CDB, namely Belize, Dominica, Grenada, St. Lucia, St. Vincent and the Grenadines, Trinidad and Tobago, and the Turks and Caicos Islands.  The Caribbean Development Bank contracted Ms. Lindsay Burkhard, a Manager at K&M Advisors, to prepare water and wastewater sector profiles for selected BMCs of CDB, namely Belize, Dominica, Grenada, St. Lucia, St. Vincent and the Grenadines, Trinidad and Tobago, and the Turks and Caicos Islands. These profiles included key information on macroeconomic indicators, water resource management, and supply and demand in the sector. Furthermore, the profiles identified key stakeholders, provided an overview of the governance and regulatory framework, tariff regime, and the impact of climate change and climate projections. In close coordination with the CDB, Ms. Burkhard reviewed and updated the country profiles provided by CDB, liaised with CDB and country officials for data collection and validation, and prepared the final profiles with CDB’s Division of Communications and Corporate Affairs (DCCA). | Caribbean Development bank, Caribbean | $68,000 |  |
| 1495 | October 2024 - 2025 | **TCI Water Undertaking South Caicos Pre-feasibility**  The Government of Turks and Caicos was interested in improving the water sector in the Turks and Caicos Islands. K&M was engaged to conduct a rapid pre-feasibility for piped water supply in South Caicos and Salt Cay.  K&M conducted a rapid technical pre-feasibility of piped water supply in South Caicos and Salt Cay. This included preparing a demand forecast for Water Undertaking, the government department with responsibility for water supply in Grand Turk, Salt Cay, and South Caicos. K&M developed a financial and economic model for Water Undertaking to determine if transitioning to a piped water supply was realistic in South Caicos and Salt Cay. | Turks & Caicos Islands, Turks & Caicos Islands Government | $68,000 |  |
| 1496 | December 2024 – July 2025 | **Rev-Up 200 MW Solar PV BESS Feasibility Study**  Funded by a USTDA grant, Rev-Up Solar Ventures hired Bates White who subcontracted K&M to assist with a feasibility study for the proposed development and implementation of a 200 MW Solar PV + BESS power plant located in Solwezi, Zambia.  The U.S. Trade and Development Agency provided funding for a feasibility study grant to REV-UP Solar Ventures Zambia (REV-UP) to support the development of a large-scale solar power project in Zambia’s North-Western Province. The project will supply clean, stable electricity to Zambian industry and households and has the potential to provide power for two critical mineral mines in the Democratic Republic of the Congo.  The study will develop technical and financial recommendations to implement the power project, which will combine 200 megawatts of solar energy generation capacity with battery energy storage. Zambia currently faces a shortage of reliable electricity due to both increasing demand and reduced hydropower generation caused by declines in precipitation linked to climate change. This is USTDA’s second battery energy storage project in Zambia, following a feasibility study and pilot project in Zambia’s Sesheke District.  Task 1 – Kick-Off Meeting and Information Gathering: K&M will provide inputs to a work plan (“Work Plan”) for accomplishing the Tasks defined in the Terms of Reference (TOR). The Work Plan will be reviewed with the Client as part of the kick-off meeting (the “Kick-Off”). K&M will also assist the Client in collecting such information and provide inputs to the Inception Report, to be prepared after completion of Task 1. K&M will participate in the kick-off meeting, which will be combined with the site visit. Three members of the K&M team will travel to Zambia to attend the kick-off meeting. K&M will provide relevant inputs to the Inception Report and the Work Plan.  Task 2 – Preliminary Grid Connection Study and Preliminary Site Assessment: K&M will perform all work required by Task 2 in the Terms of Reference (TOR), including Preliminary Grid Connection Study (Sub-task 2a), Preliminary Site Assessment (Sub-task 2b), Site Solar Resource and PV Yield Analysis (Sub-task 2c), and Demand Analysis and Conceptual Design of Battery Energy Storage Value Proposition, Battery Dispatch Model, and System Sizing Sub-task 2d), as described in the TOR.  Task 3 – Regulatory Review, Legal Analyses, and Legal Document: K&M will perform Sub-tasks 3 a) Regulatory Process Document, and 3 b) Regulatory Compliance Matrix/Table, as described in the TOR.  Task 4 – Power Market Review: K&M will provide high-level consultation and assessment on commercialization options presented by Bates White.  Task 5 – Full Connection Study: K&M will perform Subtasks 5 a) Project Preliminary Design Information, and 5 b) Full Connection Studies, as described in the TOR.  Task 6 – Technical Site Assessment: K&M will perform topographical, geotechnical, and hydrological site studies. The geotechnical and hydrological studies will include 10 borings to provide indicative soil and other site information to prospective EPC contractors so that they can prepare their EPC proposals. EPC connectors are expected to be responsible for any additional site geotechnical and hydrological investigations that they may require during project implementation.  Task 7 – Technology Analysis and Basic Engineering and Project Technical Specifications: K&M will perform a technical analysis of the main equipment and basic engineering, including Sub-task 7 a) – Technology Analysis (Modules, Inverters, Battery Storage, Tracker, and other, and Sub-task 7 b) – Basic Engineering and Technical Specifications, as required by the TOR.  Task 8 – Financial Analysis: K&M will develop a financial model and prepare project capital and O&M cost estimates to be used as inputs for the financial model. Bates White will provide commercial assumptions to be used as inputs to the financial model.  Task 9 – Environmental and Social Impact Assessment: K&M will prepare the Environmental and Social Impact Assessment in sufficient detail to submit to ZEMA.  Task 10 – Development Impact Assessment: Task 10 will be performed by others without K&M’s participation.  Task 11 – U.S. Sources of Supply: K&M will develop a list of likely U.S. manufacturers and suppliers of equipment and U.S. service providers that can provide the goods and services required for the Project and other relevant information, as required by the TOR.  Task 12 – Implementation Plan: Task 12 will be performed by others without K&M’s participation.  Task 13: Final Report: K&M will provide inputs to the final report for sections related to the tasks in K&M’s scope. | Bates White – Prime Contractor  Rev-Up Solar Ventures (Grantee)  Zambia | USD 628,000 |  |
| 1497 | November 2024 - 2025 | **Dorado Power Supply to Data Centers**  Dorado Power, a subsidiary of the Dorado Group, actively pursued opportunities to acquire power generation assets to support data center operations in the United States. This effort included the identification and due diligence of emergency and vintage generation assets, the development of processes for re-installing these assets to provide sole-source power generation for a specific data center in Ohio, and conducting research and stakeholder outreach to navigate the permitting process and establish a timeline for operational readiness.  In this assignment, K&M’s scope included:   * Performing technical due diligence of potential generation assets to assess their condition and operational suitability * Performing financial due diligence of acquisition targets, including reviewing historic financial statements * Developing a pitchbook that detailed the investment opportunity for investor outreach * Conducting outreach and consultation with air permitting experts to understand the permitting process, including timelines, costs, and regulatory challenges | Dorado Power  United States | xx |  |
| 1498 | December 2024 – September 2025 | **Study on the enabling framework for private sector participation in battery energy storage systems (BESS) in Kenya**  K&M Advisors (“K&M”) was contracted by the World Bank for an assignment which aims to develop a comprehensive framework to facilitate private sector participation in Battery Energy Storage Systems (BESS) in Kenya (the “Study”), supporting the Government of Kenya (“GoK”) and the nation’s evolving energy landscape. Given Kenya's increased reliance on renewable energy sources—particularly geothermal, wind, and solar—the integration of utility-scale, grid-connected BESS is essential for addressing grid stability, managing excess energy during low demand, and enhancing the share of renewable power. As intermittent renewable energy capacity grows, it has introduced new challenges, such as the need for load balancing and ancillary services to ensure grid stability.  The objectives of this study are to establish a policy, legal, and regulatory framework to attract private investment in BESS, while also examining best practices from other countries. The study will identify gaps in the existing framework, explore financing and ownership models, and evaluate the risks and mitigation strategies relevant to private sector involvement in BESS. Additionally, it will provide capacity building to strengthen government and stakeholder knowledge on managing and implementing these frameworks effectively.  Through these efforts, the assignment aims to position BESS as a critical component of Kenya’s grid infrastructure, contributing to a more reliable, sustainable, and flexible power system in alignment with national green energy goals.  K&M’s scope of work includes the following:   * Review and analyze relevant literature on Kenya’s electricity power system * Review Kenya’s existing policy, legal and regulatory requirements for private sector participation on BESS * Benchmark with other relevant jurisdictions and identifying and assessing relevant gaps and improvements to strengthen * Develop policy, legal, regulatory and contractual framework for BESS development * Propose BESS revenue models (payment mechanism, tariff arrangements) and impacts * Conduct risk analysis to determine, assess, allocate and manage risks between public and private sectors * Set-up for PPP contractual arrangements * Carry out capacity building training | World Bank  Kenya | USD 300,000 |  |
| 1499 | December 2024 – September 2025 | **Assessment of the Conceptual Role and Economic Viability of Pumped Hydropower Storage in the Southern Africa Power Pool**  World Bank hired K&M to assess the conceptual role and economic viability of PHS in SAPP through identifying and quantifying the costs, benefits, and value that enhance energy security, climate resilience, and facilitate a low carbon transition in the region. Furthermore, this will be used to provide policy guidance to the Governments of the SAPP on PSH development.  K&M’s scope of work includes the following:   * Conduct literature review on PSH development globally and historically * Review IRPs/power system development plans, recent power system model studies and grid code, SAPP Plan * Conduct SAPP stakeholder (utilities and institutions) interviews * Connect relevant PSH benefits to specific SAPP needs or value prospects:   + Flexible energy services   + Interplay with VRE, considering climate zones and weather dependencies   + Enhancement of energy security   + Ancillary services   + Principles for economic analysis and best practices modeling framework * Provide conclusions on i) role and economic viability / value of PSH in SAPP markets and ii) policy and planning recommendations | World Bank  Southern Africa | USD 248,400 |  |
| 1500 | December 2024 – January 2025 | **Maintenance Cost Calculation Using RAV Study**  WEB was interested in estimating a prudent maintenance budget using WEB’s Replacement Asset Value (RAV) and a maintenance cost ratio (MCR).  Under this assignment, K&M was responsible for calculating the Replacement Asset Value (RAV) for WEB’s assets (using the CEPCI index and original asset price), conducting a literature review and market research to understand the industry-standard MCR, calculating WEB’s historic MCRs to analyze trends, and using the RAV and MCR to calculate the prudent maintenance budget for the upcoming year. K&M provided both this calculation and a report describing the methodology, sources, assumptions, and results, which could also serve as a guide for WEB to conduct these calculations in the future. | Water – En Energiebedrijf (WEB) Aruba  Aruba | USD 15,000 |  |
| 1501 | December 2024 – January 2025 | **Balance of Plant Scoping**  CUC engaged K&M to provide advisory services for developing a balance of plant (BOP) scope for the final dual fuel conversion for Engine Room 5.  Under this assignment, K&M reviewed the proposals submitted by MAN and BWSC for the dual-fuel conversion of Engine Room 5 and developed a final project scope and price (if applicable) to enable CUC to solicit bids. K&M began by reviewing MAN's proposal and their scope of services matrix, followed by an evaluation of the scope described in the BWSC proposal. K&M then developed a comprehensive list of systems and BOP (Balance of Plant) equipment items required for the conversion to gas. Next, K&M compared the BWSC proposed scope to MAN's scope matrix and the internally developed list to identify any gaps or additional work that might have been necessary. The team also reviewed the mechanical and technical specifications, provided detailed comments, and prepared a list of clarification questions for BWSC, MAN, and CUC as needed. Following this, K&M evaluated the responses to these clarifications and incorporated the findings into the scope matrix and, if required, into the total price proposed by BWSC. Finally, K&M prepared a detailed report summarizing the activities performed, presenting the final project scope and price (if applicable). This report provided CUC with the necessary information to solicit bids for the project and evaluate those bids against the indicative benchmark pricing. | Caribbean Utilities Company (CUC)  Cayman Islands | USD 10,000 |  |
| 1502 | December 17, 2024 – March 31, 2025 | **580 MW CCGT Studies**  NEPCO is developing a 580 MW gas-fired combined cycle power plant to be added to the Jordanian generation fleet and engaged K&M to perform technical studies to define the technical parameters of the plant. The scope of the studies includes the evaluation of the prospective project sites, selection of suitable gas turbine technologies, and unit sizes, analysis of possible combined cycle plant configuration and capacity ranges, selection of a preferred method for the gas turbine inlet air cooling, plant performance modeling, and estimating capital and operating costs and fuel and water demand.  K&M evaluated 8 prospective project sites and recommended the preferred site option. K&M also modeled the performance of the plant for all class E and F gas turbines available on the market from gas turbine suppliers for different plant temperatures in 2 x 1 and 3 x 1 1 configuration for site elevation and different ambient temperatures between zero and 40oC. Using the results of the modeling, K&M conducted an economic evaluation of different options and established the recommended capacity range and plant configuration, estimated capital and operating costs, and fuel and water demand. | NEPCO  Jordan | xxx |  |
| 1503 |  |  |  |  |  |
| 1504 |  |  |  |  |  |
| 1505 |  |  |  |  |  |
| 1506 |  |  |  |  |  |
| 1507 | March 2025 – March 2025 | **Aruba WEB Load Forecast**  WEB is interested in developing a load forecasting model that can predict WEB’s peak load and annual generation requirement between 2025 and 2029. The model should forecast electricity generation based on forecasts for key independent variables such as temperature, tourism arrivals, distributed generation, EV usage, and others agreed with WEB.  Under this assignment, K&M was responsible for collecting and validating historical data for Aruba, including hourly temperature, humidity, tourism arrivals, distributed solar PV additions, and others. K&M processed the data by cleaning missing values, aligning different time resolutions, and applying smoothing techniques. Using historical data, K&M analyzed the correlation between the dependent variable, Peak Load (MW), and each of the independent variables to determine which variables to include in the polynomial regression analysis. Based on the regression analysis, K&M developed the forecasting model, which can predict WEB’s peak load based on forecasted data for the period 2025 – 2029. K&M will provide this model as a workbook to WEB, which includes a user-friendly dashboard for data visualization and scenario analysis, as well as a user manual. | Water – En Energiebedrijf (WEB) Aruba  Aruba | $35,000 |  |
| 1508 |  |  |  |  |  |
| 1509 | April 2025 – October 2025 | **Private Sector Participation in Small Hydro Assessment in the Kyrgyz Republic**  K&M was contracted by the World Bank to work on an assignment that aims to review and update the status and progress of private sector participation in small hydropower development in the Kyrgyz Republic since 2017 (the “2017 Report”). This includes evaluating the legal and regulatory environment, actual project development, and identifying barriers to scale-up. The findings will help inform government policies, recommend actions to enhance private sector engagement, and assess how Development Finance Institutions such as the World Bank could support private sector participation in small hydropower project (“SHPP”) development.  The primary objectives of this Study are to (i) update the status and progress on private sector participation in the development of small hydropower in the Kyrgyz Republic since 2017, and (ii) based on such update and K&M’s assessment thereof, provide recommendations to overcome the barriers and challenges that small hydro development continues to face. K&M’s scope of work includes the following:   * Review and assess the current legal, regulatory, and policy framework for private sector participation in SHPP and then compare the results against the recommendations included in the 2017 Report, including assessment of financial incentives, administrative procedures, social and environmental regulations, and mechanisms for data availability and stakeholder coordination. * Carry out a detailed review and analysis of SHPPs that have been implemented since 2016 with private sector participation. * Review and update pipeline projects for SHPP, including (i) review the Kyrgyz Republic project implementation pipeline, (ii) update the project inventory that was included in the 2017 Report, (iii) conduct an updated analysis of the economics for SHPP projects in the Kyrgyz Republic, (iv) identify and rank up to 5 projects that are best positioned for implementation in the short to medium term, and (v) conduct a more detailed assessment for the top one to two ranked projects. * Identify key barriers and challenges to private sector participation in SHPP projects * Hold a one-day knowledge sharing workshop for stakeholders in the Kyrgyz Republic | World Bank  Kyrgyz Republic | USD 60,000 |  |
| 1510 |  |  |  |  |  |
| 1511 | May 2025 – June 2025 | **Colombia Buenaventura LNG Import Study**  PIO is developing the Regasificadora del Pacifico (RDP) – an LNG import terminal in Buenaventura, Colombia. The terminal includes a Floating Storage Unit (FSU) moored 6 kilometers offshore Buenaventura; a barge or Offshore Service Vessel (OSV) that transfers ISO containers filled at the FSU to shore; and cranes that transfer the ISO containers from the barge or OSV to trucks that will transport the ISO containers to a regasification facility in Buga where gas will be injected onto the TGI pipeline. The Client retained Astris Finance as its financial advisor to assist in raising the capital to finance the Project. The assignment's main objective is to analyze the LNG supply chain segment from loading LNG onto ISO containers aboard a barge or OSV to its delivery at the inlet of the regasification facility in Buga.  K&M was retained to estimate the following the optimal number of ISO containers, trucks, chassis trailers, stackers, and mobile cranes; the optimal size of the barge; and the operating cost (fuel, lube oil, tires, personnel, etc.) of the ISO logistics supply chain. Specifically, K&M will utilize its existing logistics model for onshore LNG transport and include modifications related to the barge transport from the FSU to the port. K&M will include a sensitivity analysis on variables such as diesel prices, useful life of the ISO containers, etc. A report with the results of the analysis and the Excel logistics model will be provided to the Client upon completion of the assignment. | Puertos, Inversiones y Obras (PIO)  Colombia | USD 20,000 |  |
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