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PROJECT PROPOSAL

APRIL 13<sup>TH</sup> 2016

**PROSPERITY PERU**

Think  
**BIG**



THINK BIG PARTNERSHIP

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PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

# “FCO Prosperity Fund 2016”

Project Title: Prosperity Fund- Peru- Implementer: “*Prosperity-Peru*”

## PROJECT PROPOSAL- PERU

Submitted by:

Greg Malpass

Aleksander Petrovich



**PROSPERITY PERU**

April 14<sup>th</sup> 2016

The British Embassy in Mexico City: [prosperityfund.latam@fco.gov.uk](mailto:prosperityfund.latam@fco.gov.uk)

copy: Mike Vidler, British Embassy in Lima: [michael.vidler@fco.gov.uk](mailto:michael.vidler@fco.gov.uk)



**PROJECT PROPOSAL (FULL BID)**

# THE THINK BIG PARTNERSHIP



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## ***PROSPERITY PERU*** **PROJECT PROPOSAL**

**April 14<sup>th</sup> 2016**





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7. COPY- THINK BIG PARTNERSHIP MANAGING PARTNERS AGREEMENT
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## PROJECT PROPOSAL (FULL BID)

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### COVERING LETTER EXECUTIVE SUMMARY



## THE THINK BIG PARTNERSHIP

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copy: Mike Vidler, The British Embassy in Lima: [michael.vidler@fco.gov.uk](mailto:michael.vidler@fco.gov.uk)

14<sup>th</sup> April 2016

Dear Sirs,

**CONFIDENTIAL – FULL BID PROPOSAL**

**Project Title: Prosperity Fund- Peru- Implementer: "Prosperity-Peru"**

It is with great pleasure that "The Think Big Partnership" submits its FULL BID/ PROJECT PROPOSAL for the Prosperity Fund – Peru 2016/2017. Attached Documents include: PROSPERITY PERU'S FULL BID PROPOSAL DOCUMENT (including FCO Project Proposal Form in PDF); THE FCO PROJECT PROPOSAL FORM (in WORD); AND A FULL ACTIVITY BASED BUDGET (2 Pages in EXCEL)

It is sincerely hoped that the Prosperity Fund Review Board will consider the submission in its entirety, including the FULL PROPOSAL PDF DOCUMENT as it contains important information relating to the bid, which is not included in the FCO PROPOSAL FORM. This includes: Background to the ACTIVITY BASED INITIATIVES, and a list of over 100 STAKEHOLDERS & POTENTIAL SPONSORS/PARTNERS contacted, their Profiles, and information and Profiles on the Managing Partners, and their PARTNERSHIP AGREEMENT and planned longer term activities in other areas of Business Development. All planned initiatives have a common theme of rallying interest of UK companies in taking part in helping Peru deliver transformational infrastructure change.

The Project is entitled "*Prosperity Peru*" and is the only Project currently targeted under a new Legal Partnership called The Think Big Partnership. It has been established specifically to focus initially on delivering the Objectives of the Prosperity Fund-Peru 2016/2017 contract, should the contract be awarded to The Think Big Partnership by the FCO.

The Managing Partners are two long term serving veterans of Peru and Infrastructure. *Greg Malpass* is a Civil Engineer and International Business Development Executive, UK citizen, resident of Spain, with over 30 years of association with Peru, including 4 years of secondment to the Department of Environment (DOE) 1995 and the Department of Trade & Industry (DTI) 1999-2001 as Export Promoter/ Trade Adviser to Peru and Infrastructure in Latin America. *Aleksander Petrovich* is an Attorney at Law, Peruvian national and US citizen, with practices in Peru, Spain and USA. Together with Peruvian Legal Partners Navarro *Sologuren, Paredes and Gray*, they represent a Peruvian Legal Team specialising in Public-Private Partnership (PPP) in infrastructure in Peru.

The *Prosperity Peru* Proposal is Comprehensive ("We have done our homework"); Committed ("We will relocate to Peru to see the Project through to sustainable Implementation, not offer One-Solution-Fits-All-Advice, and move onto the next market"); and Cautious ("We recognise that UK companies do not see Peru as a priority market, and tenacity and flexible budget planning will be a feature of Business Development").

This is *Prosperity Peru's* "3 C Strategy" to deliver the Project, and to mitigate any risk of witnessing other types of outcomes-"Chaos, Crisis or Confusion" the Project Plan has been set out in the attached Proposal Document, including its: Purpose/Objectives, Outputs, Budgeted Activities linked to Outputs, and recognition of Risks and need for Sustainability and Benefits to Stakeholders & Peru!

The Think BIG Partnership is a newly formed Business Development Partnership involved in Consultancy in Infrastructure, Export and Social & Economic Programmes.

Established in April 2016.



## PROJECT PROPOSAL (FULL BID)

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The overall Objectives set for the Project by the FCO are: improving business climate, competitiveness and operation of markets, and increasing the ability to tackle corruption and trade fairly and openly. The Outputs to help achieve this involve delivering structured; Advice, Mentoring and Business Development services and specific Activities including establishment of a PPP Forum and PPP Social Networking Platform on the internet, a visit of a leading UK Anti-Corruption Adviser, and plans for establishing a Government Priority Strategic Building Programme for Hospitals and Schools under a single centralised procurement unit, with Ministry of Finance/Sovereign Guarantee to work with UK Experts in PPP, Export Finance, and Health and Education Supply Chains, on PPP Projects.

Co-Funding has been widely solicited from potential Lead UK Partners interested in the long term development of Peruvian Infrastructure under PPP terms, but is not considered essential to deliver the *Prosperity Peru* Objectives above. The Think Big Partnership has also discussed with UKTI and other potential Partners/Stakeholders, the possibility of establishing a Major UK Company Grouping of British Expertise to match with local Peruvian component especially in PPPs, called the "British Infrastructure Group" (BIG). This planned future development would be complimentary to the *Prosperity Peru Project* in so far as both seek to encourage UK companies to seek out opportunities in Peru as a result of changes implemented, and could share costs of a Lima Support Office, BUT the Projects are completely separate, and any FCO Funding would be dedicated 100% to delivery of *Prosperity Peru's* Objectives under the Plan.

With, or without the benefit of Co-Funding support, the *Prosperity Peru* team will be dedicated to its cause, and progress will be monitored throughout by the FCO/British Embassy staff in Post in Lima, with frequent review meetings, and The Think Big Partnership seek to "Think Big in Peru" in terms of its impact on Peruvian Infrastructure, hopefully through a successful Contract Award and Project Implementation, and subsequent business thereafter.

Yours truly,

Greg Malpass / Aleksander Petrovich

#### Websites:

[www.thinkbigpartnership.com](http://www.thinkbigpartnership.com)  
[www.prosperityperu.com](http://www.prosperityperu.com)

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#### Attachments:

- PROSPERITY PERU FULL BID PROPOSAL DOCUMENT (including FCO Project Proposal Form in PDF)
- FCO PROJECT PROPOSAL FORM (in WORD)
- FULL ACTIVITY BASED BUDGET (2 Pages in EXCEL)

The Think Big Partnership is a newly formed Business Development Partnership involved in Consultancy in Infrastructure, Energy and Social & Economic Programmes.

Established in April 2016.



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

### PROJECT TITLE

*“Prosperity Peru”*

### PROGRAMME FUNDING

FCO Prosperity Fund

### PURPOSE

**“To help deliver transformational infrastructure change”**

### IMPLEMENTING AGENCY

The **“Think Big Partnership”** is a Legal **Partnership** between **Greg Malpass** [UK citizen] and **Aleksander Petrovich** [USA and Peruvian citizen] - **(Copy Attached in Appendix 7)** and will be trading as **“Prosperity Peru”** in Peru for the purposes of all business associated with the FCO Prosperity Fund-Peru. We are a new Partnership established to align with the Prosperity Fund Objectives of Openness, Sustainability, Opportunity & Reputation. We are very much about dedicating ourselves to a long term programme of influence in Peruvian Infrastructure and its processes. We have not bid for Funding from the FCO before, nor any other Agency in the past 3 years.

The **“Think Big Partnership”** has bases in London UK, Malaga Spain, Ft Lauderdale USA, and in Lima Peru [to be advised]. *Prosperity Peru’s* Operations will be based in Lima Peru. The Think Big Partnership also intends to set up a UK Business Grouping in 2017 creating a platform to match British expertise with local component called the **“British Infrastructure Group’s”**

***Prosperity Peru will not conduct any business directly for or on behalf of any of Think Big Partnership’s or the British Infrastructure Group’s clients, businesses or partners, and will be dedicated only to Prosperity Peru’s Objectives set out in this Proposal Bid Document.***

### Contact Details:

Greg Malpass, *Managing Partner*

Mobile Tel: +44 7850230692; E-Mail: [syler.bros@btinternet.com](mailto:syler.bros@btinternet.com)

Partnership Website: [www.thinkbigpartnership.com](http://www.thinkbigpartnership.com) .

Project Website: [www.prosperityperu.com](http://www.prosperityperu.com) [to be developed if contract award]



## PROJECT PROPOSAL (FULL BID)

### CONTEXT & NEED FOR PROJECT

*Prosperity Peru* is looking over time to make practical and high-impact interventions in Peru's infrastructure sectors through helping *solve* problems with Project Procurement & Implementation; *modernise* the way in which public infrastructure and services are delivered and become a *catalyst* for transformational changes via partnership with Peruvian Government Bodies and Strategic Peruvian Infrastructure Partners. The expected outputs/outcome will not just be research, analysis, and reports, but demonstrable measurable action via helping others implement processes of PPP via Joint Ventures to help deliver projects in Healthcare, Energy Efficiency, Infrastructure, and Education. A wide established UK Supply Chain will have opportunity to leverage their own commercial business interests in Peru as a consequence of the changes and cooperation, and help deliver long term sustainability through ongoing infrastructure investment and delivery. The United Kingdom has been a global leader in PPP for over 20 years and *Prosperity Peru's* partners and many UK consultants are experienced at assisting governments to build their PPP strategy, structuring projects to international standards, and ensuring optimum value for money and high standards of service delivery. The final Outcome should be enhanced infrastructure and sustainable investment and development, benefiting all Peruvian Stakeholders and the wider population in energy efficient infrastructure, schools and hospitals, making the UK the "Partner of Choice" and providing further justification for the UK to fund this project. It is anticipated that projects can be expanded into or set the context for larger-scale multi-year Prosperity Fund programmes in years to come.

### SHORT PROJECT SUMMARY

*Prosperity Peru's* priorities, through interaction with Government and Industry, are on improving the business climate, competitiveness and operation of markets, and increasing the ability of partner companies to tackle corruption and trade fairly and openly. This will be achieved/ delivered via outputs involving the offer of structured: **PRACTICAL ADVICE > MENTORING > and BUSINESS DEVELOPMENT, involving day-to-day contact and interaction with Stakeholders. As well as contributing in humanitarian sectors of health, energy efficiency and education,** *Prosperity Peru* expects these initiatives to create opportunities for UK companies, in Public Private Partnerships, UK Export Financed Projects, Support Services and Facilities Management. Close cooperation, and joint venture initiatives and promotional programmes will help spread a doctrine of anti-corruption, increase transparency and governance, and reduce bureaucracy, and improve procurement (via participation in PPPs). *Prosperity Peru* will be a catalyst for an "action led" initiative across a wide range of Peruvian Infrastructure Sectors, Projects, and new business lines and practices, involving Government Bodies and Private Companies- in the spirit of a truly Public Private initiative itself. To ensure *Prosperity Peru's* mission is implemented to make a difference for years to come, its two Managing Partners will relocate to Peru and manage a series of focused Activity Based Initiatives/Outputs (listed below); to ensure follow-up, and not manage the project remotely from the UK.



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### COST

<b>FY 16/17</b>	
<b>TOTAL cost of the Project</b>	<b>£250,000</b>
<b>Cost to FCO</b>	<b>£100,000</b>
<b>Cost to Co-Funders/ Project</b>	<b>£150,000</b>
<b>Cost Savings</b>	
<b>FY 17/18</b>	
<b>TOTAL cost of the Project</b>	<b>£250,000</b>
<b>Cost to FCO</b>	<b>£100,000</b>
<b>Cost to Co-Funders/ Project</b>	<b>£150,000</b>
<b>Cost Savings</b>	

### CO-FUNDING

Co-funding for this Project has been sought from other Donors, including Large British Companies already established in Peru, who could act as “Project Sponsors” but have no commercial interest in the Target Sectors of Health, Education, Infrastructure and Energy Efficiency; and Potential “Lead Partners” who are active in all sectors. Lead Partners and Specialist Service Providers have also been canvassed to offer free services to the Project “in-kind”. A list of Companies Contacted is provided in Appendix 3.

If after 6 Months, the “British Infrastructure Group” (see Appendix 11) is established with Membership, it is expected that the Funding of this Group will also make up any Shortfall in Co-Funding.

Companies who have expressed interest in being involved in the *Prosperity Peru* Project, without commitment to any Co-Funding at Bid Stage, but possible heavily discounted Fee Charges and/or “in-kind” services, include:

- **NPG ABOGADOS, PPP Lawyers, Peru [MOU signed]**
- **TECHXB, “Social Networking for Business/PPPs” Developers, UK [visit planned]**
- **CONCITOR, UK Export Finance , Project Finance and PPPs Experts, UK [visit planned]**
- **ALTRA CAPITAL, Global Advisers to PPPs, UK [On-going Liaison]**
- **GOVRISK, International Governance & Risk Advisers to Governments on Governance &**



## PROJECT PROPOSAL (FULL BID)

### Anti-Corruption Practice, UK [fee expectation not confirmed]

Companies who have expressed possible interest in being involved in the Project at some stage in the future (Start 2017) subject to No Conflict of Interest with any current business in Peru, include:

- **CARILLION Plc, Contractor, Investor and Service Provider to PPPs across all target sectors, UK**
- **ARUP, Lead Technical Adviser to PPPs Globally, UK**
- **CURRIE & BROWN, Lead Cost Consulting Advisers to PPPs in Latin America, UK**
- **DOPLA GROUP, IT Consultants and Developers of Database driven Websites, UK**

### SUBCONTRACTING AGENCIES

Any Free or Discounted Services / Roles will be Agreed with the companies listed, and/or possibly other Service Providers, only after Contract Award. Where necessary, and if services are paid for, services will be negotiated or tendered for, according to **FCO Grant Contract Procurement Procedures, Annex C**, (See Appendix 10). The Costs of Expert Visits are based on Re-imbusement of Travel & Accommodation costs, plus a Nominal Fee Contribution of £1,000 per 5 day visit per person.

- **NPG ABOGADOS, PPP Legal Services (+/or Other)**
- **TECHXB, Business Social Media Expert Visit and Creation of PPP Platform (+/or Other)**
- **CONCITOR, UK Export Finance/ PPP Expert Visit (+/or Other)**
- **ALTRA CAPITAL, Advice to Stakeholders on PPPs (+/or Other)**
- **GOVRISK, Governance & Anti-Corruption Expert Visit (+/or Other)**
- **T.B.A. (Healthcare & Education Sector Expert Visits)**
- **DOPLA GROUP, IT Services to Development of Exporters Database Websites (+/or Other)**

**Note:** If Co-Funding is not Secured/Provided, Savings to the Lima Office Budget, and reductions in Managing Partners Fees will be made accordingly, and/or Aleksander Petrovich will be deployed of on other Projects after December 31<sup>st</sup> 2016, to make up any shortfall in Funding. If no Co-Funding is secured within 6 months, the Lima Office will be closed, and Managing Partners will conduct all *Prosperity Peru* business from home bases in Lima. It is not envisaged that the Objectives of the *Prosperity Peru* Project will be affected by the closure of the Lima office and loss of Support Staff, but if interest is high, and Co-Funding available from Partners (and possibly the British Infrastructure Group), the Profile that the Office would afford is justified in the Overall Business Development Budgeting. **The FCO Budget of £100,000 will be dedicated 100% to *Prosperity Peru* Project business, and none of this funding will be used for servicing any other business/ clients.**





## PROJECT PROPOSAL (FULL BID)

### TIMING

Planned Start Date	July 1 <sup>st</sup> 2016
Planned Completion Date	June 30 <sup>th</sup> 2017

**ACTIVITY BASED BUDGET** (Please see attached APPENDIX 2)

**BACKGROUND TO ACTIVITY BASED INITIATIVES** (as underlined below)

#### 1. PPP FORUM

“Establish a PPP FORUM and Social Networking Platform to get together and engage Stakeholders.”

##### GETTING PPP STAKEHOLDERS TOGETHER

One of the key principles behind PPP is that they transform Government departments from being owners and operators of assets into regulators and purchasers of services from the private sector. This has important implications and often requires work culture and mind-set *change*; altered work ethics and new corporate governance models. The key is private capital at risk which encourages innovation and new solutions. *Prosperity Peru* will Make Representations to all Peruvian Stakeholders, and Solicit Interest of Specialist UK Sector Partners and canvass them to join a Peruvian PPP Forum. The *Prosperity Peru* Website Development will include the establishment of a Peruvian PPP Social Networking Platform for all Stakeholders to join and share knowledge, news, and best practice, including spreading a doctrine of Anti-Corruption Initiatives. A Business Social Media Expert Visit will be mobilised to liaise with Stakeholders and implement via advanced internet applications a PPP Social Networking Platform. Other Specific Planned Activity Based Initiatives/ Outputs to achieve the planned changes and enhancements will include:

#### 2. ADVICE/ MENTORING

“Advise & Mentoring Government Bodies on Transparency Issues/ Competitiveness & Operations/ and Anti-Corruption Initiatives & Best Practice”

### TRANSPARENCY INITIATIVES:

#### GOVERNMENT LOBBYING

- ▲ to Promote “Public Sector Equity Participation”, as well as Private Equity, in SPVs, to enable greater cohesion and project transparency and accountability for project delivery and operation as the public sector will receive performance information about the project



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through membership of the project board.

- ✧ for introduction of a **“PPP Business Case Approval Tracker”** to achieve a greater transparency of the Government’s approval process for the Private Sector, which will provide a status update of PPP projects in procurement progress through the approval process.

### COMPETITIVENESS & OPERATION:

#### GOVERNMENT LOBBYING

- ✧ for introduction of **“A Five Year Capabilities Plan”** for the relevant parts of Peru's Civil Service to identify which skills and capabilities are in deficit and how these gaps will be filled.
- for establishment of a **“Major Projects Leadership Academy”** to train senior leaders in the delivery of major projects. In future it is hoped only project leaders who have successfully completed the programme, once established, would be able to lead a major government project. Capacity building will be encouraged, specifically around developing financing options (eg. PPP) and Programme Management expertise for major infrastructure projects in PPP Private-Public initiatives
- ✧ for establishment of Ministry level humanitarian sector (Health & Education) initiatives for developing **“Government Priority Building Programmes”**, in Strategic Hospitals and Schools Development under PPP and/or UKEF arrangements, under a single centralised procurement unit, with ministry of Finance/Sovereign Guarantees. A UK Export Finance Expert Visit and specialist in Project Finance will be mobilised to help explore financing options and strategies for specific project(s) and project developer(s), and subsequent UK Sector Experts in Health & Education Visits once plans for Building Programmes are developed, and the full range of available UK Support Services to the programmes established (see Business Development below)

### ANTI-CORRUPTION INITIATIVES:

Throughout 2015, the Government Acquisitions Supervising Organism (OSCE ) re-launched 8 offices country-wide in order to fight corruption in public acquisitions. This initiative is at the heart of making Peru an attractive sustainable market for investment and stable PPPs, and will be a core focus and message of all Prosperity Peru initiatives, via advice, mentoring, and business development activity. The focus will be personal involvement of the Managing Partners to help deliver the Prosperity Fund Objectives- and increase the ability of partner companies in Peru to control corruption themselves.

- A **GOVERNANCE & ANTI CORRUPTION PROTOCOL** will be set-up/ developed and shared, via





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social networking and mentoring, including, but not limited to the guidelines of the UK Bribery & Corruption Act with support of an **Anti-Corruption UK Specialist Visit** to present to Peruvian Stakeholders. *Prosperity Peru* will build a reputation for representing the promotion of Opportunity, based on Openness and Fairness; particularly via Public Private Partnerships PPPs in the infrastructure, education, health and justice sectors; BUT also support Government initiative which promote:

- Competitive markets and competition policies (e.g. tackling Collusion in Public Procurement)
- A High-Level Reporting Mechanism (HLRM) for Accusations of Corruption and Bribery
- Fraud risk management initiatives for legislation
- Support the development of anti-bribery/corruption legislation (promoting UK Anti-Bribery Act) and the ability to prosecute those crimes
- Enhanced Transparency, particularly in the extractive industries
- Generation of fiscal regulations for competitive markets.
- Infrastructure and technology for economic growth and enhance competitiveness and development transformation
- Policy or programmes that make private sector and academia work together in Technology Transfer and Property Rights
- 

The **PPP Forum Social Network Platform/Blog** will be used to promote, publicise and debate many of the proposed Government Led issues above, and engender generic anti-corruption doctrine and longer term major strategic tasks facing Stakeholders in the Private sector, and bring the two together in a **PPP Forum Anti-Corruption Drive** to:

### PROMOTE ANTI-CORRUPTION (Government- All Sectors)

- help government to become more accountable, more responsive to people's needs, and more transparent in their use of public funds
- support governance structures that foster stability and help prevent violent conflict
- assist government to improve management, public administration and performance of ministries and executive agencies, making improvements in systems, skills, organisational structures and incentives
- equip local leaders with the skills necessary to manage strong, well-run institutions
- work with civil society and the media to engage in dialogue on governance issues and advocate for change
- design and implement complex anti-corruption programs, including those that strengthen independent anti-corruption bodies and help citizens to fight corruption
- monitor and evaluate the impact of governance and anti-corruption programs

### PROMOTE ANTI-CORRUPTION (Health Sector)

- ⚡ build health sector capacity for sustainable change
- ⚡ support governments to strengthen health systems through the management of health



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- financing and health workforce planning
- ⤴ strengthen the quality of and access to primary health care services by providing training to midwives and health workers
- ⤴ provide health governance and anti-corruption frameworks for health policy makers
- ⤴ support government to effectively manage national, local and donor health resources
- ⤴ implement social change programs to lead to improved health outcomes
- ⤴ help to scale up successful pilot health care programs
- ⤴ monitor and evaluate the impact of health programs

### ANTI-CORRUPTION (Education Sector)

- ⤴ work with governments to design and implement educational policy and improve education administration
- ⤴ improve learning, helping more children go to school, and helping girls stay in school
- ⤴ research the best ways to improve access to, and the quality of, education.
- ⤴ provide long- and short-term professional development opportunities through scholarship programs
- ⤴ help to bring successful education pilot programs to scale
- ⤴ monitor and evaluate the impact of education programs

### 3. BUSINESS DEVELOPMENT

#### “Getting Projects Financed Developed & Populated by UK Major Companies and Supply Chain, and related Business Development”

##### COUNTRY VISITS & NETWORKING

- ⤴ **UK Export Finance Expert Visit** and specialist in Project Finance will be mobilised to help explore financing options and strategies for specific project(s) and project developer(s), and the potential role of UK Export Finance within PPP Funding Structures.
- ⤴ **UK Sector Experts in Health & Education Visits** will be organised once plans for Building Programmes are developed with Ministries/ Proinversion, and the full range of available UK Support Services Supply Chain to the programmes established.
- ⤴ **UK Suppliers Database** may be developed for the Key Sectors by a Specialist Database Website Designer, should Projects and UK involvement materialise in Health, Energy, Infrastructure, & Education PPPs or Other Government Procured Projects.
- ⤴ **“British Infrastructure Group”** will be set up in January 2017, Subject To Demand, in parallel to, and complementary to, the Business Development Role of *Prosperity Peru*, in helping UK companies seek commercial opportunity from the changes being implemented in PPP and Government procurement in Health, Education, Energy Efficiency and Infrastructure-. It is hoped that a new Concept of a Business Development Consortium of UK Majors acting as a “British Infrastructure Group” (*B.I.G.*) in terms of Business Development will be developed with interested parties over time, adding to the “Sustainability” of the *Prosperity Peru*



## PROJECT PROPOSAL (FULL BID)

Project.. The Mission of a future BIG Business Development Team will be:

*BIG OBJECTIVE – “ESTABLISHMENT OF A GROUP OF LEADING UK PARTNERS INTERESTED IN JOINTLY AND INDIVIDUALLY DEVELOPING BUSINESS IN PERU RELATED TO PUBLIC PRIVATE PARTNERSHIPS, UK EXPORT FINANCED PROJECTS, DEVELOPMENT OF SUPPORT SERVICES AND FACILITIES MANAGEMENT BUSINESSES, AND INVESTMENT IN AND WITH LOCAL PARTNERSHIPS, ON NON EXCLUSIVE TERMS, TO HELP DELIVER IN THE LONG TERM TRANSFORMATIONAL INFRASTRUCTURE CHANGES IN THE COUNTRY, AND IMPROVE THE BUSINESS CLIMATE, COMPETITIVENESS AND OPERATION OF MARKETS IN INFRASTRUCTURE, AND PARTICULARLY HUMANITARIAN SECTORS OF HEALTH, EDUCATION AND SANITATION IN PERU”*

**ACTIVITY BASED BUDGET (Please see attached APPENDIX 2)**

**The Budget is also attached in a separate Excel Spreadsheet File to this document.**

Note: Lima Office will only be maintained in 2017, if Co-Funding is secured during the first 6 months of the Project. Savings of £5,800 pcm will be made from the Lima Office/ Partners Fees Budget from July 1<sup>st</sup>- December 31<sup>st</sup>, 2016, if Co-Funding is not secured, after Contract Award.







DISBURSEMENT OF LIMA OFFICE RESOURCES/ EXPERT VISITS/ ONE-OFF COSTS



PROJECT PROPOSAL (FULL BID)



Activity	One-Off Costs	July	August	September	October	November	December	January	February	March	April	May	June	
<b>DEPLOYMENT OF LIMA OFFICE RESOURCES</b>														
<b>1. PPP FORUM</b>														
<b>GETTING PPP STAKEHOLDERS TOGETHER</b>														
1	Make Representations												0	
2	Liaise with Stakeholders												0	
3	Solicit Interest of Specialist UK Sector Partners												0	
4	Set up Website & Development												0	
5	Create PPP Social Networking Platform		1000										1000	
6	Business Social Media Expert Visit		2125										2125	
<b>2. ADVICE</b>														
<b>TRANSPARENCY INITIATIVES:</b>														
<b>GOVERNMENT LOBBYING</b>														
7	"Public Sector SPV Equity Participation"												0	
8	"PPP Business Case Approval Tracker"												0	
<b>COMPETITIVENESS &amp; OPERATION:</b>														
<b>GOVERNMENT LOBBYING</b>														
9	"A Five Year Capabilities Plan"												0	
10	"A Major Projects Leadership Academy												0	
11	"Government Priority Building Programmes"												0	
<b>ANTI-CORRUPTION INITIATIVES:</b>														
<b>A GOVERNANCE &amp; ANTI-CORRUPTION PROTOCOL</b>														
12	Anti-Corruption UK Specialist Visit				2125								2125	
13	PPP Forum Social Network Platform / Blog												0	
<b>3. BUSINESS DEVELOPMENT</b>														
<b>COUNTRY VISITS &amp; NETWORKING</b>														
14	UK Export Finance Expert Visit					2125							2125	
15	UK Export Finance Expert Visits x 2					4250							4250	
16	UK Suppliers Database					2000						1000	2000	
17	Set up a "British Infrastructure Group"												0	
Total			15806	20289	20289	20289	20289	20289	20289	20289	20289	20289	20289	235175
Total LIMA Running Costs		16480	18931	20289	22414	22414	24539	20289	20289	20289	20289	21289	21289	248800
Total Monthly Expenditure		5800	5800	5800	5800	5800	5800	19000	19000	19000	19000	19000	19000	148800
Co-Funded +/- OR Savings		10680	13131	14489	16614	16614	18739	1289	1289	1289	1289	2289	2289	100000
FCO Funded														

Possible Lima Office Closure



FCO Prosperity Fund

## PROJECT PROPOSAL (FULL BID)

### PROJECT PLAN

**PURPOSE/ OBJECTIVE:** “To help deliver transformational infrastructure change in Peru, particularly via PPP”

<p><b>Project Plan</b>            Based on the information provided in the Summary, use the table below to set out the Purpose, Outputs and Activities to be delivered. Give the Indicator(s) for the Purpose and each Output, along with the Baseline information, what the target to be reached is, and when it will be delivered by, along with milestones (checkpoints) at which progress will be measured.            This will allow you to monitor and measure progress throughout the Project, and provide clear evidence of the Project's success</p> <p><i>Indicator = what will be measured (eg the number of people who will be trained; the increase in positive perceptions of an issue)</i>  <i>Baseline = the current status (eg no training exists; current perceptions are x% positive)</i>  <i>Sources = where will the information on the baseline data and targets come from (eg data from research carried out by the implementer; open source data)</i>  <i>Milestones = the key points at which progress will be tracked (can be specific dates/events or the regular quarterly reports – but provide indicative dates for the latter)</i>  <i>Target = what the project will deliver (eg 100 people trained; 50% increase in positive perceptions)</i>  <i>Date = the date by which it will be delivered</i></p>			
<p><b>Purpose/Objective: To strengthen the capacity of Country's ability to Procure &amp; Implement PPPs.</b></p>			
Indicator(s)	Baseline	Sources	Milestones
Changes in Quality/Quantity of PPP Project Procurements being Successfully Secured	Proinversion has a list of over 25 PPPs yet to be let exceeding \$7.65bn	Government Ministries and Proinversion	New Government in place and Approval for Proinversion to proceed with Project Procurement
<p><b>Output 1: Establish a PPP FORUM and Social Networking Platform to get together and engage Stakeholders</b></p>			
Indicator(s)	Baseline	Sources	Milestones
Number of individual Stakeholders signed up to PPP Forum/ Social Networking Website.	0	Stakeholder Research by Implementing Agency ( see Appendix 3 of Attached PDF Proposal Document)	Establishment of PPP Forum Website/ Social Networking Platform on-line by Implementing Agency.
Activities linked to Output 1	<ol style="list-style-type: none"> <li>1. Make Representations</li> <li>2. Liaise with Stakeholders</li> <li>3. Solicit interest of Specialist UK Sector Partners</li> <li>4. Set up Website &amp; Development</li> <li>5. Create PPP Social Networking Platform</li> <li>6. Business Social Media Expert Visit</li> </ol>		
			Target & Date
			At least \$4bn of Project let by July 2017
			Target & Date
			Over 100 Participants/ Members by July 2017



**PROJECT PROPOSAL (FULL BID)**

<b>Output 2: Advise &amp; Mentor Government Bodies on Transparency Issues/ Competitiveness &amp; Operations/ and Anti-Corruption Initiatives &amp; Best Practice</b>				
Indicator(s)	Baseline	Sources	Milestones	Target & Date
Government Changes in Knowledge of Administration of PPPs and Demonstrable Action in Reforms	Current Focus on Concession Model, not PPP, and poor quality PPP Contracts being let without Transparency	Implementing Agency Lobbying to Government Ministries and <del>Provision</del>	New PPP Contract Forms, Improved Leadership, Project Award Tracking & Anti-Corruption Policy- all in place.	New Project Regime and Code of Conduct Policies in place and being implemented by July 2017
Activities linked to Output 2.	<ol style="list-style-type: none"> <li>Public Sector SPV Equity Participation</li> <li>PPP Business Case Approval Tracker</li> <li>A Five Year Capabilities Plan</li> <li>A Major Projects Leadership Academy</li> <li>Government Priority Building Programmes</li> <li>Anti-Corruption UK Specialist Visit</li> <li>PPP Forum Social Network Platform/ Blog Mgmt.</li> </ol>			
<b>Output 3: PPP- Getting Projects Financed Developed &amp; Populated by UK Major Companies and Supply Chain, and related Business Development</b>				
Indicator(s)	Baseline	Sources	Milestones	Target & Date
Getting UK Experts to Peru in Finance, Health, Education, Ant-Corruption and Social Networking/ Database Websites & IT; and getting the interest of a few Major UK Companies in Peruvian PPPs	low	Research and Implementation by Implementing Agency	Getting a first Team together and Project off the ground	At least 2 Major UK Partners committed to Peru PPPs and related Specialist Sector Providers and Supply Chain companies, and one PPP let to a UK Consortium by July 2017
Activities linked to Output 3	UK Export Finance Expert Visit UK Sector Experts in Health & Education Visits x 2 UK Suppliers Database Set up a "British Infrastructure Group"			





## PROJECT PROPOSAL (FULL BID)

### SUSTAINABILITY

The “Sustainability Objective” for the project dovetails with the Overall Purpose of helping with “transformational infrastructural change” in Peruvian Infrastructure. The Overall Objectives are to support the processes of economic development, by helping implement real action and projects, under normal business and commercial arrangements, in PPP and UKEF, including transparent financed transactions in programme management, design, construction, operation, maintenance and facilities management of new assets in healthcare, education, energy efficiency, rail infrastructure, sanitation, defence & security.

The whole essence of the *Prosperity Peru* Project is – “Sustainability”. After implementation of the Changes and Project Objectives, especially in PPP and its Procurement, it is hoped that in the Long Term that Lead UK Partners will seek to set up Joint Ventures with Strategic Peruvian Partners in Public Private Partnerships, UK Export Finance Projects, Support Services & Facilities Management, and where appropriate investments in SPVs. Sustainability will come as “Action Led” business development which it is hoped will lead to actual project work across a wide range of Peruvian Infrastructure Sectors, Projects, and new Business Lines, Practices and Processes.

*Prosperity Peru* through introduction of UK Project Teams in Projects in Key Sectors will support all the elements of “Green” Sustainability in the implementation of Change, including:

- Support creation of Green Growth policies
- Energy efficiency in infrastructure
- Master-planning and urban design for transport and buildings & Integrated public transport systems
- Waste and water management programmes
- Generation of clean energy solutions (eg. up scaling of renewable energies and renewables finance policies)
- Low carbon transport policies (reduction in congestion, car use reduction strategies, etc.)
- Low carbon buildings (creation of urban codes, building certifications –including promotion of BREEAM criteria in regulation)

### MONITORING

Monitoring will be carried out by the FCO/ UKTI Team in the British Embassy in Lima on an ongoing basis, and via Regular Meetings and Quarterly Reviews with Key Stakeholders where appropriate.

### RISKS

The Partnership will solicit both formal and informal arrangements with its wide association of UK and Peruvian potential partners interested in *Prosperity Peru* over time, and certainly during the first 6 months of the contract, once a Contract Award has been secured. No Agreements/MOUs for provision of services or co-funding have been put in place with Partners prior to the award of the Prosperity Fund project. Solicitation and Expressions of Interest have been received. The risk is that neither the potential Lead Partners for *Prosperity Peru* nor potential Sector Service Providers to support *Prosperity Peru* in the Project finally agree to offer either free service or chargeable



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services, within budget, and on acceptable terms of engagement. This will be mitigated by putting in place MOUs and agreements over time (first 6 months) following expressions of interest post Contract Award. If companies fail to offer services on acceptable terms, *Prosperity Peru* will implement the Project on FCO funding with reduced overheads, as indicated in the Project Budget Plan. It is envisaged that the Objectives and Activities Based Deliverables of the *Prosperity Peru* Proposal will be achieved within the FCO £100,000 Funding, in the event that no Co-Funding is secured. However, best endeavours will be made to secure Full Funding for the £250,000 Budget, by December 31<sup>st</sup> 2016, which would provide for a Higher Profile engagement with all Stakeholders.

Other Risks include unfavourable Economic Climate and/or political Instability or Social unrest affecting UK interest; other external Macro-Economic Events which cannot be mitigated for by the Implementing Agency.

### STAKEHOLDERS

Stakeholders are those Companies and Institutions with an interest in the Project, and who will be affected by its success or can influence its success. Engagement with them will be via **frequent meetings (where practical) and interaction via the PPP Forum and Internet/ Social Networking Platform** established as part of the Outputs/ Activities of the Project Plan.



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Stakeholders include:

- **The Peruvian Public, Government and Tax Payers**
- **All Users of Public Infrastructure, Schools, Hospitals, Rail.**

**IE: All Peruvian Citizens**

- **Potential Lead UK Partners for All Sectors**

**Eg: ALTRA CAPITAL, ARUP, CARILLION, CURRIE & BROWN**

- **Specialist Service Providers for All Sectors**

**Eg: TECHXB, UNIPART, ROWE HANKINS, CONCITOR, DOPLA, GOVRISK**

- **Potential Strategic Peruvian Partners**

**Eg: GRANA Y MONTERO- NO 1 EPC CONTRACTOR**

**COSAPI – NO 2 EPC CONTRACTOR**

**NPG ABOGADOS- LEAD PPP CONSTRUCTION LAWYERS**

**CAN- PERU HIGH LEVEL ANTI-CORRUPTION COMMITTEE**

**SCE- PERU SUPERVISORY BODY FOR STATE CONTRACTING**

**PROINVERSION- PERU PRIVATE INVESTMENT PROMOTION AGENCY**

**OTHER PERUVIAN CONSTRUCTION AND CONSULTING GROUPS**

- **Potential UK & Peruvian Networking Partners**

**Eg: CHAMBERS OF COMMERCE, TRADE ASSOCIATIONS, EMBASSIES**

<u>INTEREST</u>	<u>INFLUEN</u>	<u>MGMT</u>
HIGH	CE LOW	Managin g Partners
HIGH	HIGH	“-
MEDIUM	MEDIUM	“-
HIGH	HIGH	“-
MEDIUM	MEDIUM	“-

### BENEFICIARY GROUPS

The Beneficiary Groups are those who benefit from the Project and the Changes that are implemented. Apart from the Peruvian Citizens themselves most of the other Beneficiaries are the Stakeholders above who will be participating in the Delivery of the Changes and involvement in PPP Planning and subsequent Implementation. The Levels of Participation will be high according to the levels of interest and influence noted above.

In Peru and UK the Beneficiary Groups are:

- **The Peruvian Public, Government and Tax Payers**
- **All Users of Public Infrastructure, Schools, Hospitals, Rail.**
- **Potential Lead UK Partners for All Sectors**
- **Potential Strategic Peruvian Partners**
- **Members of Networking Chambers and Trade Associations**



## **PROJECT PROPOSAL (FULL BID)**

**FCO Prosperity Fund**

### **APPENDICES**

- 1. FCO PROJECT PROPOSAL FORM (Completed Template Included- SEE ALSO ATTACHED FILE)**
- 2. ACTIVITY BASED BUDGET ( SEE ALSO ATTACHED FILE)**
- 3. LIST- STAKEHOLDERS & POTENTIAL SPONSORS/PARTNERS**
- 4. BRIEF – STAKEHOLDERS & POTENTIAL SPONSORS/PARTNERS**
- 5. PROFILES- PROSPERITY FUND POTENTIAL PARTNERS**
- 6. THINK BIG PARTNERSHIP PROFILE**
- 7. COPY- THINK BIG PARTNERSHIP MANAGING PARTNERS AGREEMENT**
- 8. RESUME- GREG MALPASS**
- 9. RESUME- ALEKSANDER PETROVICH**
- 10. COPY- FCO CONTRACT PROCURMENT PROCEDURES**
- 11. BRITISH INFRASTRUCTURE GROUP- THINK BIG IN PERU**



**1. FCO PROJECT PROPOSAL FORM ( SEE ALSO ATTACHED FILE)**



**PROJECT PROPOSAL (FULL BID)**



**PROJECT PROPOSAL (FULL BID)**

**FCO Prosperity Fund**

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Part A: To be completed by the Project Implementer

<b>Project Title</b>	<b>Prosperity Peru*</b>
<b>Purpose</b> The aim is to <b>improve</b> the operational capability of the 'Project' to be delivered	To help deliver transformational infrastructure change*
<b>Context and Need for the Project</b> In its 10-year 2010-2020 strategy, Prosperity Peru has identified a need to support the development of a project (where applicable) why the UK should fund this project	Prosperity Peru is looking over time to make practical and high-impact interventions in Peru's infrastructure sector through helping solve problems with Project Procurement, implementation, maintenance in ways which public infrastructure and services are delivered and become a catalyst for transformational change via partnerships with Peruvian Government, Public and Private Peruvian Infrastructure Partners. The essential sub-components will not just be research, analysis, and reports, but demonstrable materialisation via helping others implement processes of PPP via Joint Ventures to help deliver projects in healthcare, energy efficiency, infrastructure, and education. A wide established UK supply chain will have opportunity to leverage their own commercial business interests in Peru as a consequence of the changes and expansion, and help deliver long term sustainability through ongoing infrastructure investment and delivery. The United Kingdom has been a global leader in PPP for over 20 years and Prosperity Peru's partners and many UK consultants are experienced at existing governments to build their PPP strategy, structuring projects to international standards, and ensuring optimum value for money and high standards of service delivery. The final Outcomes should be enhanced infrastructure and sustainable investment and development opportunities. All Peruvian stakeholders and the wider population in energy efficient infrastructure, schools and hospitals, making the UK the 'partner of choice' and providing further justification for the UK to fund this project. It is anticipated that projects can be completed into areas the market for large-scale, multi-year Prosperity Fund programmes in years to come.

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<b>Cost</b>	<b>FY 16/17</b> £ 240,000	<b>FY 17/18</b> £ 240,000
<b>What is the TOTAL cost of the Project</b>	<b>COSE 10 PCU</b> £ 240,000	<b>COSE 10 PCU</b> £ 240,000
<b>Please detail the cost to the FCO and if relevant the cost to co-funders</b>	<b>COSE 10 PCU</b> £ 240,000	<b>COSE 10 PCU</b> £ 240,000
<b>If relevant, please detail cost for the Project years. Please note the current financial year for future years.</b>	<b>COSE 10 PCU</b> £ 240,000	<b>COSE 10 PCU</b> £ 240,000
<b>Project costs are paid equally in arrears</b>	<b>COSE 10 PCU</b> £ 240,000	<b>COSE 10 PCU</b> £ 240,000
<b>Co-Funding</b> Has funding for this project been sought from other donors (EU, DfID, other donors)? What amount? (This may not include co-funding from other donors)	<b>COSE 10 PCU</b> £ 240,000	<b>COSE 10 PCU</b> £ 240,000
<b>Co-Funding</b> Has funding for this project been sought from other donors (EU, DfID, other donors)? What amount? (This may not include co-funding from other donors)	<b>COSE 10 PCU</b> £ 240,000	<b>COSE 10 PCU</b> £ 240,000

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**PROJECT PROPOSAL FORM**

To be completed by the PFI

<b>Project Title</b>	<b>PROSPERITY PERU</b>
<b>Which Programme is the funding being sought from?</b>	
<b>Project Code*</b> To be added once the program has been approved by the FCO. This code will be used to identify the project in the FCO system.	
<b>Team Lead*</b> To be added by the Project Manager in Annex 2 and 3 of the Bid. This code will be used to identify the project in the FCO system.	
<b>Input Sector Code</b>	
<b>Channel of Delivery Code</b>	

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<b>Short Project Summary</b> Please provide a brief summary of the project, including the objectives, the expected outcomes, and the expected impact of the project. This should be done in a way that is clear and concise, and should be written in a way that is easy to understand.	Prosperity Peru's mission, through interaction with Government and industry, are to improve the business climate, competitiveness and operations of markets, and increasing the ability of partner companies to trade internationally and trade fairly and openly. This will be achieved/ delivered via a variety of activities including: PRACTICAL ADVICE & NETWORKING > and BUSINESS DEVELOPMENT, involving day-to-day contact and interaction with stakeholders. As well as contributing to humanitarian sectors of health, energy efficiency and education. Prosperity Peru expects these initiatives to create opportunities for UK companies, in Public and Private Enterprises, UK based financial products, support services and facilities management. Close cooperation and joint venture initiatives and professional opportunities will help create a vibrant and self-sustaining economic partnership and government, and reduce bureaucracy, and improve procurement (via participation in PPPs). Prosperity Peru will be a catalyst for an 'action led' initiative across a wide range of Peruvian infrastructure sectors, projects, and new business lines and practices, involving Government Public and Private Companies in the spirit of a truly Public Private initiative (PFI). To ensure Prosperity Peru's mission is implemented to make a difference for years to come, its core Managing Partners will refer to Peru and manage a series of focused Activity Based Initiatives (outlined below), to ensure follow-up, and next manage the approach, possibly from the UK.
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**PLEASE ATTACH A FULL ACTIVITY BASED BUDGET (in Excel). Proposals without an activity based budget will not be considered**  
The Activity Based Budget must match the activities and timings set out below - Please refer to attached excel spreadsheet (tab: Budget) & spreadsheet)

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<ul style="list-style-type: none"> <li>CONCTION, UK Report Finance / Project Finance and PPPs Experts, UK (Unit planned)</li> <li>ALTRA CAPITAL, Global Advisors to PPPs, UK (Ongoing tasks)</li> <li>GOVESC, International Governance &amp; Risk Advisors to Governments on Governance &amp; Anti-Corruption Practice, UK (the accreditation not confirmed)</li> </ul> <p>Companies who have expressed possible interest in being involved in the Project at some stage in the future (but 2017) subject to No Conflict of interest with any current business in Peru, include:</p> <ul style="list-style-type: none"> <li>CARILLON Plc, Contractor, Investor and Service Provider to PPPs across all target sectors, UK</li> <li>AMUP, Lead Technical Advisor to PPPs Globally, UK</li> <li>CUMES &amp; BROUIN, Lead Cost Consulting Advisor to PPPs in Latin America, UK</li> <li>DOPLA GROUP, IT Consultants and Developers of Database driven Websites, UK</li> </ul> <p>Note: if Co-funding is not secured/Provided, Savings to the Lima Office Budget, and reductions in Managing Peruvian Fees will be made accordingly, and/or Managing Partner <u>Adjustable</u> Approach will be deployed on other Projects. After December 31<sup>st</sup> 2016, to make use any shortfall in Overall Funding if no Co-funding is secured within 6 months, the planned Lima Office will be closed, and Managing Partners will conduct all Prosperity Peru business from home bases in Lima. It is not envisaged that the objectives of the Prosperity Peru Project will be affected by the closure of the Lima office and loss of support staff, but if interest is high, and Co-funding available from Partners (and possibly the British Infrastructure Group), the Profile that the office would afford is justified in the Overall Business Development Strategy. The FCO Budget of £100,000 will be dedicated 100% to Prosperity Peru Project business, and none of this funding will be used for servicing any other business/ clients.</p>	<table border="1"> <tr> <td>Planned start date:</td> <td>1<sup>st</sup> July 2016</td> <td>Planned completion date:</td> <td>30<sup>th</sup> June 2017</td> </tr> </table>	Planned start date:	1 <sup>st</sup> July 2016	Planned completion date:	30 <sup>th</sup> June 2017
Planned start date:	1 <sup>st</sup> July 2016	Planned completion date:	30 <sup>th</sup> June 2017		

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	<p>Yes</p> <p>Any fees on Discontinued Services / Fees will be agreed with the companies listed above, and/or possibly other Service Providers, only after Contact Agent. Where necessary, and if services are paid for, services will be regarded as provided. For according to FCO Grant Contact Payment Procedures Annex C. The Costs of Report Visits are based on Reimbursement of Travel &amp; Accommodation costs, plus a Nominal Support Fee Contribution of £1,000 per person per 5 day visit.</p> <ul style="list-style-type: none"> <li>INGRABOARDUS, PPP Legal Services (for Other)</li> <li>TECHNIS, Business Social Media Report Visit and Creation of PPP Platform (for Other)</li> <li>CONCTION, UK Report Finance/ PPP Report Visit (for Other)</li> <li>ALTRA CAPITAL, Advice to Stakeholders on PPPs (for Other)</li> <li>GOVESC, Governance &amp; Anti-Corruption Report Visit (for Other)</li> <li>T.S.A. Healthcare &amp; Education Sector Report Visits</li> <li>DOPLA GROUP, IT Services to Development of Database Websites (for Other)</li> </ul>
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<p>Implementing Agency (Type of organisation (e.g. public limited or limited company, limited liability or other legal personality, charity, other (please specify)) Registered office address Company or charity registration number (if applicable)</p>	<p>The "Think Big Partnership" is a legal partnership between Greg Miskin (UK citizen) and Alejandro Rodriguez (Peru and Mexican citizen). Greg Miskin is registered in England for Prosperity Peru and will be leading the "Prosperity Peru" in Peru for the purposes of the business associated with the FCO Prosperity Peru/Peru Bid.  The "Think Big Partnership" will have bases in London UK, Murga Spain, Montevideo USA, and in Lima Peru (to be advised). Prosperity Peru's Operations will be based in Lima Peru. The Think Big Partnership also intends to set up a UK Business Grouping in 2017 creating a platform to match British expertise with local companies called the "British Infrastructure Group".  Prosperity Peru will not conduct any business directly for or on behalf of any of Think Big Partnership or the British Infrastructure Group's clients, businesses or partners, and will be dedicated solely to Prosperity Peru's objectives set out in this Proposal Bid Document.</p> <p>While Think Big Partnership will be the implementing agency, Prosperity Peru will be the leading name, and all payments to Think Big Partnership made by FCO and by Think Big Partnership on behalf of Prosperity Peru will be accounted for separately with Charge Codes or Separate Bank Account.</p>
Country or countries covered	The implementing agency is currently only bidding for work in Peru.
Have you bid for funding from the FCO in the past three years? Please provide details of any bids made and/or projects implemented?	No

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<p>Name: The Think Big Partnership Managing Partners: Greg Miskin / Alejandro Rodriguez Address: STUDIO 4, THE CANTONERS 24 CANTON DRIVE LONDON SW13 2SL Website: <a href="http://www.thinkbigpartnership.com">www.thinkbigpartnership.com</a> E-mail and Telephone Contacts:  Greg Miskin <a href="mailto:g.miskin@thinkbigpartnership.com">g.miskin@thinkbigpartnership.com</a> Mobile UK : +44 7500126592 Mobile Spain : +34 600131644  Alejandro Rodriguez <a href="mailto:arodriguez@thinkbigpartnership.com">arodriguez@thinkbigpartnership.com</a> Mobile UK : +44 7544138079 Mobile Peru : +51 999151447</p>
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Indicator	Source	Uptake	Target & Date
<b>Indicator 1: Active &amp; Member Government Entities Transparency, Integrity, Competitiveness &amp; Operational and Anti-Corruption Initiatives &amp; Best Practice</b>			
<b>Government Changes in Knowledge of Administration of PPPs and Sustainable Action in Reform</b>	Current focus on: Concession Model, PPP, and operational PPP Contracts being set up in reforms	Implementing Agency Lobbying to Government Ministers and Stakeholders	New PPP Contract Terms, Improved Contracting, Project Award Tracking & Anti-Corruption Policy - all in place by April 2017
<b>Activities linked to Output 2:</b>	7 Public Sector PPP Supply Accelerator 8 PPP Business Case Approval Tracker 9 A New New Capabilities Plan 10 A Major Project Leadership Academy 11 Government Priority Building Programmes 12 Competition for Specialised PPPs 13 PPPs 14 PPPs	Research and implementation by implementing agency	At least 2 Major UK Partners committed to new PPPs and related specialisation contracts and one PPP led to a UK Concession by July 2017
<b>Indicator 2: PPP-Enabling Projects Increased, Developed &amp; Approved by UK, Government and Supply Chain, and in Local Business Development</b>			
<b>Government Changes in PPPs and Sustainable Action in Reform</b>	Research and implementation by implementing agency	Research and implementation by implementing agency	At least 2 Major UK Partners committed to new PPPs and related specialisation contracts and one PPP led to a UK Concession by July 2017
<b>Activities linked to Output 3:</b>	14 UK Special Finance Bank, UK 15 UK Special Finance Bank, UK 16 UK Special Finance Bank, UK 17 Set up a "British Infrastructure Group"		

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Indicator	Source	Uptake	Target & Date
<b>Indicator 3: To investigate the capacity of Country's ability to procure &amp; implement PPPs</b>			
<b>Changes in Quality/Quantity of PPP Projects/Procurement being successfully secured</b>	Government, Ministers and Approval for development process with project procurement	Government, Ministers and Approval for development process with project procurement	At least 50% of projects by July 2017
<b>Indicator 4: Establish a PPP Enabling Platform to bring together and manage Stakeholders</b>			
<b>Number of individual Stakeholders signed up to PPP Forum/Social Networking Website</b>	Stakeholder Research by implementing agency (see Appendix 3 of Attached PPP Proposal Document)	Stakeholder Research by implementing agency (see Appendix 3 of Attached PPP Proposal Document)	Over 100 stakeholders/ members by July 2017
<b>Activities linked to Output 1:</b>	1. Make Recommendations 2. Work with Stakeholders 3. Solicit interest of specialist UK Sector Partners 4. Set up Website & Development 5. Create PPP Social Networking Platform 6. Establish Social Credit Register Unit		

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<b>Risks</b> What are the key risks in implementing this project and how are you going to manage them? <b>LINK TO THE PROPOSAL</b> Larger/other value projects will result in a full Risk Management Strategy for 2020/21. The strategy will be updated as needed for the project. You should also think about what you should do to ensure that you are going to manage them.	<b>Risk</b> No Agreement/NOA for provision of services or co-funding have been secured in alliance with Patrons prior to the award of the Prosperity Fund contract. Bid/contract and negotiations of interest have been received. The risk is that neither the potential lead Patrons for Prosperity Peru nor potential Sector Service Providers to support Prosperity Peru will be able to provide the necessary support. Prosperity Peru will offer either free services or chargeable services, within budget, and an acceptable terms of engagement.	<b>Impact</b> Low	<b>Use of Funds</b> M	<b>Management</b> The Partnership will solicit both formal and informal arrangements with its wide association of UK and Peruvian Patrons. The Partnership will have to make back during the first 6 months of the contract, once a Contract Award has been secured. Bid/contract and negotiations of interest have been received. The risk is that neither the potential lead Patrons for Prosperity Peru nor potential Sector Service Providers to support Prosperity Peru will be able to provide the necessary support. Prosperity Peru will offer either free services or chargeable services, within budget, and an acceptable terms of engagement.	<b>Expenditure Point</b> If no Co-funding is secured by the end of the management of the project, the Partnership will have to make back during the first 6 months of the contract, once a Contract Award has been secured. Bid/contract and negotiations of interest have been received. The risk is that neither the potential lead Patrons for Prosperity Peru nor potential Sector Service Providers to support Prosperity Peru will be able to provide the necessary support. Prosperity Peru will offer either free services or chargeable services, within budget, and an acceptable terms of engagement.
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V. 10/20

<b>Sustainability</b> How will the project ensure business sustainability and how will you ensure that the project is sustainable into the future?	<b>The "Sustainability Objective" for the project involves with the Overall Purpose of Helping with "transformational independent change" in Peruvian infrastructure. The Overall Objective is to support the provision of economic development, by helping improve infrastructure, and to support the provision of economic development, by helping improve infrastructure, and to support the provision of economic development, by helping improve infrastructure. The Partnership will ensure that the project is sustainable into the future.</b>
<b>Monitoring</b> How will you monitor and report on progress and financials?	<b>Monitoring will be carried out by the FCO/UKTI team in the British Embassy in Lima on an ongoing basis, and via Regular Meetings and Quarterly reviews with key stakeholders where appropriate.</b>

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<b>Risks</b> What are the key risks in implementing this project and how are you going to manage them? <b>LINK TO THE PROPOSAL</b> Larger/other value projects will result in a full Risk Management Strategy for 2020/21. The strategy will be updated as needed for the project. You should also think about what you should do to ensure that you are going to manage them.	<b>Risk</b> No Agreement/NOA for provision of services or co-funding have been secured in alliance with Patrons prior to the award of the Prosperity Fund contract. Bid/contract and negotiations of interest have been received. The risk is that neither the potential lead Patrons for Prosperity Peru nor potential Sector Service Providers to support Prosperity Peru will be able to provide the necessary support. Prosperity Peru will offer either free services or chargeable services, within budget, and an acceptable terms of engagement.	<b>Impact</b> Low	<b>Use of Funds</b> M	<b>Management</b> The Partnership will solicit both formal and informal arrangements with its wide association of UK and Peruvian Patrons. The Partnership will have to make back during the first 6 months of the contract, once a Contract Award has been secured. Bid/contract and negotiations of interest have been received. The risk is that neither the potential lead Patrons for Prosperity Peru nor potential Sector Service Providers to support Prosperity Peru will be able to provide the necessary support. Prosperity Peru will offer either free services or chargeable services, within budget, and an acceptable terms of engagement.	<b>Expenditure Point</b> If no Co-funding is secured by the end of the management of the project, the Partnership will have to make back during the first 6 months of the contract, once a Contract Award has been secured. Bid/contract and negotiations of interest have been received. The risk is that neither the potential lead Patrons for Prosperity Peru nor potential Sector Service Providers to support Prosperity Peru will be able to provide the necessary support. Prosperity Peru will offer either free services or chargeable services, within budget, and an acceptable terms of engagement.
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<b>Sustainability</b> How will the project ensure business sustainability and how will you ensure that the project is sustainable into the future?	<b>The "Sustainability Objective" for the project involves with the Overall Purpose of Helping with "transformational independent change" in Peruvian infrastructure. The Overall Objective is to support the provision of economic development, by helping improve infrastructure, and to support the provision of economic development, by helping improve infrastructure. The Partnership will ensure that the project is sustainable into the future.</b>
<b>Monitoring</b> How will you monitor and report on progress and financials?	<b>Monitoring will be carried out by the FCO/UKTI team in the British Embassy in Lima on an ongoing basis, and via Regular Meetings and Quarterly reviews with key stakeholders where appropriate.</b>



**PROSPERITY PERU**



**PROJECT PROPOSAL (FULL BID)**

FCO Prosperity Fund

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regulatory, organisational etc issues	
Cross Cutting Issues How do you impact with the project factors such as the environment, security and human rights? Please note both positive and negative possible impacts	Yes/No - Please explain briefly/No.
For ODA projects: Are you satisfied that the proposal activity is likely to contribute to a resolution/poverty?	Yes/No - Please include examples where possible
For ODA projects: Are you satisfied that the proposal activity will promote gender equality? If this is not possible are you satisfied it will not contribute to undermining equality?	Yes/No - Please include examples where possible
Human rights (HR) assessment For projects in the security and justice sectors: Have you completed an assessment under the Overseas Security & Justice Assistance Guidance?	Yes/No
Please summarise the results including the key risks and mitigation measures and overall rating	If YES, what is the risk?
For other projects: Do you consider there is a serious risk that the assistance might lead to or significantly contribute to a violation of human rights and/or IHL?	
<b>CHECKLIST</b>	
Consultancy Value Programme Are consultants being used in the delivery of this project? If yes, please ensure that you meet the requirements with the UK or Corporate Procurement Guidelines: <a href="#">Sharepoint</a> etc.	YES/NO
Marketing & Advertising Plans Will advertising the Project include Advertising or publicity content that is not permitted or is likely to be considered as a breach of the UK or Corporate Procurement Guidelines: <a href="#">Sharepoint</a> etc	YES/NO
TV & Film Production Is the project producing any television programmes or film including short films? If yes, do you need approval from the relevant regulatory bodies etc.	YES/NO
Advances Payments Will the programme require payments in advance? If yes, please complete the Advance Payment request Form Programme Office: <a href="#">Sharepoint</a> etc as well as possible. Please note, advance payments will ONLY be made when there is a clear justification.	YES/NO
Open competition Has the project been open to open bidding? (broadly: 'open to all the implementation of delivery' - If yes, please include the Bidding & Tender Guidance Programme Office: <a href="#">Sharepoint</a> etc). Please note, goods purchased using a project will usually remain the property of HM Government and will need to be disposed of in accordance with guidance.	YES/NO
ODI Will any of the goods purchased using the project be made the property of the implementation of delivery? If yes, please include the Bidding & Tender Guidance Programme Office: <a href="#">Sharepoint</a> etc. Please note, goods purchased using a project will usually remain the property of HM Government and will need to be disposed of in accordance with guidance.	YES/NO
Contract There must be a signed contract in place between FCO and the implementation partner in a written country. Please ensure the	

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Part B: to be completed by PoB

What Programme Objective does this project help meet	Programme Country Business Plan
How will the project help to deliver that Objective	Programme Fund only Immediate outcome from the PFT theory of Change
Contact names and details of PoB	
In addition to the need for the Project set out above, what benefit will this Project deliver for the UK? Please note that the Project ODA spend is for the purpose of the Project and is the commitment of the host country.	
How have lessons learned from previous similar projects been taken into consideration in the development of this idea	
What considerations has been given to an exit strategy to ensure that the project does not create dependence? Please provide details	
Evaluation Will this project be evaluated? If yes, please provide details Project over £500,000 must be evaluated and this should happen within 6-12 months of the Project Completion Report being submitted to London. For Projects between £100,000 and £500,000 please highlight the Programme Team if you think it would be useful for this project to be evaluated. Please ensure that a contract is in place with the programme partner and the evaluation is conducted in accordance with the evaluation process for Project Evaluators will need to come from the Programme Budget	Yes/No:  When:  Yes/No:
The Implementer Provide details of any previous work with the implementing Agency and relevant background information if relevant.	

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Beneficiary Groups Citizens themselves most of the other beneficiaries are the stakeholders above who will be participating in the delivery of the Change and involvement in PPP planning and subsequent implementation. The Levels of Participation will be high according to the levels of interest and influence noted above. In Peru and UK, the Beneficiary Group are:  Beneficiaries are those organisations, groups or individuals who are benefiting from the change that the project is doing? <ul style="list-style-type: none"> <li>The Peruvian Public, Government and Tax Payers</li> <li>All Users of Public Infrastructure, Schools, Hospitals, B&amp;B</li> <li>Potential Lead UK Partners for All Sectors</li> <li>Potential Strategic Peruvian Partners</li> <li>Members of Networking Chambers and Trade Associations</li> </ul>	
Signature of Implementing Agency Lead Contact	G. Malakias
Date	14th April 2016

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**PROJECT PROPOSAL (FULL BID)**



**2. ACTIVITY BASED BUDGET ( SEE ALSO ATTACHED EXCEL FILES)**











**PROJECT PROPOSAL (FULL BID)**

**PROSPERITY PERU - FULL ACTIVITY BASED BUDGET**

(July 2016-June 2017)

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**DISBURSEMENT OF LIMA OFFICE RESOURCES/ EXPERT VISITS/ ONE-OFF COSTS**

Activity	Reference	Deployment of Lima Office Resources	One-Off Costs	July	August	September	October	November	December	January	February	March	April	May	June	
<b>1. PPP FORUM</b>																
<b>GETTING PPP STAKEHOLDERS TOGETHER</b>																
1		Make Representations													0	
2		Liaise with Stakeholders													0	
3		Solicit interest of Specialist UK Sector Partners													0	
4		Set up Website & Development													1000	
5	*	Create PPP Social Networking Platform	1000												1000	
6		Business Social Media Expert Visit	2125												2125	
<b>2. ADVICE</b>																
<b>TRANSPARENCY INITIATIVES:</b>																
<b>GOVERNMENT LOBBYING</b>																
7		"Public Sector SPV Equity Participation"													0	
8		"PPP Business Case Approval Tracker"													0	
<b>COMPETITIVENESS &amp; OPERATION:</b>																
<b>GOVERNMENT LOBBYING</b>																
9		"A Five Year Capabilities Plan"													0	
10		"A Major Projects Leadership Academy"													0	
11		"Government Priority Building Programmes"													0	
<b>ANTI-CORRUPTION INITIATIVES:</b>																
<b>A GOVERNANCE &amp; ANTI-CORRUPTION PROTOCOL</b>																
12		Anti-Corruption UK Specialist Visit	2125				2125								2125	
13		PPP Forum Social Network Platform / Blog													0	
<b>3. BUSINESS DEVELOPMENT</b>																
<b>COUNTRY VISITS &amp; NETWORKING</b>																
14		UK Export Finance Expert Visit	2125				2125								2125	
15		UK Sector Experts in Health & Education Visits x 2	4250				4250								4250	
16	*	UK Suppliers Database	2000											1000	2000	
17		Set up a "British Infrastructure Group"													0	
Total			13625												0	
Total LIMA Running Costs				16480	15806	20289	20289	20289	20289	20289	20289	20289	20289	20289	20289	255175
Total Monthly Expenditure				16480	18931	20289	22414	22414	24539	20289	20289	20289	20289	21289	21289	248800
Co-Funded +/-OR Savings				5800	5800	5800	5800	5800	5800	19000	19000	19000	19000	19000	19000	148800
FCO -Funded				10680	13131	14489	16614	16614	18739	1289	1289	1289	1289	2289	2289	100000

Possible Lima Offer Closure



**PROJECT PROPOSAL (FULL BID)**



**3. LIST- STAKEHOLDERS & POTENTIAL SPONSORS/PARTNERS**



**PROJECT PROPOSAL (FULL BID)**



**STAKEHOLDERS & POTENTIAL SPONSORS/PARTNERS CONTACT LIST.**



**PROJECT PROPOSAL (FULL BID)**

FCO Prosperity Fund

	<b>COMPANY</b>	<b>NAME/POSITION</b>	<b>CONTACT</b>	<b>RESPONSE</b>	<b>FOLLOW-UP</b>	<b>END - STATUS</b>
	<b>Potential Lead Partners</b>					
	<b>All Sectors</b>					
1	CARILLION	RICHARD HOWSON, CEO	✓	PASSED FROM CEO TO S CARTER & DISCUSSED- Support in name & time. Full Role to be reviewed in 6 months	TO ADVISE	FOLLOW UP in 6 MONTHS
2	AMEC FOSTER WHEELER	DON HICKSON, MANAGER OPERATIONS PERU	✓	NOT YET	AWAIT	AWAIT
3	BIWATER	ADRIAN WHITE, CHAIRMAN	✓	NO CURRENT INTEREST IN SOUTH AMERICA	HOLD	REVIEW IN 6 MTHS
4	BALFOUR BEATTY	STUART DOUGHTY, MAIN BOARD NED	✓	MEETING WITH MAIN BOARD DIRECTOR IN LONDON 11/4- under review.	TO ADVISE	FOLLOW UP in 6 MONTHS
5	LAING O'ROURKE	PAUL SHEFFIELD, CEO LOR EUROPE	✓	NO INTEREST IN LATIN AMERICA	HOLD	REVIEW IN 6 MTHS
6	PELL FRISCHMANN	TUSHAR PRABHU, MANAGING DIRECTOR	✓	NOT YET	AWAIT	AWAIT
7	KIER	PAUL WOODMAN, MD, INTERNATIONAL	✓	NO INTEREST IN LATIN AMERICA	HOLD	REVIEW IN 6 MTHS
8	HOLDTRADE	MATTHEW BURROW, MD, UK	✓	NOT YET	AWAIT	AWAIT
9	COSTAIN	ANDREW WYLLIE, CEO	✓	NOT YET	AWAIT	AWAIT
10	CONTROL RISKS	MICHAEL CULLEN, DIRECTOR SA	✓	NOT YET	AWAIT	AWAIT
11	INFRARED CAPITAL	BRYN JONES, PARTNER INFRASTRUCTURE INV	✓	NOT YET	AWAIT	AWAIT
12	TURNER & TOWNSEND	VINCENT CLANCY, CEO	✓	NOT YET	AWAIT	AWAIT
13	ARUP	JORGE VALENZUELA, SENIOR TRANSACTION ADVICE CONSULTANT	✓	REQUESTED CONFERENCE CALL Already Active in Peru. Maybe potential Partner in terms of Support to Prosperity Objectives	YES	FOLLOW UP in 6 MONTHS
14	SERCO	RUPERT SOAMES, CEO	✓	NO INTEREST IN LATAM	HOLD	REVIEW IN 6 MTHS
15	BABCOCK	PETER ROGERS, CEO	✓	NOT YET	AWAIT	AWAIT



**PROJECT PROPOSAL (FULL BID)**

FCO Prosperity Fund

INTERNATIONAL						
COMPANY	NAME/POSITION	CONTACT	RESPONSE	FOLLOW-UP	END - STATUS	
16	MOTT MACDONALD	RICHARD WILLIAMS, CEO	✓	NOT YET	AWAIT	AWAIT
17	WS ATKINS	UWE KRUEGER, CEO	✓	NOT YET	AWAIT	AWAIT
18	CAPITA	RICHARD MARCHANT, MD INFRASTRUCTURE	✓	NOT YET	AWAIT	AWAIT
19	MACE	MARK REYNOLDS, CEO	✓	NOT YET	AWAIT	AWAIT
20	INTERSERVE	ADRIAN RINGROSE, CEO	✓	NOT YET	AWAIT	AWAIT
21	ARCADIS EC HARRIS	PHILIP YOEUELL, CEO EC HARRIS UK	✓	NOT YET	AWAIT	AWAIT
22	WATERMAN GROUP	NICK TAYLOR, CEO	✓	NO INTEREST IN LATIN AMERICA	NO	NO INTEREST
23	AECOM	TBA	X			
24	BURO HAPPOLD	ROGER NICKELLS, CEO	✓	NOT YET	AWAIT	AWAIT
25	INTERFLEET-SNC LAVALIN	NEIL BRUCE, CEO SNC LAVALIN GROUP	✓	NOT YET	AWAIT	AWAIT
	<b>Specialist Service Providers</b>					
	<b>All Sectors</b>					
26	BELMONT MAN CONSULTS	J W TURNBELL, CEO	✓	NOT YET	AWAIT	AWAIT
27	CARDNO EMERGING MKTS	DAVID BURTON, UK DIRECTOR	✓	NOT YET	AWAIT	AWAIT
28	CHARLES KENDALL & PRTNS	MARK KENDALL, MD	✓	NOT YET	AWAIT	AWAIT
29	CLYDE & CO	PETER HASSON, CEO/PARTNER	✓	NOT YET	AWAIT	AWAIT
30	COFFEY INTLN	TBA	X	CONTACT ATTEMPT FAILED		RE-TRY
31	CROWN AGENTS	DAVID RICHARDSON, DIRECTOR	✓	NOT YET	AWAIT	AWAIT
32	ALTRA CAPITAL	JOHN DAVIE, CEO  CRISTOBAL POLLMAN, LATAM CONSULTANT	✓	FOLLOW-UP MTG ON 9 <sup>TH</sup> APRIL INTEREST IN COOPERATION confirmed re: future Advisory Role in Peruvian PPP	YES	AGREE POTENTIAL ROLE / INPUT ON AWARD
33	DAI EUROPE	JAMES BOOMGARD, DIRECTOR UK	✓	NOT YET	AWAIT	AWAIT



**PROJECT PROPOSAL (FULL BID)**

FCO Prosperity Fund

	COMPANY	NAME/POSITION	CONTACT	RESPONSE	FOLLOW-UP	END - STATUS
	ECORYS	CHRIS RALPH, CEO	✓	NOT YET	AWAIT	AWAIT
35	GIC LTD	ARON CRONIN, CEO	X	CONTACT ATTEMPT FAILED		
36	INTLN GOVERNANCE & RISK	DOMINIC LEMOIGNAN, DIR MARK WILLCOCK, PROJ DEV MG	✓	INTERESTED in Potential Support. Current Partners with CAN & SCE	INTERESTED IN COOP	AGREE POTENTIAL ROLE ON AWARD
37	MAXWELL STAMP	TBA- LONDON@	✓	NOT YET	AWAIT	AWAIT
38	MCGILL INTLN	GORDON GULLAN, CEO	✓	NOT YET	AWAIT	AWAIT
39	OXFORD POLICY MGMT	SIMON HUNT, DIRECTOR	✓	NOT YET	AWAIT	AWAIT
40	PUBLIC ADMIN INTLN	SLAVA GROMLYUK, GOV TRADE	✓	NOT YET	AWAIT	AWAIT
41	ROUGHTON GROUP	BERNARD OBIKA, CEO	✓	NOT YET	AWAIT	AWAIT
42	RTI INTLN	AARON WILLIAMS, CEO	✓	NOT YET	AWAIT	AWAIT
43	CURRIE & BROWN	EUAN MCEWAN, CEO	✓	INTERESTED TO FOLLOW UP- Can Support in Future PPP Advice subject to No Conflict in Interest.	YES	REVIEW in 6 MONTHS
44	TECHXB	STEVE NICHOLLS, CEO	✓	CAN OFFER TRAINING IN SOCIAL NETWORKING FOR GOV & BUSINESS IN KEY SECTORS and set up PPP Forum/ Social Networking Platform	YES	POTENTIAL SPECIALIST SERVICE PROVIDER
45	CONCITOR	CHRIS TILLEY, PROPRIETOR	✓	CAN OFFER EXPERTISE IN SOURCING UKEF FINANCE TO SUPPORT UK EXPORTERS IN KEY SECTORS and PPPs	YES	POTENTIAL SPECIALIST SERVICE PROVIDER
	<b>Potential Sector Partners</b>					
	<b>Infrastructure/Rail &amp; Energy Sectors</b>					
46	JOHN MCASLAN & SOCIOS	JOHN MCASLAN, CEO	✓	NOT YET	AWAIT	AWAIT
47	JSA ARCHITECTURE	ANDREW WESTON, CEO	✓	NOT YET	AWAIT	AWAIT



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48	WESTON WILLIAMSON	ANDREW WESTON, CO FOUNDER	✓	NOT YET	AWAIT	AWAIT
49	STEER DAVIES GLEAVE	HUGH JONES, CEO	✓	NOT YET	AWAIT	AWAIT
50	ASL	TBA	✓	NOT YET	AWAIT	AWAIT
51	CAMLIN RAIL	TBA	✓	NOT YET	AWAIT	AWAIT
52	DELTA RAIL	ANNA INCE PA TO DIRECTORS	✓	NOT YET	AWAIT	AWAIT
53	PADROL	TBA	✓	NOT YET	AWAIT	AWAIT
54	GEOFABRICS	TOM ROSKAMS, INTLN DEV MGR	✓	NOT YET	AWAIT	AWAIT
55	HAWKER SIDDELEY SWITCHGEAR	ALBERT MENDOZA	✓	NOT YET	AWAIT	AWAIT
56	THALES UK	VICTOR CHAVEZ, CEO	✓	NOT YET	AWAIT	AWAIT
57	TATA STEEL	HANS FISCHER, CEO EUROPE	✓	NOT YET	AWAIT	AWAIT
58	MECHAN	ALISON BRADSHAW	✓	NOT YET	AWAIT	AWAIT
59	BRECKNELL WILLIS	TBA	✓	NOT YET	AWAIT	AWAIT
60	ALSTOM	TERENCE WATSON, MD UK	✓	NOT YET	AWAIT	AWAIT
61	ROWE HANKINS	DAVID LISTER, GLOBAL SALES MGR	✓	NOT YET	AWAIT	AWAIT
62	INTERFLEET	MICHAEL GRACE, MD	✓	NOT YET	AWAIT	AWAIT
63	PICKERSGILL-KAYE	TBA	✓	NOT YET	AWAIT	AWAIT
64	ULTRA GLOBAL PRT	NIGEL CLARKE, CEO UK	✓	NOT YET	AWAIT	AWAIT
65	SIEMENS	JUERGEN MAIER, CEO UK	✓	NOT YET	AWAIT	AWAIT
66	RAIL INTERIORS SOLUTIONS	FINN ROBINSON, MUIRHEAD	✓	NOT YET	AWAIT	AWAIT
67	UNIPART RAIL	BALAZS BERKIE, INTLN BD MGR	✓	NOT YET	AWAIT	AWAIT
68	PERPETUUM	JUSTIN SOUTHCOMBE, COMMERCIAL DIR	✓	NOT YET	AWAIT	AWAIT
69	NOMAD DIGITAL	ANDREW TAYLOR, CEO	✓	NOT YET	AWAIT	AWAIT
70	INSTRUMENTAL	DAVE MCGORMAN, CEO	✓	NOT YET	AWAIT	AWAIT
71	MASABI	BRIAN ZANGHI, CEO	✓	NOT YET	AWAIT	AWAIT





**PROJECT PROPOSAL (FULL BID)**

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COMPANY	NAME/POSITION	CONTACT	RESPONSE	FOLLOW-UP	END - STATUS	
<b>Potential Sector Partners</b>						
<b>Health &amp; Education Sectors</b>						
72	CAMBRIDGE EDUCN LTD (Motts)	NICK SANCTROSS, DIRECTOR HEALTH & EDUCN , MOTTS	✓	NOT YET	AWAIT AWAIT	
73	CfBT EDUCATION TRUST	STEVE MUBY, CEO	✓	NOT YET	AWAIT AWAIT	
74	SSAT	SUE WILLIAMS CEO	✓	NOT YET	AWAIT AWAIT	
75	THE EDUCATION COMPANY	TBA	✓	NOT YET	AWAIT AWAIT	
76	IECC	TBA	✓	NOT YET	AWAIT AWAIT	
77	BABCOCK EDUCATION	AUSTIN LEWIS, MD	✓	NOT YET	AWAIT AWAIT	
78	INTERNL HOSPITALS GROUP	W KING, CEO	✓	NOT YET	AWAIT AWAIT	
79	BMJ	TIM BROOKS, CEO	✓	NOT YET	AWAIT AWAIT	
	<b>COMPANIES/ GOV ORGs</b>	<b>NAME/POSITION</b>	<b>CONTACT</b>	<b>RESPONSE</b>	<b>FOLLOW-UP</b>	<b>END - STATUS</b>
<b>Potential Strategic Peruvian Partners</b>						
80	GRANA Y MONTERO- NO 1 EPC CONTRACTOR	WILLIAM COTTLE. GERENTE COMERCIAL	✓	MET IN LIMA	AWAIT REVIEW ON AWARD	
81	COSAPI – NO 2 EPC CONTRACTOR	GONZALO GARCIA CAMINO, GERENTE COMERCIAL	✓	MET IN LIMA	AWAIT REVIEW ON AWARD	
82	NPG ABOGADOS- LEAD PPP CONSTRUCTION LAWYERS	ENRIQUE NAVARRO SOLOGUREN, PARTNER	✓	YES- AGREED/ SIGNED UP AS SPECIALIST PERUVIAN LEGAL PARTNER FOR PPPs	YES PARTNER	
83	CAN- PERU HIGH LEVEL ANTI-CORRUPTION COMMITTEE	DR JOSE AVILA HERRERA, COORDINADOR GENERAL	✓	NOT YET	AWAIT REVIEW ON AWARD	
84	SCE- PERU SUPERVISORY BODY FOR STATE CONTRACTING	DRA MAGALI ROJAS DELGADO	x	Contact failed	YES RE-TRY ON AWARD	
85	PROINVERSION- PERU PRIVATE INVESTMENT	CARLOS HERRERA PERRET,	✓	MET IN LIMA	AWAIT REVIEW ON	



**PROJECT PROPOSAL (FULL BID)**

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PROMOTION AGENCY	DIRECTOR EJECUTIVO				AWARD
	GUSTAVO VILLEGAS DEL SOLAR, SECRETARY GENERAL				
86 OTHER PERUVIAN CONSTRUCTION AND CONSULTING GROUPS	TBA	X		NOT YET	CONTACT ON AWARD
<b>GOVERNMENT &amp; NON GOVERNMENT (NGO) ORGANIZATIONS</b>	<b>NAME/POSITION</b>	<b>CONTACT</b>	<b>RESPONSE</b>	<b>FOLLOW-UP</b>	<b>END - STATUS</b>
<b>Potential UK &amp; Peruvian Networking Partners</b>					
87 CAMARA DE COMERCIO DE LIMA	SR JORGE VON WEDEMEYER KNIGGE	✓	NOT YET	AWAIT	REVIEW ON AWARD
88 CAMARA DE COMERCIO PERUANO BRITANICA	GABRIELA AGUILAR ELEJALDE, GERENTE GENERAL	✓	MET IN LIMA- COOPERATION EXPECTED	YES	REVIEW ON AWARD
89 BRITISH EXPERTISE	TRACEY SMITH, CEO	✓	YES- Could Support in terms of Canvassing Membership	AWAIT	REVIEW in 6 MONTHS
90 D- GROUP	JAMES JONES, EXECUTIVE TEAM MEMBER	✓	YES- WILL FORWARD TO BRITISH EXPERTISE CEO Confirmed.	YES	WORK WITH BRIT EXPERTISE
91 UKEF- UK EXPORT FINANCE	ALI SHERWANI- MANAGER	✓	YES- STATES UKEF APPLICATIONS FOR PERU WELCOME	YES	REVIEW WITH PARTNERS
92 PERUVIAN EMBASSY LONDON- MINISTRY OF FOREIGN TRADE & INVESTMENT, UK.	H.E. JULIO MUNOZ DEACON, AMABASSADOR JAIME CARDENAS, DIRECTOR	✓ ✓	MET IN LONDON	AWAIT	REVIEW ON AWARD
93 BRITISH EMBASSY LIMA- UKTI & FCO	H.E. ANWAR CHOUDHURY, AMBASSADOR CARLOS CHAU, DEPUTY DIRECTOR UKTI SIMON HART, PROGRAMME MANAGER, FCO	X ✓ ✓	ACKNOWLEDGED	In dialogue	FOLLOW UP ON AWARD
94 UKTI, LONDON- UNITED KINGDOM	PAUL EADIE, LATIN AMERICA MKT ADVISER	✓	MET IN LONDON- SUPPORT EXPECTED	YES	IN CONTACT



**PROJECT PROPOSAL (FULL BID)**

FCO Prosperity Fund

TRADE & INVESTMENT	GEOFF GLADDING, REGIONAL DIRECTOR	√	CONTACTS		
	PAM VAUGHAN, EDUCN SPECIALIST , L.A.	resigned	ACKNOWLEDGED	AWAIT	AWAIT
	RICHARD LEACH, DIRECTOR LATIN AMERICA	√			
	RICHARD PORTER, HEALTHCARE SPECIALIST	√			
	ORLANDO JAMES, DEFENCE & SECURITY L.A.				

**LARGE UK COMPANIES - PRESENT IN PERU**

NAME/POSITION	CONTACT	RESPONSE	FOLLOW-UP	END - STATUS
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**Potential Interest**

95	RTZ	TIM MOODY, BUSINESS DEV DIRECTOR	√	NOT YET	AWAIT	AWAIT
96	PWC	ESTEBAN CHONG, SOCIO PRINCIPAL PERU	√	NOT YET	AWAIT	AWAIT
97	BELMOND	PAUL WHITE, MD PERU ORIENT EXPRESS	√	NOT YET	AWAIT	AWAIT
98	KPMG	OSCAR CAIPO RICCI, SOCIO PRINCIPAL, PERU	contact failed		contact if awarded	contact if awarded
99	UNILEVER	CARLOS RIESCO, HEAD OF FINANCE, PERU	contact failed			
100	INCHCAPE	CONTACT@INCHCAPE SHIPPING SERVICES	contact failed		contact if awarded	contact if awarded
101	SHELL	TBA	contact failed		contact if awarded	contact if awarded
102	BRITISH AIRWAYS	KEITH WILLIAMS, CEO		NOT YET	AWAIT	AWAIT
103	SHELL	LATAM SHELL REP PERU T.B.A.	contact failed		contact if awarded	contact if awarded



**PROJECT PROPOSAL (FULL BID)**



#### **4. BRIEF – STAKEHOLDERS & POTENTIAL SPONSORS/PARTNERS**

**PROSPERITY PERU**



**PROJECT PROPOSAL (FULL BID)**

**FCO Prosperity Fund**



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

### BRIEF

#### OVERVIEW

##### Prosperity Fund

*Prosperity Peru* is seeking to participate in the £1.3bn Prosperity Fund over the next 5 years announced at the [2015 Strategic Defence and Security Review](#) to promote the economic reform and development needed for growth in partner countries. Our priorities in Peru, **IF** our bid is successful will include helping improve the business climate, competitiveness and operation of markets, energy and financial sector reform, and increasing the ability of strategic Peruvian Partners to tackle corruption. It is hoped that reforms will help lead to a reduction in poverty in Peru, and that the reforms, and involvement in helping implement them, will create business opportunities for our Partners and a broad number of UK companies involved in the Sectors below. The role of the Fund is also set out in the UK aid strategy, [Tackling Global Challenges in the National Interest](#).

##### Core Objectives

The four sectors (Healthcare, Energy, Infrastructure, Education) outlined below are the areas that the British Embassy in Peru has identified as priority for Fiscal Year April 2016-March 2017. Initiatives that tackle **Corruption**, increase **Transparency** and **Governance**, reduce **Bureaucracy**, or improve **Procurement** (especially via **Public Private Partnerships**); and encourage **Social Responsibility** and **Best Practice** are our **Core Objectives**, across all four priority areas.

*Prosperity Peru* expects to help support these initiatives by identifying specific project opportunities, introducing Partners, that will have practical impact in Peru's infrastructure sectors through Project Implementation; and be a catalyst to transformational changes via partnership with Peruvian Government Bodies and Strategic Peruvian Infrastructure Partners. We will not focus on research, analysis, reports, seminars or workshops. We will focus on helping develop actual Projects via PPP and other investment and Joint Venture Vehicles to help deliver projects in the chosen sectors.

#### OPPORTUNITY FOR SECTOR PARTNERS

##### Sector Objectives

We seek Partners/Specialist Service Providers with Sector experience who can offer services and advice to help *Prosperity Peru* achieve its Sector Objectives which are:

##### Healthcare

Healthcare Sector Partners will share expertise to help extend effective healthcare services to a wider Peruvian population by promoting in partnership with *Prosperity Peru's* Strategic Peruvian Partners involvement in future PPP Healthcare & Hospital Developments, incorporating integrated healthcare systems; healthcare facility management/ improvement; improved record keeping; the development of a national blood service; cancer treatment; effective drug prescription and delivery; and training/education linked to the above.



## PROJECT PROPOSAL (FULL BID)

It is expected that commercial opportunities for Support Services and Facilities Management will arise and be enacted via Joint Ventures between the UK Lead and Sector Partners and Strategic Peruvian Partners as projects progress. However, for the purposes of, and for the duration of, the Prosperity Fund Contract, advice should be given to *Prosperity Peru* and its Strategic Peruvian Partners freely and independently, and without seeking any direct commercial interest.

### Energy Efficiency

*Prosperity Peru* will have a goal of helping Peru increase access to clean energy, especially in rural areas, and helping it become a leading regional clean energy producer (solar, wind, hydro and mini-hydro).

Energy Sector Partners will be modern businesses with proven experience in driving the emerging 'green' agenda, being significant contributors to carbon reduction and committed to delivering improvements in energy efficiency across the residential and commercial sectors. This will be achieved in Peru through advising and working with Strategic Peruvian Partners and Public Bodies, Government Departments and Agencies, schools, hospitals, and commercial businesses. *Prosperity Peru* will seek, particularly via promotion of the PPP model of project delivery, to make sure projects make better use of energy and water resources that deliver community programmes that make a lasting difference. An ideal Energy Partner will already be delivering multiple area based programmes elsewhere in the world and have a long history in supporting the vulnerable and working with communities to help make peoples' lives more comfortable; supporting disadvantaged communities and creating low carbon neighbourhoods. These changes will be developed and sustained in Peru in the long term possibly via commercial arrangements and Strategic Joint Ventures between UK and Peruvian Partners as projects develop. But for the purposes of, and for the duration of, the Prosperity Fund Contract, advice should be given to *Prosperity Peru* and its Strategic Peruvian Partners freely and independently, and without seeking any direct commercial interest.

### Infrastructure

*Prosperity Peru's* long term objective for sustainability will hopefully lead to its UK Partners and Strategic Peruvian Partners working together with Infrastructure Investment Partners to fund construct and operate projects in services and public infrastructure and assets, through PPP arrangements and/or UK Export Finance that help bridge the quality or quantity gap in infrastructure in Peru. Projects will be those promoted by PROINVERSIÓN, Peru's Private Investment Promotion Agency. Particular focus for *Prosperity Peru*, during its contract term, will be to help identify and develop unsolicited PPP proposals which will be presented to PROINVERSIÓN or the Organizations for the Promotion of Private Investment of Regional or Local Governments. These projects will be based on smart infrastructure solutions which will hopefully provide opportunities for UK specialist companies and SMEs in the wider supply chain, if projects are secured. Sector focus will be on Rail and Port Projects; and around providing innovative, smart infrastructure solutions on transport or affordable accommodation. Through implementing future projects via PPP's it is expected also that





## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

there will be opportunity to drive through improvements to regulation and transparency and monitoring (both in terms of the infrastructure projects themselves and the wider supply chain).

### Education

Education Sector Partners will work in specific areas of interest including building capacity in English Language education, teacher training and curriculum development, technical and vocational education in key sectors (mining, energy, financial services, tourism, agriculture, science and research, social entrepreneurship) and research collaboration between Peru and the UK. Partners will also have experience in, and be interested in, using the Public-Private Partnerships model and/or UK Export Finance to design/build/operate and maintain State Schools, and Specialist Teacher Training Schools and Academies, including the provision of state-of-the-art UK based technology to enhance learning, as an overall support programme for the Ministry of Education/ Central Government.

### HOW TO BECOME INVOLVED

The bidding process for the Prosperity Fund is being run in two stages by the FCO: 1. Concept Bid and, 2. Full bid. Only bids approved through the concept stage will be considered for full bids. *Prosperity Peru* has been selected from over 185 Concept Bidders to submit a Full Bid on or before April 14<sup>th</sup> 2016. Your expression of interest to be involved in the project would be welcome before that date.

**IF** successful we seek to make our activities as inclusive as practical, and invite as broader number of Stakeholders as possible to support, contribute to, or at least become involved in, the initiative and co-benefit from changes and objectives the project will deliver for the implementation of future projects in Peru in the outlined sectors of Education, Healthcare, Energy Efficiency, and Infrastructure (including Rail).

The **Stakeholders** will include, hopefully, willing **UK Lead Partner(s)** involved in all the above sectors, **Specialist Service Providers** and **Sector Partners, Strategic Peruvian Partners** in the Public and Private sectors, and **Networking Agents** in Government and Non-Government (NGOs) Organizations in both Peru and the UK.

**Potential UK and Peruvian Strategic Partners and Networking Agents** [other than UK Lead & Specialist Services/Sector Partners] already canvassed, include:

- *CAN- PERU HIGH LEVEL ANTI-CORRUPTION COMMITTEE*
- *SCE- PERU SUPERVISORY BODY FOR STATE CONTRACTING*
- *PROINVERSION- PERU PRIVATE INVESTMENT PROMOTION AGENCY*
- *PERUVIAN EMBASSY LONDON- MINISTRY OF FOREIGN TRADE & INVESTMENT, UK.*
- *BRITISH EMBASSY LIMA- UKTI & FCO*
- *CAMARA DE COMERCIO DE LIMA*
- *CAMARA DE COMERCIO PERUANO BRITANICA*
- *GRANA Y MONTERO- NO 1 EPC CONTRACTOR*
- *COSAPI – NO 2 EPC CONTRACTOR*
- *NPG ABOGADOS- LEAD PPP CONSTRUCTION LAWYERS*



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

- *OTHER PERUVIAN CONSTRUCTION AND CONSULTING GROUPS*
- *BRITISH EXPERTISE/ THE D- GROUP*
- *UKEF- UK EXPORT FINANCE*
- *UKTI, LONDON- UNITED KINGDOM TRADE & INVESTMENT*
- *UK INFRASTRUCTURE & PROJECTS AUTHORITY*
- *THE INTERNATIONAL GOVERNANCE AND RISK INSTITUTE*

**Potential UK Sponsor(s), Lead & Specialist Services/Sector Partners**, [already over 100 potential organizations have been canvassed]- your potential involvement is solicited, as:

- **UK Sponsor(s)/Co-funders** - *Prosperity Peru* will be working on a tight budget to deliver the Prosperity Fund Project, if awarded on expected financial terms. Co-funding is sought from Private Sector companies to support the Social, Economic & Development Programme, who have no direct commercial interests in its implementation, but wish to support it for the benefit of Peru and all Stakeholders.
- **Lead UK Partner or Specialist Services/Sector Partner**- *Prosperity Peru* will be seeking Partners who will offer, without obligation, specialist knowledge from the UK, (+/or from Peru if represented) and hopefully make at least one country visit of your representative during the 12 month contract to meet and mentor other stakeholders, and share knowledge to help implement the contract deliverables. If already operational in Peru, multiple meetings could be arranged to “in-bed” you in the delivery team. We don't expect your company to enter into the main contract between *Prosperity Peru* and the FCO for the provision of services, which will amount only to c.£100,000; but to support the Project's Social, Economic & Development Concept and Objectives with some co-funding "in-kind" via some knowledge transfer on an agreed basis, with your company representative if the contract is awarded, helping prove the UK to be the “Partner of Choice”. It is expected that reforms will subsequently create sustainable Commercial Opportunity for UK companies in the target sectors of Healthcare, Energy, Infrastructure & Education.

This is an exciting time to get involved at an early stage with the objectives of the 5 year FCO Prosperity Fund, and an exciting time in Peru with a new Government and appetite to implement PPPs, in an effective and ethical way going forward. We do hope your company will be keen to be associated with this forward thinking British Government initiative.

We look forward to hearing from you the scope and type of specialist services you would consider affording the 12 month Project, commencing July 2016, if awarded to *Prosperity Peru*.

G J Malpass/ A Petrovich

*Prosperity Peru*

[www.thinkbigpartnership.com](http://www.thinkbigpartnership.com)

[invitations sent April 5<sup>th</sup> 2016]



**5. PROFILES- PROSPERITY FUND POTENTIAL PARTNERS**



**PROJECT PROPOSAL (FULL BID)**



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

### FCO 5 year £1.3bn PROSPERITY FUND- Emerging Markets ~ Social & Economic Programmes

#### PERU

*Prosperity Peru- Copy Invitation E-Mails, April 2016.*

#### **INVITATION TO POTENTIAL SPECIALIST SERVICE PROVIDERS & SECTOR PARTNERS :**

Dear Sir/ Madam

We are excited to have been shortlisted to bid for the UK Government (Foreign & Commonwealth Office) "Prosperity Fund Project – Peru 2016".

**IF** successful we seek to make our activities as inclusive as practical, and invite as broader number of Stakeholders as possible to support, contribute to, or at least become involved in, the initiative and co-benefit from changes and objectives the project will deliver for the implementation of future projects in Peru in the sectors of Education, Healthcare, Energy Efficiency, Infrastructure (including Rail) & Sanitation.

The Stakeholders will include, hopefully, willing UK Lead Partners involved in all the above sectors, Specialist Service Providers and Sector Partners, Strategic Peruvian Partners in the Public and Private sectors, and networking Government and Non-Government (NGOs) Organizations in both Peru and the UK.

For this reason, we are sending this communication, stating our intent, and do hope we will receive your esteemed support, in the event that our bid is successful. We would be pleased to receive a brief statement of your areas of special interest & specialism relevant to the project.

-----

#### **INVITATION TO POTENTIAL UK LEAD/SUPPORT PARTNERS :**

We have been selected from 185 Concept Bid Proposals to submit, with other selected bidders, a Full Final Bid to the FCO for a one year Pilot Prosperity Fund Contract in Peru.

<https://www.gov.uk/government/world-location-news/peru-prosperity-fund-call-for-proposals-2016>

The Embassy's priorities are focused on helping improve the Peruvian Government's Project Procurement (via PPP) and increasing Transparency and the ability to tackle Corruption.

Your Company is considered a preferred potential lead "Support Partner" for the Pilot Contract , during which you can offer, without obligation, specialist knowledge from the UK, and hopefully make at least one country visit of your representative during the 12 month contract to meet stakeholders, and share knowledge to help implement the contract deliverables. We don't expect your company to enter into the main contract for the provision of services, which amounts only to c.£100,000; but to support the Project's Social & Economic Concept and Objectives with some co-



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

funding "in-kind" via some knowledge transfer on an agreed basis, with your company representative if the contract is awarded. It is expected that reforms will subsequently create Commercial Opportunity for UK companies in the target sectors of Healthcare, Energy, Infrastructure & Education.

The Fund's Objectives are explained in the link above. The FCO Invitation to submit the Final Bid has a deadline of 14<sup>th</sup> April deadline.

This is an exciting time to get involved at an early stage with the objectives of the 5 year FCO Prosperity Fund, and an exciting time in Peru with a new Government and appetite to implement PPPs, in an ethical way going forward. I look forward to hearing from you, and do hope your company will be keen to be associated with this British Government initiative.

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### PROFILES- PROSPERITY FUND POTENTIAL PARTNERS

#### POSITIONS AS OF APRIL 16th 2016

##### **CURRENTLY ACTIVE IN PERU [Not currently Part of Prosperity Peru Bid]**

1. **ARUP** [A potential future PPP Technology Partner for Peru. Not currently part of Prosperity Peru Bid, but to be reviewed after 6 months]

Arup already see themselves as a potential "Lead Adviser to future PPPs for Peru", and are active in the market.

**"We are going to pass on involvement in the Prosperity Peru project at this time as we are currently working for the Government of Peru and involved in many projects in the country, and many of the players know us well". Regards,**



**Jorge Valenzuela- Associate Principal | Head of Transaction Advice, Latin America, Arup**  
560 Mission Street Suite 700 San Francisco CA 94105  
d: +1 415 659 4953 m: +1 415 926 0484  
[www.arup.com](http://www.arup.com)



## PROJECT PROPOSAL (FULL BID)

### Reference:

*"We are an independent firm of designers, planners, engineers, consultants and technical specialists offering a broad range of professional services. Through our work, we make a positive difference in the world. We shape a better world."*

### **Named Best Technical Adviser for PPPs:**

# ARUP

15 Oct 2015

*Arup was announced as Best Technical Adviser at the 2015 Partnerships Awards ceremony.*

*The international awards, organised by the Partnerships Bulletin, are recognised as one of the highest accolades available within the global project finance industry and have been judged by an expert panel of some of the most respected names in the PPP industry (public private partnerships).*

*The award is given to technical advisors working on PPP transactions that have made an outstanding contribution to the forward progress of public private partnerships, and recognises Arup's capability as a technical advisor within the energy and utilities, social infrastructure, and transport sectors. The judges recognized "Arup's vast array of knowledge," which is deployed through our transaction deal team's unique integrated technical, financial, and commercial approach.*

*Our projects cross all infrastructure markets spanning transport, oil and gas, power, renewables, water, and social infrastructure. Our roles are diverse and include developing the business case for greenfield projects, conducting environmental and technical evaluations, delivering procurement advice, structuring PPPs, and helping private and public clients bring their projects to financial closing. The projects we advised in the Americas region alone during 2014/15 were delivered in over ten countries and have reached or are expected to reach financial close with a combined value of over US\$30bn.*

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## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

### POTENTIAL UK LEAD/SUPPORT PARTNERS [Expressed interest in Supporting Prosperity Peru]

#### CURRENTLY ACTIVE IN PERU

2. **ALTRA CAPITAL** [A potential Strategic PPP Partner for Peru. Happy to be part of Prosperity Peru Bid, and potential role to be reviewed on award]

Altra Capital also see themselves as a potential “Lead Adviser to future PPPs for Peru”. They are active in Peru, and willing to work with *Prosperity Peru* as a **Potential Lead Partner**.

**“We are happy to say that Altra Capital see themselves as a potential Lead Adviser to future PPPs in Peru.”**

**Cristobal Pollman- Associate Director | Latin America, Altra Capital**

**12 Tokenhouse Yard London EC2R 7AS United Kingdom**

**d: +44 207 428 5892 m: +44 7843 739 350**

**[www.altracapital.com](http://www.altracapital.com)**



Cris is an engineer with a master’s in business and finance. He is one of Altra Capital’s experienced project and programme managers who has been involved with international rail projects in several countries. This has focused in transport operators in Sao Paulo, Rio de Janeiro, Santiago de Chile and Lima. Cris is a director of British Expertise International, where he is Chairman of the Latin American Interest Group, providing a first point of contact for the engagement between the UK’s private sector and the region.

#### **Reference:**

***“ Altra Capital is a high level independent advisory group established to review, design, implement, and finance strategic and complex projects. Altra Capital is predominantly active in infrastructure and public-private partnerships. Altra Capital specialises in the provision of procurement, management, capacity building, financial and legal advisory services for the financing of infrastructure in all sectors; and especially to support public sector clients in the international market.”***



*Altra Capital, with its wealth of international experience of the investable options for PPP, has the expertise to help its clients get the most out the opportunity. A key part of a PPP project is*





## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

ascertaining the most appropriate structure for a PPP project. Expert advice is essential to get the best out of this concept.

Projects our consultants have organised range in size from \$1million to \$5,000 million, and include social and services projects, airports, air traffic control systems, roads, railways, hydroelectric dams, power plants, water projects, waste projects, gas pipelines, aluminium smelters, mobile phone networks, hospitals, schools and hotels.

Altra Capital is proficient in the interfaces between the public and the private sectors; interfacing with private sector investors, financiers and operators, and in managing bidding teams.

3. **CURRIE & BROWN** [A potential future PPP Cost Consultant Partner for Peru. Not currently part of Prosperity Peru Bid, but to be reviewed after 6 months]

Currie & Brown are currently advisers to the Children's Lima Hospital and see themselves as a potential "Lead Adviser to future PPPs for Peru", and are active across latin America. They seek to work closer with *Prosperity Peru*.

**"You may not be aware that Currie & Brown are currently working in Peru. In fact we are the PPP provider of services to the Children's hospital in Lima. With that in mind we would be pleased to investigate further the opportunity- to discuss cooperation in the Prosperity Fund.**

**Greg- having now discussed this with my director for S. America I'm afraid to say that we can't pursue this opportunity at the moment as it could potentially give us a conflict of interest. Please keep in touch as this progresses. You never know we may be able to participate at some future date.**

Kind regards, "

**Euan McEwan**

**Group Chief Executive Officer**

12 Dumaresq Street  
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[www.curriebrown.com](http://www.curriebrown.com)



## PROJECT PROPOSAL (FULL BID)



Euan McEwan is Group Chief Executive Officer of Currie & Brown. He has extensive experience in the real estate, construction and management consultancy sectors. Prior to joining Currie & Brown, Euan McEwan was Executive Director of AWG Plc, where he was responsible for the real estate, PFI/PPP and infrastructure management businesses. He has also been an Executive Director of Carillion Plc where he set up and ran the PFI/PPP and Support Services businesses. He has also held senior management positions with Tarmac Construction Ltd, Tarmac Properties Ltd and Coopers & Lybrand real estate and construction management consultancy group. Euan is a qualified chartered accountant and has a BSc in Civil Engineering. He is also a certified member of the Institute of Management Consultants and a Fellow of the Royal Society of Arts, Manufactures and Commerce (RSA)

### Reference:

*“Currie & Brown is one of the world’s leading asset management and construction consultancies, dedicated to advising clients in respect of the management and utilisation of their physical assets and is differentiated by innovation, expertise and experience. We operate throughout the world and have offices in the Americas, Asia Pacific, Europe, India and the Middle East.”*



*Having the credentials to be one of the leading international providers of technical and related advisory services to a diverse and evolving PPP/P3 infrastructure market is a position held by few and coveted by many.*

*Currie & Brown is one of the largest exporters of PPP/P3 and is involved in projects with a combined value of over £35 billion. We have been working with the Ministry of Health in Mexico on the implementation of its PPP/P3 hospitals initiative, as well as advising the Ministry of Transport in Mexico on the first PPP/P3 toll-way project. Currie & Brown also has significant presence in Latin America, having advised on PPP projects in Chile, Guatemala and Peru. Furthermore, we have wide-ranging projects ongoing across Europe (including the M25 ring-road in Madrid, for example) and are advising government departments in the Middle East and the Far East.*

4. **THE INTERNATIONAL GOVERNANCE AND RISK INSTITUTE** [A potential Strategic Government Level PPP Partner for Peru. Happy to support the Prosperity Peru Bid Objectives, and potential role to be reviewed on award]

Since 2010 the International Governance and Risk Institute (GovRisk) has provided high quality consultancy and training programmes to public and private sector institutions from more than 30 countries, and is currently working in partnership with Peru’s High Level Anti-Corruption Commission (CAN) & Peru’s Supervising Body for State Contracting (SCE).



**PROJECT PROPOSAL (FULL BID)**

FCO Prosperity Fund

**“Thank you for your interest in collaborating with GovRisk within the framework of the FCO Prosperity fund, we would like to discuss further. As an implementing agency for the FCO we typically charge for our participation in all project related activities. Whether this be the provision of expertise, project management or monitoring and evaluation activities. Please let me know if there is any scope for this?”**

**Mark Willcock | Programme Development Manager, Secretariat**  
Tel: **+55 21 3082-5166**  
Fax: **+44 203 411 1160**  
[mark.willcock@govrisk.org](mailto:mark.willcock@govrisk.org)  
The International Governance and Risk Institute  
[www.govrisk.org](http://www.govrisk.org)

*Reference:*

*“Since 2010 the International Governance and Risk Institute (GovRisk) has provided high quality consultancy and training programmes to public and private sector institutions from more than 30 countries. They offer a wide variety of programmes covering specific topics within the fields of financial crime, corruption, risk management and governance. Programmes are all led by one or more experts with a minimum of 15 years’ experience in law enforcement, public procurement, forensic accountancy, fraud investigation, academia, law or compliance.”*





## PROJECT PROPOSAL (FULL BID)

### CURRENTLY NOT ACTIVE IN PERU

5. **CARILLION** [A potential Strategic Multi-Sector PPP Partner for Peru in the future. Happy to support the Prosperity Peru Bid Objectives in “name” , and a potential proactive role to be considered/reviewed in 6 months]

Carillion see themselves as a possible Advisor and offer soft services on PPPs to *Prosperity Peru*, especially Hospitals where they have a lot of experience in Canada. They would not intend, at this stage to take an active part in Project Acquisition or Implementation in Peru. Carillion’s focus is increasingly UK because of the massive infrastructure opportunity offered by the National Infrastructure Development Plan.

**“The FCO stuff does look interesting but as you correctly suggested, Carillion would support in name and/or time rather than contributions, at this stage.”**

Shaun Carter

Group Development and Strategy Director

Carillion plc: Registered in England No. 3782379 Registered Office: Carillion House, 84 Salop Street, Wolverhampton WV3 0SR United Kingdom.

[www.carillionplc.com](http://www.carillionplc.com)



Shaun is a science graduate and holds an MBA from Warwick Business School. Shaun has held roles previously as MD of Carillion MENA, MD of Carillion Government Services and MD of TPS, Carillion’s professional services business.

Earlier in his career, Shaun was involved in the development of privately financed projects and is recognised as a leading proponent of PPP, particularly in the healthcare sector. He has been involved with the industry for over 20 years.

Reference:

*“Carillion is one of the UK’s leading integrated support services companies, with extensive construction capabilities, a substantial portfolio of Public Private Partnership projects and a sector-leading ability to deliver sustainable solutions.”*



*Carillion offers services in PPP and all four target sectors for Prosperity Peru- Healthcare, Energy Efficiency, Infrastructure and Education. It is hoped that it will become a Lead Partner as opportunities prevail in Peru in the future.*

Capabilities	Markets
<b>Support Services</b>	<ul style="list-style-type: none"> <li>• Aviation</li> </ul>
<ul style="list-style-type: none"> <li>• Facilities Management and Property Services</li> <li>• Specialist Services</li> <li>• Business Services</li> <li>• Infrastructure Services</li> <li>• Energy Services</li> <li>• Advice Services</li> </ul>	<ul style="list-style-type: none"> <li>• Building</li> <li>• Central Government</li> <li>• Civil Engineering</li> <li>• Commercial</li> <li>• Defence</li> <li>• Education</li> <li>• Energy</li> <li>• Financial Services</li> </ul>
<b>Construction Services</b>	<ul style="list-style-type: none"> <li>• Health</li> </ul>
<ul style="list-style-type: none"> <li>• UK</li> <li>• Middle East</li> <li>• Canada</li> </ul>	<ul style="list-style-type: none"> <li>• Justice</li> <li>• Local Authorities</li> <li>• Rail</li> <li>• Roads</li> </ul>
<b>Public Private Partnership</b>	<ul style="list-style-type: none"> <li>• Utilities</li> </ul>
<ul style="list-style-type: none"> <li>• Guide to PPP</li> <li>• Our PPP Awards</li> <li>• PPP Case Studies</li> <li>• SPC information</li> </ul>	



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

### SPECIALIST SERVICE PROVIDERS & SECTOR PARTNERS

#### CURRENTLY ACTIVE IN PERU

6. **NAVARRO PAREDES GRAY ABAGADOS** [Signed up Partner to ThinkBigPartnership in terms of a role in supporting Legal Issues and Advice related to future Peruvian PPPs]

NPG see themselves as the lead Peruvian “Specialist Legal Adviser to SPVs on future PPPs for Peru”. They are *Prosperity Peru’s* Preferred Peruvian Legal Services Advice Partner for PPPs, under a Country MOU arrangement with Petrovich Law.

**“Please put our name forward in your bid as Prosperity Peru's preferred Peruvian Partner for Legal Services to PPPs.**

#### Enrique Navarro Sologuren



Canaval y Moreyra 452 Piso 13 Corpac - San Isidro  
Lima 27 – Perú  
t 511 7063333 f 511 7063336

[www.npg.pe](http://www.npg.pe)



Enrique Navarro graduated from the Law Faculty of the Pontificia Universidad Católica del Perú. Master’s degree in Construction and Real Estate Company Management, Universidad Politécnica de Madrid. Specialist in Construction Law and Labor Law. Business consultant with more than 30 years’ experience in the construction sector. Legal Manager at G y M S.A.; founder of CONCAR S.A., a company for the Matarani – Arequipa highway concession; former member of the National Commission for the Construction Industry, representing the Association of Contracting Engineers

#### Reference:

*“Our aim is to bridge the gap between engineering and the law by providing legal consulting services to both private and public companies and organizations in the fields of engineering and construction, energy, public procurement, concessions, public-private partnerships, dispute resolution and arbitration. We seek to consolidate our position as the leading law firm in the field of engineering and construction in Latin America.”*



ABOGADOS  
NAVARRO  
SOLOGUREN  
PAREDES  
GRAY



WHO'S WHO LEGAL

Jaime Gray  
Construction



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

*NPG offers advice on the development and implementation of investment projects with the government in all its forms (concessions and public-private partnerships, for example). We assess the risks involved in the project and determine the best form of contract to match our client's needs. We guide the client through the administrative procedures involved in the implementation of the project.*

---

### CURRENTLY NOT ACTIVE IN PERU

#### 7. TECHXB

TechXB are interested in being a “Specialist Service Provider to Prosperity Peru and the PPP Programme in the Area of Social Media for Business” , and willing to make a visit to Peru to undertake mentoring/ training review of social media applications in Government and Procurement.

**“We are interested in being a service provider to Prosperity Peru and the PPP Programme in the Area of Social Media for Business. We have a number of training programmes, consulting and systems in the area of Social Media and Digital Technologies that can be applied to combat corruption, enhance transparency and create clear solutions.**

**Well done for making the shortlist with your preliminary outline proposal by the Think Big Partnership to review the potential for British Infrastructure Group in Peru and your role in hopefully delivering the “Prosperity Fund Project 2016” if your bid is successful.**

**As you know I have considerable expertise in analysing and adding enterprise value through digital and eLearning platforms. I have over 30 years experience in Project management and technology. I created the world's first cloud based PFI/PPP risk management system (John Laing), developing a global channel strategy (Inmarsat), created a strategic level property management process for the board of trustees (NSPCC) and developed a process to generate five new businesses with a planned revenue stream of £ 1 Billion (BT Retail). I have acquired considerable subject matter knowledge on Digital Technologies. I am the Author of the best selling book “Social Media in Business” and a series of eBooks, such as “Digital Technologies”. These are practical guides to help businesses to implement social Media and emerging digital technologies. He has also written a Government published paper on the digital future of the Construction Industry and contributed to CNN, Wall Street Journal, Bloomberg Business Week, BBC, Huffington Post.**

***Some Recent Projects:A series of assignments with several organisations based on designing social media programmes and strategies. Setting up eLearning training platforms, researching Internet of Things (IOT) andimplementingSocial Media for Business Development.***





**PROJECT PROPOSAL (FULL BID)**

- **Age UK - Hands-on designed and developed an eLearning package. Created a prototype and demonstrated proof of concept. Built the full turnkey package with training.**
- **University of Baltimore - Merrick School of Business (USA) – Designed from scratch, prototyped and delivered an online eLearning programme integrated with the professors’ MBA programme, with weekly Q& A Sessions. This was based on Steve’s book “Social Media in Business”.**
- **The Healing Trust – *Developed a full social media programme including website to reverse declining membership, working with the treasurer. Resulted in a series of projects for enhancing membership communication and “Meetups”.***
- **Health Care Professionals Council (HCPC) – Designed and delivered a social media programme for this UK regulatory body for implementation across the organisation.**

We confirm that we would be interested to be considered as a preferred supplier for consultancy services for :

**PPP FORUM/ Social Networking Platform:**

1. **Development of Website for [www.prosperityperu.com](http://www.prosperityperu.com)**
2. **Development of Social Media Programme and collaboration Platform for a "PPP Forum" of all stakeholders, as part of Website.**
3. **UK liaison with Stakeholders, and management of Blog/Platform (particularly to spread doctrine and covering issues of Corruption and Transparency of PPP systems, and Best Practice)**
4. **Social media and elearning for Business tuition and mentoring in Peru, as required basis.**

We hope you are successful with your bid and we will be very happy to assist you with your digital / Social Media needs in Peru.

Kind Regards”

**Stephen Nicholls**



Steve Nicholls is the author of the best-selling “[Social Media in Business](#)”, international speaker, and social media strategist. He helps business executives implement a winning digital strategy into their organization, integrating it into the DNA of the entire organization, maximizing benefits while identifying and mitigating risks. Steve has designed and implemented advanced Internet applications for many leading global organizations including British Telecom, Ciena Corp., John Laing and NSPCC, and has been featured as a social media expert in CNN, Wall Street Journal, Bloomberg BusinessWeek, BBC, Huffington Post. Steve has an MBA from Henley Business School in 1992 and Masters of Science in Organizational Development from the University of Portsmouth.

10 Park View Road  
London  
W5 2JB  
TechXB | 07809 799999

[www.TechXB.com](http://www.TechXB.com)





## PROJECT PROPOSAL (FULL BID)

*Reference:*

*“TechXB consulting services help businesses to better exploit existing and forthcoming digital technologies by equipping key personnel with timely, focused support. We apply the proprietary 3-CORE Project success system, developed by our founder Steve Nicholls. This is a systematic and holistic model that allows for the successful implementation of digital technologies within an organisation, in the most cost-effective and timely manner. The 3 CORE system embraces three key elements: the Business Environment; the Project Stages and the Project Development Cycle.”*



### **TechXB | ACADEMY** The Digital Education program for Leaders and the Workplace

TechXB have a number of training programmes, consulting and systems in the area of Social Media and Digital Technologies that can be applied to combat corruption, enhance transparency and create clear solutions. We use a range of pioneering techniques, such as his proprietary eLearning platform (Baltimore University, Merrick Schools of Business), [UDEMY.com](https://www.udemy.com) (Age UK) and other methods such as Tele-seminars, Webinars, (Association for talent Management - Chicago), and workshops (UK Medical Regulator – HCPC). I contributed to media outlets such as: INCAE Business Review, CNN, Wall Street Journal, Bloomberg Business Week, BBC, Huffington Post.

#### **8. CONCITOR**

Concitor is interested in being a “Specialist Service Provider to UK Contractors/Exporters to help source Export Finance for Capital Projects” , and willing to make a visit to Peru to advise Peruvian Stakeholders and interested UK Contractors/Exporters on how to finance the supply of capital plant and equipment and implement major capital/construction projects, using Export Finance, as part of PPP Projects.

**“I am happy to be on-board as an Adviser on UK Export Finance, and its potential role within PPPs.**

**I am pleased to learn that the preliminary outline proposal by The Think Big Partnership (yourself and Aleks Petrovich) to review the Potential for a British Infrastructure Group in Peru has been shortlisted by the Foreign and Commonwealth Office of the UK Government for consideration for funding under their “Prosperity Fund Project 2016”. In this respect we have discussed the generality of your proposed business plan for a British Infrastructure Group in Peru and your potential requirement for services to assist in the delivery of such an initiative.**

**I am writing to confirm that if the Think Big Partnership is successful in its formal bid for funding support I would be interested to be considered as a preferred supplier of advisory**



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

support and assistance to you and/or to your target client base of project sponsors, equipment suppliers and construction contractors in connection with particular projects that may emerge from your proposed initiative in Peru. Such support and assistance would be in respect of the development and execution of contractual and financing opportunities relevant to my experience and expertise and would be provided on terms and conditions to be agreed at the time relevant to each opportunity.

As you are aware, I have over 35 years' of banking experience in international trade, export and project financing based in London, most recently as Director, Structured Finance - Export Credits, BNP Paribas and previously with Fortis Bank, WestLB, West Merchant Bank and Standard Chartered Bank.

During this time I have acquired an extensive experience in business origination/development, structuring/arranging and operational/administrative roles focussing on the delivery of finance for projects/structured capital goods exports in a broad range of business sectors extended with the support of export credit agency and private insurance market risk mitigation products; under cash flow based project financing and asset based security arrangements; and including the involvement of trade financing and other ancillary products.

Whilst this has included a particular experience involving UK export credit financing with the support of the UK Government's Export Credits Guarantee Department (now known also by its trading name UK Export Finance ("UKEF")) experience also extends to financing arrangements involving non-UK export credit agencies, derived from both single ECA and multi-sourced situations, and multi-lateral agency support.

There are, of course, a variety of potential approaches that might be considered by parties formulating funding plans to undertake major capital projects/purchases of capital plant and equipment depending upon whether the project sponsors/purchasers are in the public or private sector; direct sovereign/corporate borrowing obligations are envisaged either on an unsecured basis or subject to the requirement for third party guarantee security or simplistic structured cash flow based security arrangements to support such an approach; or whether comprehensive limited/non-recourse project financing arrangements to project specific special purpose companies are envisaged (within a PPP context or otherwise).

The inclusion of a UKEF dimension can in theory be considered for all such approaches and in circumstances where elements of equipment supply and service provision might not originate in the UK in their entirety. There is much enthusiasm from UKEF to support UK exporters and a flexibility to assist in the financing of export contracts including those that may contain material non-UK content or where only a UK value added service dimension exists. That said, the requirements governing minimum UK content and maximum local content and, where relevant for a structured/project financing approach, the requirement generally for an acceptable contractual and financing structure and the realistic consideration of project/contract size (in the context of the cost and time required for the development and finalisation of such an approach with all relevant parties and their respective advisors), need to be understood and accommodated in devising a suitable contracting/financing strategy for the development of project opportunities. For a project financing approach this will include, amongst other things,



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

acceptable risk sharing with project sponsors in terms of a debt to equity ratio and with lenders on co-lending commitments and inter-creditor and common security arrangements.

I have relevant experience and insight into such matters and can provide independent advice and assistance in working with financing banks and UKEF (and other ECAs) on transaction specific opportunities.

I hope that your forthcoming detailed bid for prosperity fund support is successful and that this expression of interest to support your business aspirations in Peru is of interest.

**Chris Tilley**

**Concitor Limited**

**T: +44 (0) 7770 649 817**

**E mail: [chris.tilley@concitor.co.uk](mailto:chris.tilley@concitor.co.uk)**

**Concitor Limited is registered in England and Wales under company number 7973365.**

**Registered Office: 714 London Road, Larkfield, Aylesford, Kent ME20 6BL, United Kingdom.**

**VAT Registration No.: 131 7558 18**

### CONCITOR LTD.

714 London Road  
Larkfield  
Aylesford  
Kent  
ME20 6BL

E: [chris.tilley@concitor.co.uk](mailto:chris.tilley@concitor.co.uk)

E: [chrisjtilley@gmail.com](mailto:chrisjtilley@gmail.com)



Over 35 years' of domestic and international banking experience based in London, most recently as Director, Structured Finance - Export Credits, BNP Paribas and previously with Fortis Bank, WestLB, West Merchant Bank and Standard Chartered Bank. During this time he has acquired an extensive experience in business origination/development, structuring/arranging and operational/administrative roles focussing on the delivery of finance for projects/structured capital goods exports in a broad range of business sectors extended with the support of export credit agency and private insurance market risk mitigation products; under cash flow based project financing and asset based security arrangements; and including the involvement of trade financing and other ancillary products. Whilst he has acquired particular experience involving UK export credit financing with the support of the UK Government's Export Credits Guarantee Department (now known also by its trading name UK Export Finance) experience also extends to financing arrangements involving non-UK export credit agencies, derived from both single ECA and multi-sourced situations, and multi-lateral agency support.

Independent Expert in Export Finance

*Reference:*

*"Since 2012 Chris has been providing independent strategic and transaction based business development and financing support services on a consultancy basis to project sponsors and investors and/or to their suppliers/contractors/exporters in connection with the financing of the supply of capital plant and equipment and the implementation of major capital/construction projects located in the UK and/or overseas."*



*in cooperation/association with*



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

9. **UNIPART** [potential Rail Specialist Exporter if PPPs materialise in that sector]

**“Thank you for reaching out to me. Getting access to Peru and other South American economies are currently not really on our radar although we might be in the position to explore possible rail market opportunities if your project leads to PPPs getting awarded and we can be involved in the project. Good luck with the tender process.**

**Kind Regards ”**

Balazs Berki  
International Business Development Director  
Unipart Rail Limited  
Traction & Rolling Stock (T&RS)  
T: +44 (0) 1302 731646  
M: +44 (0) 7917535365



Jupiter Building, First Point, Balby Carr Bank,  
Doncaster, South Yorkshire, DN4 5JQ  
[www.unipartrail.com](http://www.unipartrail.com)

SERVING THE WORLD'S RAILWAYS

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This e-mail has been sent in confidence to the named addressee(s). If you are not the intended recipient you must not disclose or distribute it in any form, and you are asked to contact the sender immediately.

10. **ROWE HANKINS** [potential Rail Specialist Exporter if PPPs materialise in that sector]

Rowe Hankins Ltd provides innovative on-train and trackside safety products and components to the world's railways

**“Thank you for considering Rowe Hankins for this project, we would like to have the opportunity to be involved in the bid. Just to inform you that David Lister no longer works for Rowe Hankins, therefore it is myself that will be your point of contact, should you have any questions. In regards to your below correspondence, would it be possible for you to provide some more information on how the fund will be used within the rail infrastructure and who will be involved? I will look forward to hearing from you soon.**

**Many regards “**



**PROJECT PROPOSAL (FULL BID)**

FCO Prosperity Fund

**Jemmah Balabanian**  
**Customer Relations Sales Manager**

Rowe Hankins Ltd  
Power House  
25 Parker Street  
Bury  
BL9 0RJ

Tel +44 (0)161 765 3005

Fax +44 (0)161 705 2900

[jemmah@rowehankins.com](mailto:jemmah@rowehankins.com)



**11. DOPLA GROUP**

The services of Dopla Group are on offer to set up an interactive “Suppliers Database” and on-line contact/tendering system for future UK Suppliers to Peru PPPs and Other Government Contracts

“Our services fall into three main categories:

- **Project Management**
- **Technical Services**
- **Design Services**

**But What Specifically-** As a group of highly experienced IT and design staff we have a large skill set which is available to you, including (but not limited to) the following:

- **Java - Both server and applications based; .Net; C#; MS SharePoint; Flash**
- **PHP; Ruby; Perl; C; SQL - (MySQL, Postgres, Oracle and MS SQL)**
- **Graphic Design - Both web and non-web based; Digital Photography.”**

**Matthew Wright**  
**Director**



**Dopla Group**

[www.doplagroup.co.uk](http://www.doplagroup.co.uk)

11<sup>th</sup> April 2016



**PROJECT PROPOSAL (FULL BID)**



**6. THINK BIG PARTNERSHIP PROFILE/WEBSITE**

**PROSPERITY PERU**



**PROJECT PROPOSAL (FULL BID)**

**FCO Prosperity Fund**





# THE THINK BIG PARTNERSHIP

WWW.THINKBIGPARTNERSHIP.COM

STUDIO 4, THE CARLTONS 32 CARLTON DRIVE LONDON SW15 2BL  
TEL: +44 7850 230692 EMAIL: MALPASS.GREG@GMAIL.COM

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## Overseas Business Development & Representation

We offer Professional Services to British companies seeking Trade and Investment in Multi Sectors Overseas, but with particular focus on businesses related to Infrastructure, Export Financed Projects, and Public Private Partnerships (PPP). Services include:

- Bespoke Market Research and Company- Business Introductions
- Help in seeking in-country Partners, Agents, Distributors
- Legal Services (Through Petrovich Law Firm & Peruvian Partners) for Company Set-ups and Legal Establishment and any Memoranda of Understanding or Agency Contracts, or other Agreements, etc.
- Introductions of Local Strategic Partners to UK Companies with interest in Project Participation, including possible PPP equity participation, and/or Project Finance
- Mergers & Acquisitions - Company research, introductions and analysis.
- General Representation of Exporters and Virtual Office Administration Services.

## Corporate Governance and Social & Economic Programmes

We are committed to placing an ethical approach to business at the core of our activities, and offer services in Government funded Social & Economic Programmes. We seek to work with the leaders and executives of Government Institutions and Private Businesses involved in the processes of developing infrastructure programmes and economic & social strategies in selected Emerging Markets. We will work, together with others, to bring world-class expertise and the best global experience wherever it is needed, to help deliver projects that will have positive social impacts and bring economic growth.

To help spread a doctrine of anti-corruption, increase transparency and governance, we offer *in-market* mentoring of leaders to drive through a culture of Corporate Governance Compliance. Leadership is largely defined by effective decision-making. Because of the complexity and sensitivity of processes and decisions at the top of Government and Organizations, and the pressure to "get it right," leaders often need help learning to analyze and resolve dilemmas of setting process and decision making in an ethical way. One-on-one, day-to-day mentoring and constructive coaching in the normal course of business, via integration with the client's organization, is highly effective for this purpose. It's not only business process, it's implementation. Mentoring helps build fluency in communicating the ethics behind the processes and decisions being made, to increase trust with all constituents in an organization or institution.

## Managing Partners

GREG MALPASS



**International Business Development Executive** - Greg has a Bachelor of Science Degree in Civil Engineering from City University London and an MBA from London Business School. He has 30 years of experience in international Trade and Investment, with particular focus on Infrastructure Sectors.

ALEKSANDER PETROVICH



**International Lawyer** -Aleksander is an FLC Florida Bar Member and Member of the Florida Bar International Law Section, Member of The Madrid and Lima Bar; with practice in Latin America, Spain and the United States. He has a Doctorate in



# THE THINK BIG PARTNERSHIP

WWW.THINKBIGPARTNERSHIP.COM

STUDIO 4, THE CARLTONS 32 CARLTON DRIVE LONDON SW15 2BL  
TEL: +44 7850 230692 EMAIL: MALPASS.GREG@GMAIL.COM

## “BIG’s” Major Projects

- **The British Infrastructure Group** - *Business Development of UK Group of Infrastructure Developers, Investors and Support Services Companies in selected Emerging Markets.*
- **The British Iberian Group** - *Company Representation of UK and Spanish Exporters in selected Emerging Markets*
- **Think BIG in PERU Project** – *Focus Group on PERU, for BIG and Social & Economic Programmes.*

## Biographies- Managing Partners “Think BIG in PERU Project

**ALEKS PETROVICH: An Attorney-at-Law** –Aleks is an attorney with studies and practice in Latin America, Spain and the United States. He is a Peruvian National and US citizen; an FLC Florida Bar Member and Member of The Florida Bar International Law Section, Member of The Madrid and Lima Bar. He has a Doctorate in Law from Universidad Carlos III de Madrid (Spain) ; Professional Law Degree (J.D.), Summa Cum Laude, at the Faculty of Law Universidad de Lima Perú; and Postgraduate degrees in National Security, National Defense, Strategic intelligence on global business, economic, security and geopolitical affairs by the Centro de Altos Estudios Nacionales, CAEN (Peru); and in Fundamental Rights Law by the «Institut International des Droits de l'Homme», Strasbourg (France). Further Postgraduate degrees in Computer Law, Law Office Automation, Law Data Base, Computers in judicial work, Artificial Intelligence & Case-based reasoning (CBR) by the Intergovernmental Bureau for Informatics - IBI and the College of Law of Universidad de Zaragoza (Spain).

Aleks has a strong International Litigation and International Trade and Business Law background and experience and Core Competences in • Litigation • Due Diligence • Drafting legal contracts, agreements, stipulations and others • Legal research & memoranda • Business development • Client relations Management • Strategic planning & execution • Favourable settlement negotiations • Executive collaboration • Mediation participation • Highly strategic & analytical • Dynamic thinker • Streamlining processes • Financial proficiency • Geopolitics & economics vision.

Aleks is a versatile and effective bilingual attorney with strong International Litigation and International Trade and Business Law background and experience. Areas of strength include successful negotiations, business development, as well as providing clients with innovative solutions to challenging situations. Practice with solid legal base, knowledge of the market and capacity to lead a project from beginning to end. He has recently worked in all aspects of the construction market and leisure for Cuba and the Caribbean; and, particularly, in the investment infrastructure estimated at 1 billion dollars of Projects including marinas, condominiums, luxury villas and golf courses and resorts. He acted successfully as Counsel for Expo Nautica-Peru. Represented successfully Expo Nautica-Peru in Spain and in the United States, and provide advice strategies to foreign nautical companies to invest in the Peruvian nautical market. He has collaborative agreements with Enrique Navarro Sologuren, partner of the Peruvian Law Firm Navarro Sologuren, Paredes & Gray, that specializes in engineering and construction law, alternative dispute resolution and related arbitration; and, Public and Private Partnerships in infrastructure (PPP). He has provides legal support and strategic advice on opportunities and trends in investment law with special emphasis in Latin American business.

**GREG MALPASS: A Civil Engineer & International Business Development Executive** – Greg has a Bachelor of Science Degree in Civil Engineering from City University London and an MBA from London Business School. He has had an international career and a 30 year association with Peru having initially worked with Wimpey International on Port Construction projects in Peru in 1983/5. He is a Former Member of the Institution of Civil Engineers, UK National Contractors Economics Committee, the Technical Marketing Society of America, the British Peruvian Trade & Investment Group and Director British Colombian Chamber of Commerce. He was seconded to Her Majesty’s Government’s Department of Environment (DOE) in 1995 to research Construction Industry Opportunities in Latin America, and further seconded in 1999-2001 to the Government’s Department of Trade & Industry/ Foreign & Commonwealth Departments (now UKTI) to act as Export Promoter/ International Trade Adviser for Peru and the Andean Region, to help lead an Export Campaign for Latin America, promoting British companies with Export & Privatisation & PPP Opportunities, working closely with Government Departments, Aid Agencies and overseas Embassies and Chambers of Commerce. He is a former Director of TermoPacífico SA (Colombia), and Brazilian Water Works SA (Sao Paulo.) involved in developing a Coal Fired 400MW IPP Power Project in Colombia and a number of Privatized Urban Water Concessions in Brazil. Wimpey, Greg’s former employer Wimpey was involved in the Peruvian port infrastructure market over 40 years in Bayovar, Salaverry, Callao, Ilo, Paita, Pura and Matarani, as well as a Pipeline Project in the Amazon, Huancayo - Mantaro.

Greg has been involved in New Thinking & Strategies which led to the introduction of the Private Finance initiative PFI in the UK and prior and subsequent forms of Public Private Partnerships PPP including BOOT, DBFO, DBO in various roles, and on numerous major projects in the UK (eg Channel Tunnel, Capital Crossway, Birmingham Northern Relief Road) and internationally (eg. Labuan Port, Tegus Bridge, Guiria Port, TermoPacífico, Brazil Water Works) with Tarmac, George Wimpey IPCO, Biwater, and UKTI.

In terms of Corporate Governance Compliance in overseas operations, Greg has extensive international experience of dealing with intermediaries to ensure implementation of due process in business development matters and agreements, preventing fraud and ensuring compliance with UK Bribery & Corruption Act. Greg’s experience has been focused on practical Project Development & Implementation and not Academia or Consulting.



## PROJECT PROPOSAL (FULL BID)

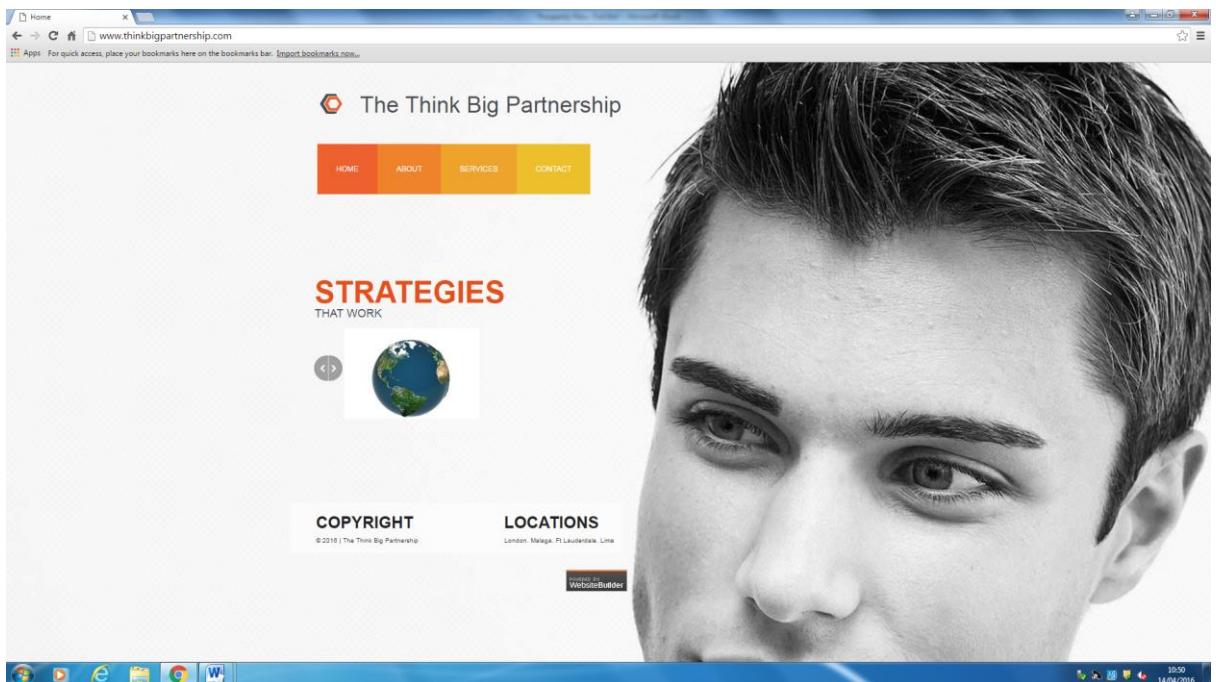


### WEBSITE

#### THE THINK BIG PARTNERSHIP

International Business Development and Strategic Advice Consultancy on Social & Economic Programmes and Corporate Governance.

[www.thinkbigpartnership.com](http://www.thinkbigpartnership.com)

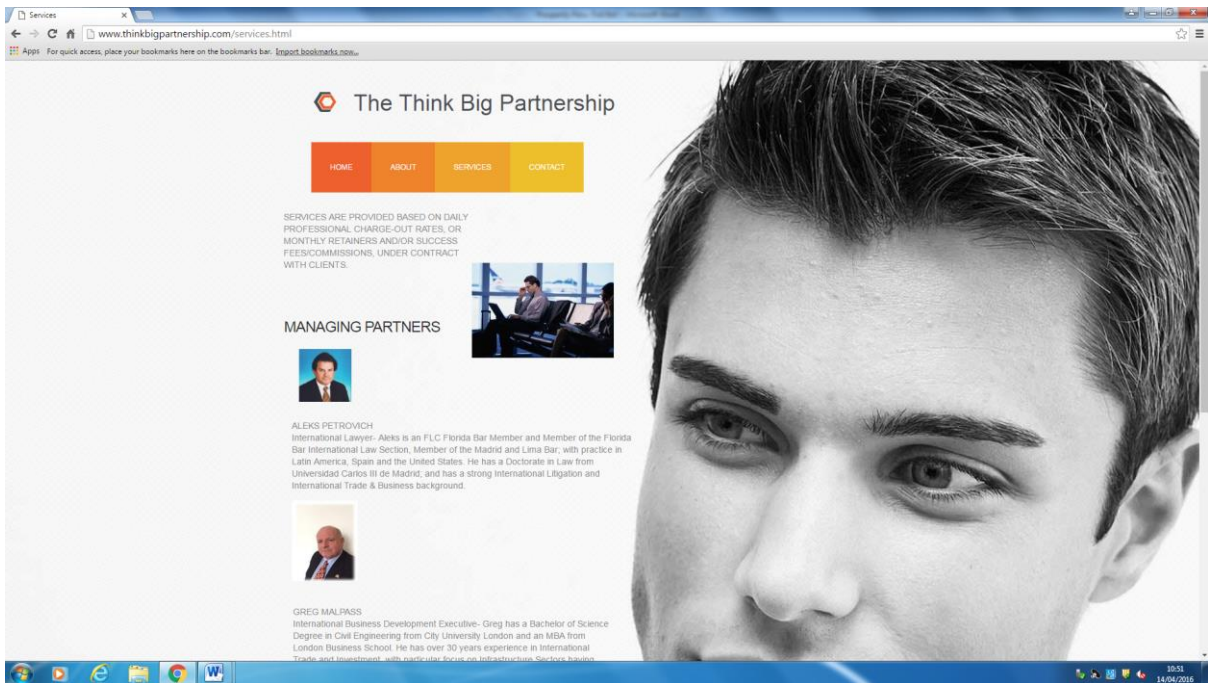
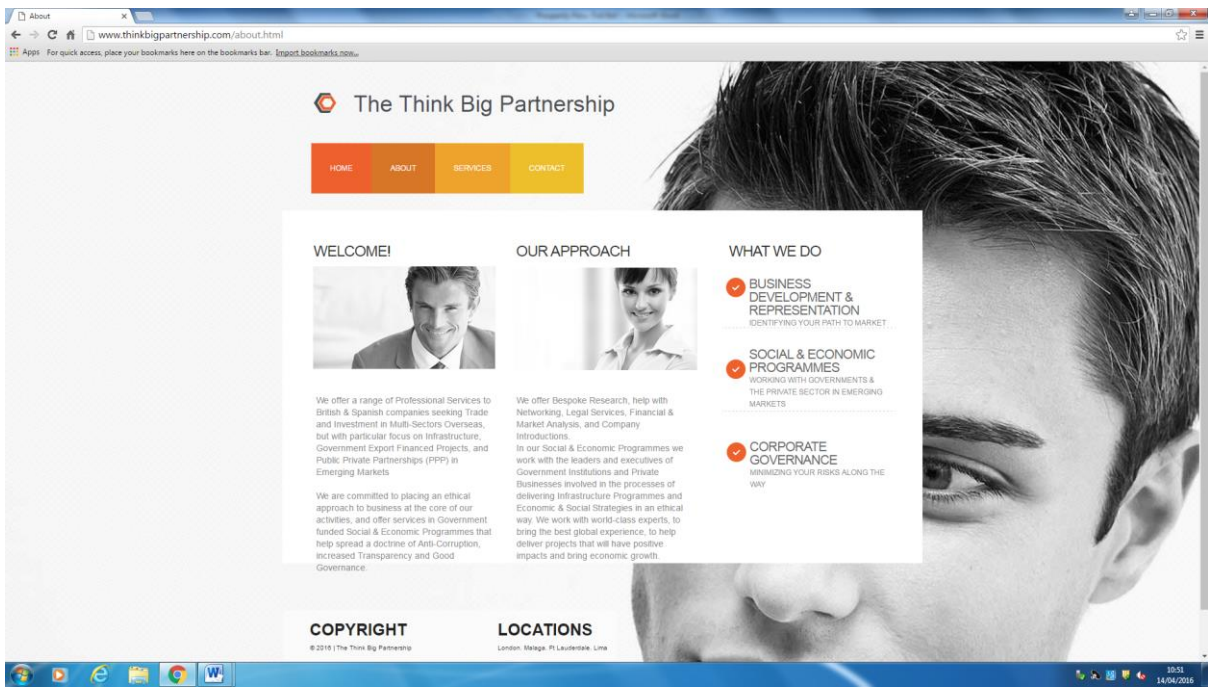


[Note Domain Name [www.prosperityperu.com](http://www.prosperityperu.com) has been reserved, and the WebSite will be developed in the event of Contract Award by FCO]



# PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund







## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

Services

www.thinkbigpartnership.com/services.html

International Trade & Business background.

**GREG MALPASS**  
International Business Development Executive- Greg has a Bachelor of Science Degree in Civil Engineering from City University London and an MBA from London Business School. He has over 30 years experience in International Trade and Investment, with particular focus on Infrastructure Sectors having worked with both International Construction Companies and The British Government's UKTI.

**CURRENT PROJECT**  
Reviewing the Potential for a British Infrastructure Group in PERU

**BRITISH INFRASTRUCTURE GROUP**  
Peru

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**LOCATIONS**  
London, Madrid, PI Laureate, Lima

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Contact

www.thinkbigpartnership.com/contact.html

**The Think Big Partnership**

HOME ABOUT SERVICES CONTACT

**GET IN TOUCH**

Name: \*  
Email: \*  
 Check here to receive email updates  
Subject: \*  
Message: \*

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**LOCATIONS**  
London, Madrid, PI Laureate, Lima

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**PROJECT PROPOSAL (FULL BID)**



**7. COPY- THINK BIG PARTNERSHIP MANAGING PARTNERS AGREEMENT**







## PROJECT PROPOSAL (FULL BID)

**COPY**

### **PARTNERSHIP AGREEMENT**

**THIS PARTNERSHIP AGREEMENT** (the "Agreement") made and entered into this 1<sup>st</sup> April, 2016 (the "Execution Date"),

#### **AMONGST**

Gregory Malpass, Passport Number 099204497, of No 4, The Carltons, 32 Carlton Drive,  
London SW16 2BL

Aleksandar Petrovich , Passport Number 505546714, of 2451 NW 41 Av Ste 311, Fort  
Lauderdale FL 33313, USA.

---

(individually the "Partner" and collectively the "Partners").

#### **BACKGROUND:**

- A. The Partners wish to associate themselves as partners in business.
- B. The terms and conditions of this Agreement sets out the terms and conditions as to how they will be partners.

**IN CONSIDERATION OF** and as a condition of the Partners entering into this Agreement and other valuable consideration, the receipt and sufficiency of which consideration is acknowledged, the parties to this Agreement agree as follows:

#### **Formation**

1. By this Agreement the Partners enter into a general partnership (the "Partnership") in accordance with the laws of the Country of England. The rights and obligations of the Partners will be as provided under the common law or applicable legislation of the Country of England (the 'Act') except as otherwise provided here.

#### **Name**

2. The firm name of the Partnership will be: Think BIG Partnership.



## PROJECT PROPOSAL (FULL BID)

### Purpose

3. The purpose of the Partnership will be: International Business Development-Infrastructure Sector.

### Term

4. The Partnership will begin on 1<sup>st</sup> April 2016 and will continue until terminated as provided in this Agreement.

### Place of Business

5. The principal office of the business of the Partnership will be located at Address to be advised, in Lima, Peru, or such other place as the Partners may from time to time designate.

### Capital Contributions

6. Each of the Partners has contributed to the capital of the Partnership, in cash or property in agreed upon value, as follows (the "Capital Contribution"):

<b>Partner</b>	<b>Contribution Description</b>	<b>Agreed Value</b>
Gregory Malpass	Gregory Malpass will provide £100 capital plus avail himself for relocation to Lima to undertake his duties under the Partnership in Peru.	£100.00
Aleksandar Petrovich	Aleksandar Petrovich will provide £100 capital plus avail himself for relocation to Lima to undertake his duties under the Partnership in Peru and USA.	£100.00

7. All Partners will contribute their respective Capital Contributions fully and on time.

### Withdrawal of Capital



## PROJECT PROPOSAL (FULL BID)

- No Partner will withdraw any portion of their Capital Contribution without the express written consent of the remaining Partners.

### **Additional Capital**

- Capital Contributions may be amended from time to time, according to the requirements of the Partnership provided that the interests of the Partners are not affected, except with the unanimous consent of the Partners. No Partner will be required to make Additional Capital Contributions. Whenever additional capital is determined to be required and an individual Partner is unwilling or unable to meet the additional contribution requirement within a reasonable period, as required by Partnership business obligations, remaining Partners may contribute in proportion to their existing Capital Contributions to resolve the amount in default. In such case the allocation of profits or losses among all the Partners will be adjusted to reflect the aggregate change in Capital Contributions by the Partners.
- Any advance of money to the Partnership by any Partner in excess of the amounts provided for in this Agreement or subsequently agreed to as Additional Capital Contribution will be deemed a debt due from the Partnership and not an increase in Capital Contribution of the Partner. This liability will be repaid with interest at rates and times to be determined by a majority of the Partners within the limits of what is required or permitted in the Act. This liability will not entitle the lending Partner to any increased share of the Partnership's profits nor to a greater voting power. Such debts may have preference or priority over any other payments to Partners as may be determined by a majority of the Partners.

### **Capital Accounts**

- An individual capital account (the "Capital Accounts") will be maintained for each Partner and their Initial Capital Contribution will be credited to this account. Any Additional Capital Contributions made by any Partner will be credited to that Partner's individual Capital Account.

### **Interest on Capital**



## PROJECT PROPOSAL (FULL BID)

12. No borrowing charge or loan interest will be due or payable to any Partner on their agreed Capital Contribution inclusive of any agreed Additional Capital Contributions.

### **Drawing Accounts**

13. An individual drawing account will be maintained for each Partner. Each Partner will be entitled to draw against their share of the profits in such amounts and at such time as will be agreed by the Partners. The drawing account is a temporary account and is expected to have a debit balance if there have been any withdrawals. At the end of each accounting year, the drawing accounts are closed by transferring the debit balance to each Partner's capital account.

### **Financial Decisions**

14. Decisions regarding the distribution of profits, allocation of losses, and the requirement for Additional Capital Contributions as well as all other financial matters will be decided by a unanimous vote of the Partners.

### **Profit and Loss**

15. Subject to any other provisions of this Agreement, the net profits and losses of the Partnership, for both accounting and tax purposes, will accrue to and be borne by the Partners in equal proportions (the "Profit and Loss Distribution").

### **Books of Account**

16. Accurate and complete books of account of the transactions of the Partnership will be kept in accordance with generally accepted accounting principles (GAAP) and at all reasonable times will be available and open to inspection and examination by any Partner. The books and records of the Partnership will reflect all the Partnership's transactions and will be appropriate and adequate for the business conducted by the Partnership.

### **Annual Report**



## PROJECT PROPOSAL (FULL BID)

17. As soon as practicable after the close of each fiscal year, the Partnership will furnish to each Partner an annual report showing a full and complete account of the condition of the Partnership. This report will consist of at least the following documents:
- a. A statement of all information as will be necessary for the preparation of each Partner's income or other tax returns;
  - b. A copy of the Partnership's income tax returns for that fiscal year;
  - c. Supporting income statement;
  - d. A balance sheet;
  - e. A cash flow statement;
  - f. A breakdown of the profit and loss attributable to each Partner; and
  - g. Any additional information that the Partners may require.

### **Banking and Partnership Funds**

18. The funds of the Partnership will be placed in such investments and banking accounts as will be designated by the Partners. All withdrawals from these bank accounts will be made by the duly authorised agent or agents of the Partners as agreed by unanimous consent of the Partners. Partnership funds will be held in the name of the Partnership and will not be commingled with those of any other person or entity.

### **Fiscal Year**

19. The fiscal year will end on the 1st day of January of each year.

### **Audit**

20. Any of the Partners will have the right to request an audit of the Partnership books. The cost of the audit will be borne by the Partnership. The audit will be performed by an accounting firm acceptable to all the Partners. Not more than one (1) audit will be required by any or all of the Partners for any fiscal year.



## PROJECT PROPOSAL (FULL BID)

### **Management**

21. Except as all of the Partners may otherwise agree in writing, all actions and decisions respecting the management, operation and control of the Partnership and its business will be decided by a unanimous vote of the Partners.

### **Contract Binding Authority**

22. All actions and decisions with respect to binding the Partnership in contract requires the unanimous consent of the Partners.

### **Meetings**

23. Regular meetings of the Partners will be held: monthly.
24. Any Partner can call a special meeting to resolve issues that require a vote, as indicated by this Agreement, by providing all Partners with reasonable notice. In the case of a special vote, the meeting will be restricted to the specific purpose for which the meeting was held.
25. All meetings will be held at a time and in a location that is reasonable, convenient and practical considering the situation of all Partners.

### **Admitting a New Partner**

26. A new Partner may only be admitted to the Partnership with a majority vote of the existing Partners.
27. Any new Partner agrees to be bound by all the covenants, terms, and conditions of this Agreement, inclusive of all current and future amendments. Further, a new Partner will execute such documents as are needed to effect the admission of the new Partner. Any new Partner will receive such business interest in the Partnership as determined by a unanimous decision of the other Partners.

### **Transfer of Partnership Interest**



## PROJECT PROPOSAL (FULL BID)

28. A Partner may assign their distribution interest in the Partnership and its assets. This transfer will only include that Partner's economic rights and interests and will not include any other rights of that Partner nor will it include an automatic admission as a Partner of the Partnership or the right to exercise any management or voting interests. A Partner who assigns any or all of their partnership interest to any third party will relinquish their status as Partner including all management and voting rights. Assignment of Partner status, under this clause, including any management and voting interests, will require the consent of all the remaining Partners.

### **Voluntary Withdrawal of a Partner**

29. Any Partner will have the right to voluntarily withdraw from the Partnership at any time. Written notice of intention to withdraw must be served upon the remaining Partners at least three (3) months prior to the withdrawal date.
30. Except as otherwise provided elsewhere in this Agreement, the voluntary withdrawal of a Partner will have no effect upon the continuance of the Partnership business.
31. In the event that a Partner's interest in the Partnership is to be sold, the remaining Partners have a right of first purchase on that interest. If any of the remaining Partners elect to purchase the interest of the Dissociated Partner, those Partners will serve written notice of such election upon the Dissociated Partner within thirty (30) days after receipt of the Dissociated Partner's notice of intention to withdraw, including the purchase price and method and schedule of payment for the Dissociated Partner's interest. The purchase amount of any buyout of the Dissociated Partner's interest will be determined as outlined in the Valuation of Interest section of this Agreement.
32. A Dissociated Partner will only exercise the right to withdraw in good faith and will act to minimise any present or future harm done to the remaining Partners as a result of the withdrawal.

### **Involuntary Withdrawal of a Partner**



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

33. Events resulting in the involuntary withdrawal of a Partner from the Partnership will include but not be limited to: death of a Partner; Partner mental incapacity; Partner disability preventing reasonable participation in the Partnership; Partner incompetence; breach of fiduciary duties by a Partner; criminal conviction of a Partner; Expulsion of a Partner; Operation of Law against a Partner; or any act or omission of a Partner that can reasonably be expected to bring the business or societal reputation of the Partnership into disrepute.
34. Except as otherwise provided elsewhere in this Agreement, the involuntary withdrawal of a Partner will have no effect upon the continuance of the Partnership business.
35. In the event that a Partner's interest in the Partnership is to be sold, the remaining Partners have a right of first purchase on that interest. If any of the remaining Partners elect to purchase the interest of the Dissociated Partner, those Partners will serve written notice of such election, including the purchase price and method and schedule of payment upon the Dissociated Partner, their executor, administrator, trustee, committee or analogous fiduciary within a reasonable period after acquiring knowledge of the change in circumstance to the Dissociated Partner. The purchase amount of any buyout of a Partner's interest will be determined as outlined in the Valuation of Interest section of this Agreement.
36. A trustee in bankruptcy or similar third party who may acquire that Dissociated Partner's interest in the Partnership will only acquire that Partner's economic rights and interests and will not acquire any other rights of that Partner or be admitted as a Partner of the Partnership or have the right to exercise any management or voting interests.

### **Dissociation of a Partner**

37. Where the remaining Partners have purchased the interest of a Dissociated Partner, the purchase amount will be paid in full, but without interest, within 90 days of the date of withdrawal.
38. The Partnership will retain exclusive rights to use of the trade name and firm name and all related brand and model names of the Partnership.





## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

39. Where the voluntary or involuntary withdrawal of a Partner results in only one Partner remaining or where no buyer is found to purchase the interest of the Dissociated Partner then the Partnership will proceed in a reasonable and timely manner to dissolve the Partnership, with all debts being paid first, prior to any distribution of the remaining funds. Valuation and distribution will be determined as described in the Valuation of Interest section of this Agreement.
40. The remaining Partners retain the right to seek damages from a Dissociated Partner where the dissociation resulted from a malicious or criminal act by the Dissociated Partner or where the Dissociated Partner had breached their fiduciary duty to the Partnership or was in breach of this Agreement or had acted in a way that could reasonably be foreseen to bring harm or damage to the Partnership or to the reputation of the Partnership.
41. On any purchase and sale of a Partnership interest, a Dissociated Partner will only have liability for Partnership obligations that were incurred during their time as a Partner. Immediately upon the sale of a withdrawing Partner's interest, the Partnership will prepare, file, serve, and publish all notices required by law to protect the withdrawing Partner from liability for future Partnership obligations.

### **Dissolution**

42. Except as otherwise provided in this Agreement, the Partnership may be dissolved only with the unanimous consent of all Partners.

### **Distribution of Property on Dissolution of Partnership**

43. In the event of the dissolution of the Partnership, each Partner will share in any remaining assets or liabilities of the Partnership (the "Dissolution Distribution") in the same proportions as the Profit and Loss Distribution.
44. Upon Dissolution of the Partnership and liquidation of Partnership Property, and after payment of all selling costs and expenses, the liquidator will distribute the Partnership assets to the following groups according to the following order of priority:



## PROJECT PROPOSAL (FULL BID)

- a. in satisfaction of liabilities to creditors except Partnership obligations to current Partners;
  - b. in satisfaction of Partnership obligations to current Partners to pay debts; and
  - c. to the Partners according to the Dissolution Distribution described above.
45. The claims of each priority group will be satisfied in full before satisfying any claims of a lower priority group. Any excess of Partnership assets after liabilities or any insufficiency in Partnership assets in resolving liabilities under this section will be shared by the Partners according to the Dissolution Distribution described above.

### **Valuation of Interest**

46. In the absence of a written agreement setting a value, the value of the Partnership will be based on the fair market value appraisal of all Partnership assets (less liabilities) determined in accordance with generally accepted accounting procedures (GAAP). This appraisal will be conducted by an independent accounting firm agreed to by all Partners. An appraiser will be appointed within a reasonable period of the date of withdrawal or dissolution. The results of the appraisal will be binding on all Partners. A withdrawing Partner's interest will be based on that Partner's proportion of the Dissolution Distribution described above, less any outstanding liabilities the withdrawing Partner may have to the Partnership. The intent of this section is to ensure the survival of the Partnership despite the withdrawal of any individual Partner.
47. No allowance will be made for goodwill, trade name, patents or other intangible assets, except where those assets have been reflected on the Partnership books immediately prior to valuation.

### **Goodwill**

48. The goodwill of the Partnership business will be assessed at an amount to be determined by appraisal using generally accepted accounting procedures (GAAP).

### **Title to Partnership Property**



## PROJECT PROPOSAL (FULL BID)

49. Title to all Partnership Property will remain in the name of the Partnership. No Partner or group of Partners will have any ownership interest in such Partnership Property in whole or in part.

### **Voting**

50. Any vote required by the Partnership will be assessed where each Partner receives one vote carrying equal weight.

### **Force Majeure**

51. A Partner will be free of liability to the Partnership where the Partner is prevented from executing their obligations under this Agreement in whole or in part due to force majeure, such as earthquake, typhoon, flood, fire, and war or any other unforeseen and uncontrollable event where the Partner has communicated the circumstance of said event to any and all other Partners and taken any and all appropriate action to mitigate said event.

### **Duty of Loyalty**

52. No Partner will engage in any business, venture or transaction, whether directly or indirectly, that might be competitive with the business of the Partnership or that would be in direct conflict of interest to the Partnership without the unanimous written consent of the remaining Partners. Any and all businesses, ventures or transactions with any appearance of conflict of interest must be fully disclosed to all other Partners. Failure to comply with any of the terms of this clause will be deemed an Involuntary Withdrawal of the offending Partner and may be treated accordingly by the remaining Partners.
53. A withdrawing Partner will not carry on a similar business to the business of the Partnership within any established or contemplated market regions of the Partnership for a period of at least one (1) year after the date of withdrawal.

### **Duty of Accountability for Private Profits**



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

54. Each Partner must account to the Partnership for any benefit derived by that Partner without the consent of the other Partners from any transaction concerning the Partnership or any use by that Partner of the Partnership property, name or business connection. This duty continues to apply to any transactions undertaken after the Partnership has been dissolved but before the affairs of the Partnership have been completely wound up by the surviving Partner or Partners or their agent or agents.

### **Duty to Devote Time**

55. Each Partner will devote such time and attention to the business of the Partnership as the majority of the Partners will from time to time reasonably determine for the conduct of the Partnership business.

### **Actions Requiring Unanimous Consent of the Partners**

56. The following list of actions will require the unanimous consent of all Partners:

- a. Assigning cheque-signing authority;
- b. Committing the Partnership to new liabilities or obligations totalling over £1,000.00;
- c. Incurring single expenditures that exceed £1,000.00; and
- d. Selling or encumbering of any Partnership asset whose fair market value exceeds £1,000.00.

57. Any losses incurred as a result of a violation of this section will be charged to and collected from the individual Partner that acted without unanimous consent and caused the loss.

### **Forbidden Acts**

58. No Partner may do any act in contravention of this Agreement.

59. No Partner may permit, intentionally or unintentionally, the assignment of express, implied or apparent authority to a third party that is not a Partner in the Partnership.



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

60. No Partner may do any act that would make it impossible to carry on the ordinary business of the Partnership.
61. No Partner may confess a judgment against the Partnership.
62. No Partner will have the right or authority to bind or obligate the Partnership to any extent with regard to any matter outside the intended purpose of the Partnership.
63. Any violation of the above Forbidden Acts will be deemed an Involuntary Withdrawal of the offending Partner and may be treated accordingly by the remaining Partners.

### **Indemnification**

64. All Partners will be indemnified and held harmless by the Partnership from and against any and all claims of any nature, whatsoever, arising out of a Partner's participation in Partnership affairs. A Partner will not be entitled to indemnification under this section for liability arising out of gross negligence or wilful misconduct of the Partner or the breach by the Partner of any provisions of this Agreement.

### **Liability**

65. A Partner will not be liable to the Partnership, or to any other Partner, for any mistake or error in judgment or for any act or omission done in good faith and believed to be within the scope of authority conferred or implied by this Agreement or the Partnership.

### **Liability Insurance**

66. The Partnership may acquire insurance on behalf of any Partner, employee, agent or other person engaged in the business interest of the Partnership against any liability asserted against them or incurred by them while acting in good faith on behalf of the Partnership.

### **Life Insurance**



## PROJECT PROPOSAL (FULL BID)

67. The Partnership will have the right to acquire life insurance on the lives of any or all of the Partners, whenever it is deemed necessary by the Partnership. Each Partner will cooperate fully with the Partnership in obtaining any such policies of life insurance.

### **Amendments**

68. This Agreement may not be amended in whole or in part without the unanimous written consent of all Partners.

### **Jurisdiction**

69. The Partners submit to the jurisdiction of the courts of England for the enforcement of this Agreement or any arbitration award or decision arising from this Agreement.

### **Mediation and Arbitration**

70. In the event a dispute arises out of or in connection with this Agreement, the parties will attempt to resolve the dispute through friendly consultation. If the dispute is not resolved within a reasonable period then any or all outstanding issues may be submitted to mediation in accordance with any statutory rules of mediation. If mediation is not successful in resolving the entire dispute or is unavailable, any outstanding issues will be submitted to final and binding arbitration in accordance with the laws of the Country of England. The arbitrator's award will be final, and judgment may be entered upon it by any court having jurisdiction within the Country of England.

71. The Partners together will select a mediator that is acceptable to all Partners. If the Partners are unable to select a neutral mediator, then each Partner will select a mediator and those mediators together will then select a third neutral mediator who will attempt to work with the Partners to resolve the dispute.

72. The parties further agree to share the costs of mediation equally and each party will pay its own expenses of preparation and representation by counsel in the mediation.

### **Definitions**

73. For the purpose of this Agreement, the following terms are defined as follows:



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

- a. "Additional Capital Contributions" means Capital Contributions, other than Initial Capital Contributions, made by Partners to the Partnership.
- b. "Capital Contribution" means the total amount of cash or Property contributed to the Partnership by any one Partner.
- c. "Dissociated Partner" means any Partner who is removed from the Partnership through a voluntary or involuntary withdrawal as provided in this Agreement.
- d. "Expulsion of a Partner" can occur on application by the Partnership or another Partner, where it has been determined that the Partner:
  - i. Has engaged in wrongful conduct that adversely and materially affected the Partnership's business;
  - ii. Has wilfully or persistently committed a material breach of this Agreement or of a duty owed to the Partnership or to the other Partners; or
  - iii. Has engaged in conduct relating to the Partnership's business that makes it not reasonably practicable to carry on the business with the Partner.
- e. "Initial Capital Contribution" means Capital Contributions made by any Partner to acquire an interest in the Partnership.
- f. "Operation of Law" means rights or duties that are cast upon a party by the law, without any act or agreement on the part of the individual including, but not limited to, an assignment for the benefit of creditors, a divorce, or a bankruptcy.

### Miscellaneous

74. Time is of the essence in this Agreement.

75. This Agreement may be executed in counterparts.



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

76. Headings are inserted for the convenience of the parties only and are not to be considered when interpreting this Agreement. Words in the singular mean and include the plural and vice versa. Words in the masculine gender include the feminine gender and vice versa. Words in the neuter gender include the masculine gender and the feminine gender and vice versa.
77. If any term, covenant, condition or provision of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, it is the parties' intent that such provision be reduced in scope by the court only to the extent deemed necessary by that court to render the provision reasonable and enforceable and the remainder of the provisions of this Agreement will in no way be affected, impaired or invalidated as a result.
78. This Agreement contains the entire agreement between the parties. All negotiations and understandings have been included in this Agreement. Statements or representations which may have been made by any party to this Agreement in the negotiation stages of this Agreement may in some way be inconsistent with this final written Agreement. All such statements are declared to be of no value in this Agreement. Only the written terms of this Agreement will bind the parties.
79. This Agreement and the terms and conditions contained in this Agreement apply to and are binding upon the Partner's successors, assigns, executors, administrators, beneficiaries, and representatives.
80. Any notices or delivery required here will be deemed completed when hand-delivered, delivered by agent, or seven (7) days after being placed in the post, postage prepaid, to the parties at the addresses contained in this Agreement or as the parties may later designate in writing.
81. All of the rights, remedies and benefits provided by this Agreement will be cumulative and will not be exclusive of any other such rights, remedies and benefits allowed by law.





**PROJECT PROPOSAL (FULL BID)**

FCO Prosperity Fund

IN WITNESS WHEREOF the parties have duly affixed their signatures under hand and seal on this 1<sup>st</sup> day of April 2016.

SIGNED,

in the presence of:

Witness: [Signature]  
(Sign)

Witness Name:  
MATTHEW LIGHT

[Signature]

Gregory Malpass Partner

SIGNED,

in the presence of:

Witness: [Signature]  
(Sign)

Witness Name:  
MERCEDES MORA

[Signature]

Aleksandar Petrovich Partner



**PROJECT PROPOSAL (FULL BID)**



**8. RESUME- GREG MALPASS**



**PROJECT PROPOSAL (FULL BID)**



**PROJECT PROPOSAL (FULL BID)**



International Business Development, Mergers & Acquisition  
Tel: +44 (0) 7850 230 692 E-Mail: [syler.bros@btinternet.com](mailto:syler.bros@btinternet.com)

**RESUME**

Greg Malpass BSc MBA CEng MICE



- EMPLOYERS:** Kier ; Costain; FCO/UKTI; Wimpey; Tarmac; Taylor Woodrow
- SKILLS SET/ EXPERIENCE:** Extensive experience in International Business Development and M&A/Acquisitions. Deal Maker & Senior Level Negotiator.
- QUALIFICATIONS:** M.B.A – Business Administration (London Business School)  
BSc – 2/1 in Civil Engineering (City University London)
- PROFESSIONAL:** Chartered Engineer – CEng  
Member of Institution of Civil Engineers- MICE  
Former Member of National Contractors Economics Committee  
Member of NEDO Construction Industry Forecasting Committee, HMG  
Former Member of Technical Marketing Society Of America  
Former Member of British Peruvian Trade & Investment Group and  
Former Director British Colombian Chamber of Commerce
- PERSONAL:** British; aged 57  
Married, 2 adult children  
Current Base - Malaga, Spain
- LANGUAGES:** English/ Spanish

**ACHIEVEMENTS:**

**Regional Knowledge/ Senior Network**

Most recently built up very strong regional knowledge of Middle East, & Far East including major players/ contacts and relationship building with Major Clients, Government Officials and members of Ruling Families. Previous experience involved developing personal networks in Latin America, North & West Africa and Far East over 20 years from Bases in Dubai, Hong Kong, Singapore, Kuala Lumpur, London, Lagos, Lima, Santo Domingo, & Miami.

**Financial Close / Major Projects**

Successful negotiation and Financial close of some Major Projects around the world, including a \$188m US Exim Bank financed Bulk Water Supply Project in Dominican Republic, a \$450m 400MW IPP Power Project in Colombia, establishment of a Private Water Concession company in Brazil with Anglian Water and helping secure the Construction Management contracts for \$5bn of Projects including Euro Disney in Paris and Canary Wharf Development in London.

**Group Strategy / Acquisitions**

Developed Strategy for PLC Main Boards and headed up several Company Acquisition teams in UK and Europe, and involved in numerous transactions. Lead involvement in some ground breaking and industry changing strategic deals including a \$500m Asset Swap of Wimpey Construction & Minerals for Tarmac Homes, and securing a \$200m Dowry for Tarmac from the British Government for the Privatization of the Property Services Agency.

**Corporate Governance Compliance**

International experience at implementing due process in business development dealings with intermediaries, preventing fraud and ensuring compliance with UK Bribery & Corruption Act.

**PROJECT PROPOSAL (FULL BID)****CAREER EXPERIENCE:****2014 – 2015 (2 years)****Mergers & Acquisitions Solutions**  
( Privately owned M&A Consultancy )**CONSULTANT- MERGERS & ACQUISITIONS – Spanish Base**

Advisor/ Consultant (Mergers & Acquisitions Solutions) to Corporate Clients:- Strategy Reviews; Confidential Company Introductions; Investment Appraisals; Merged Brands & Domain Management; and Associated Equity Investments where appropriate.

**2012 – 2014 (2 years)****Pell Frischmann Group Ltd**  
( \$60m Turnover Privately owned International Engineering Consultancy )**CONSULTANT- STRATEGY & BUSINESS DEVELOPMENT/ Advisor to Chairman – UK Base**

( Trading as Syler Brothers Ltd International Business Development, Mergers &amp; Acquisitions Consultancy )

Advisor/ Consultant to Chairman (Dr Wilem Frischmann CBE) in International Business Development and Mergers & Acquisition Strategy. Introduction to Senior level Client and Contractor contacts worldwide. Company involved in Engineering Consultancy and Process Technologies. Corporate advice to Pell Frischmann Group Ltd; Pell Frischmann Process Technology Ltd; AquaDynamics Process Technology Ltd; and AquaDynamics SA (Switzerland).

**2010 – 2011 (2 years)****Kier Construction Ltd**  
( \$3.5bn Turnover Publicly Listed International Construction Services/ Property Group )**DIVISIONAL MANAGER INTERNATIONAL – UK Base**

Responsible to MD International for “Top Down” Business Development from the centre to support Regional Overseas Business Units; specifically charged with using existing high level contacts and relationships in the Caribbean, Middle & Far East to generate new alliances and project opportunities. Initial focus on Abu Dhabi and Saudi Arabia. Established strong relationships within Government Ministries, Ruling Families and State Governors.

**2005 – 2009 (4 years)****Costain Plc**  
( \$1.5bn Turnover Publicly Listed Civil Engineering Group )**GROUP INTERNATIONAL BUSINESS DEVELOPMENT MANAGER – Abu Dhabi/Hong Kong Bases**

Undertook a strategic review of all international operations and produced a Strategy Implementation Plan for the Plc Executive Board & CEO. Most recently based in Abu Dhabi to establish new business relationships within the Ruling Families. Prior assignments included 18 months in Hong Kong to close out three regional Water Supply projects. The Asia Pacific Regional role included secondment/liaison with Costain’s major shareholder UEM World in Malaysia to seek opportunities in the Water industry. Prior to that 12 months in Nigeria to implement a controlled exit from West Africa and sale of Costain West Africa Plc shares.



**PROJECT PROPOSAL (FULL BID)****2002 – 2004 (2 years)****Biwater Ltd**

( \$350m Turnover Privately owned International Water Company )

**SENIOR INTERNATIONAL SALES & MARKETING CONSULTANT– UK/ Caribbean Base**

Engaged to undertake an assessment of Major Water & Waste Water Project opportunities in the Caribbean & Central America Region and to negotiate successful Financial Close on a US\$188m US EXIM funded Bulk Water Supply Project in the Dominican Republic. This included seeking Presidential approval, and as the lead negotiator, the substantiation of a US\$ 50m increase in the EPC contract.

**1999 – 2002 (3 years)****Foreign & Commonwealth Office ( FCO/UKTI)**

( 1,200 strong UK Gov Trade &amp; Investment Agency )

**EXPORT PROMOTER (South America & Infrastructure)**

Seconded by Knight Piesold/Scott Wilson International Consultants to the Department of Trade & Industry/ Foreign & Commonwealth Office teams of Her Majesty's Government

(at Senior Civil Service Grade 10 level), to help lead an Export Campaign for Latin America pioneered by Lord Heseltine, promoting British companies with Export & Privatisation Opportunities, working closely with Government Departments, Aid Agencies and overseas Embassies and Chambers of Commerce.

**1997 – 1999 (2 years)****International Projects Company**

( \$350m Turnover Singapore Publicly Listed Infrastructure Group )

**SVP BUSINESS DEVELOPMENT (Africa, Middle East & South America) - Singapore/ Dubai Base**

Business Development in Africa, Middle East and Latin America, based out of Head Office Singapore, & Regional Offices in Dubai and Panama, reporting to Group CEO. Director of subsidiary, associate and JV companies- TermoPacífico SA (Colombia), General Manager International Project Developers Limited (Dubai), Brazilian Water Works SA (Sao Paulo) and IPCO Contractors Ltd (Hong Kong). Led corporate negotiations for establishment of start-up Special Purpose Vehicles (SPVs) for a Coal Fired 400MW IPP in Colombia and a number of Privatized Urban Water Concessions in Brazil, in joint venture with Anglian Water Plc.

**1995 – 1997 (2years)****George Wimpey Plc**

( \$2bn Turnover Publicly Listed International Construction &amp; Housing Group )

**GROUP CORPORATE DEVELOPMENT MANAGER – UK Base/ International Travel****George Wimpey**

Reporting to Group Deputy Chairman, led Corporate Planning function for Group's UK & International Construction activities, including brief secondment to Department of Environment to research Industry Opportunities in Latin America.

Undertook a Review of International Businesses; initiated several acquisition and company re-engineering /restructuring studies, culminating in a US\$ 500m Business Asset swap of core Construction & Building Materials Business Units with Tarmac Plc's UK Housing Division, resulting in the realignment of the UK Construction Industry.

**PROJECT PROPOSAL (FULL BID)****1989 – 1995 (6 years)****Tarmac Construction Ltd**

(\$3bn Turnover Publicly Listed Construction, Building Materials &amp; Housing/ Property Group)

**DIRECTOR- STRATEGIC PLANNING, BUSINESS DEVELOPMENT & BUSINESS INFORMATION**

Responsible to the Board & CEO for all Business Analysis and an International Review of Business Prospects and selection of Business & Project Acquisition Targets. Assisted Strategic Business Unit MDs with their Business Development Strategies in Europe and UK including support for Acquisitions. Acquisitions included Crown House Engineering Limited for US\$50m; Expanded Piling Ltd; Stangers Ltd; Revillion SA; Nicolette SA; and the

Privatization/ Purchase of the Property Services Agency from Her Majesty's Government secured with a US\$200m Dowry.

**1987 – 1989 (2 years)****Taylor Woodrow Plc**

(\$2bn Turnover Publicly Listed Construction, Housing &amp; Property Group)

**STRATEGY & BUSINESS DEVELOPMENT DIRECTOR– UK Base**

Helped develop Objectives & Strategic Plans for each UK Operating Division and present these with Budgets to the CEO, and monitor the Objectives & Budgets against target; Tracked Competitors key Activities and led Business Development 'Think Tank Team' to seek out new areas of Business expansion and Acquisition opportunities in Europe in the run up to 1992. Initiated dialogue with several mainland European strategic partners.

**1986 – 1987 (2 years)****Bovis Lehrer McGovern Inc.**

(\$100m Turnover Privately owned US Construction Management Consultancy)

**CONSTRUCTION MANAGER (MAJOR PROJECTS)- US/UK**

Transferred from New York office to help pioneer and market US Construction Management forms of Contracting in London and UK, culminating in US\$ 6 billion of high profile Construction Management Project Awards for the company from the Reichmann Brothers (Canary Wharf London) and Walt Disney Corporation (Euro-Disney Paris). These successes led to the private sale of the business by its proprietors to Bovis of the P&O Group. Project Manager also for Cascades Tower and Lloyds Bank Broadgate London. Left to move into strategy and business development and away from project management.

**1984 – 1986 (2years)****London Business School**

0- Attended Full-Time MBA Course New York Graduate School of Business Administration)

**1975 – 1984 (9 years)****Wimpey International Ltd**

(\$1.5bn Turnover Publicly Listed International Construction/ Contracting Group)

**PROJECT MANAGER – Middle East/ S America**

Starting as Indentured Civil Engineer/ University Sandwich course, held various positions on Civil Engineering projects in the UK, Middle East and South America as Site Engineer (various UK), Site Agent LNG Jetty (Qatar), Project Manager Port Reconstruction (Peru), Estimator & Commercial Manager (International) Wimpey Labs. Left to attend MBA course at London Business School.

**1975 – 1980 (5years)****City University London**

Attended Sandwich BSC Course in Civil Engineering







**PROJECT PROPOSAL (FULL BID)**

FCO Prosperity Fund

**REFERENCES:**

Please see below- reference taken for a senior Corporate Planning Role from **Sir. Neville Simms FEng**– Chairman National Power, former Chairman Carillion PLC and Tarmac Group Chief Executive, Chairman UK Government Sustainable Procurement Task Force, CEO Duke Street Capital, Member of President’s Committee of CBI, Deputy Chairman Ashridge Management College, former Non Executive Director Bank of England

**Others References on request:**

**Dr Wilem Frischmann CBE,HonDSc,PhD,DIC, FCGI, FEng, FICE, FI StructE, MASE, FConES- Chairman, Pell Frischmann Group**

**Lt General Sir Derek Boorman KCB- Chairman Royal Hospitals Trust, Member of Government Security Commission, Ex Chief of Defence Intelligence, Former Non Executive Director Tarmac Construction;**

**Paul Woodman, BSc FICE - Executive Board Director, MD Kier Overseas**

**Lefty Panayiotou, - FIEAust CPEng NPER MICE CEng MIoD CDir Managing Director Doosan Power Systems, Former SVP Alstom Power Ltd, Managing Director, Costain International**

**Stephen Wells BSc FICE- Group Business Development Officer, Aurecon; Former Group Strategy & Business Development Director URS. Executive Board Director Costain PLC.**

**Eric Magson,- Director, Developed Markets, UKTI**



**International Power**

**STRICTLY CONFIDENTIAL**

Stephen Wells, esq.  
Executive Board Member  
Costain plc  
Costain House  
Nicholsons Walk  
Maidenhead  
Berkshire SL6 1LN



Sir Neville Simms FEng  
Chairman

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Direct fax: +44(0)1292 201635

2<sup>nd</sup> August 2005

*Dear Mr Wells*

I have been asked to provide you with a reference for Greg Malpass for a senior corporate planning role.

Forgive me, but I don't now recall the dates between which Greg worked for me, but it was for years, not months, in the 1990s and, because it was in a planning and analysis role, it was generally direct to me as the CEO, not through third parties.

Greg was hard working, honest, prepared to speak his mind and be a bit different, without rocking the boat. No doubt ten more years' experience has added to his capabilities, but in any case I would not hesitate to recommend him for a senior and central role.

I hope this helps, but feel free to 'phone me if you want more.

*Neville Simms*  
*Neville Simms*

Chairman's office  
25 Abchurch Lane  
London EC4V 3DF  
011 2037

Registered in England 2006915  
Registered Office: Secretary House  
25 Abchurch Lane  
London EC4V 3DF



**PROJECT PROPOSAL (FULL BID)**



**9. RESUME - ALEKSANDER PETROVICH**



**PROJECT PROPOSAL (FULL BID)**

**PROJECT PROPOSAL (FULL BID)****ALEKSANDAR PETROVICH**

Attorney-at-Law | FLC Florida Bar Member Certified 222067  
 Member of The Florida Bar International Law Section  
 Member of The Madrid and Lima Bar | Abogado | Spain &  
 Latin America Practice

Primary telephone: (954) 410-9079  
 E-mail: info@petrovichlaw.com

**SUMMARY**

Aleksandar Petrovich is an attorney with studies and practice in Latin America, Spain and the United States. Versatile and effective bilingual attorney with strong International Litigation and International Trade and Business Law background and experience. Areas of strength include successful negotiations, business development, as well as providing clients with innovative solutions to challenging situations. Practice with solid legal base, knowledge of the market and capacity to lead a project from beginning to end. Practical and assertive, and gives efficient solutions.

**CORE COMPETENCIES**

International experience in Spain, United States, and Latin America • Litigation • Due Diligence • Drafting legal contracts, agreements, stipulations and others • Legal research & memoranda • Business development • Client relations Management • Strategic planning & execution • Favorable settlement negotiations • Executive collaboration • Mediation participation • Highly strategic & analytical • Dynamic thinker • Streamlining processes • Financial proficiency • Geopolitics & economics vision.

**PROFESSIONAL LEGAL EXPERIENCE****International Attorney at Solo Practice, United States (Florida)****2004 – Present**

- ◆ Collaborate with Antonio R. Zamora, a prominent Cuban-American attorney based in Miami who is an expert on doing business in Cuba and Cuba's real estate issues. We have worked together in all aspects of the construction market and leisure for Cuba and the Caribbean; and, particularly, in the investment infrastructure estimated at 1 billion dollars of Projects including marinas, condominiums, luxury villas and golf courses and resorts. Furthermore, we are currently focusing in the Port of Mariel free trade zone investment.
- ◆ In a recent key matter acted successfully as Counsel for Expo Nautica-Peru. Represented successfully Expo Nautica-Peru in Spain and in the United States, and provide advice strategies to foreign nautical companies to invest in the Peruvian nautical market. The II Expo Nautica Peru 2013 had 80 expositors and the business average was 30 million dollars. In addition, assisted an important Spanish company from Barcelona Equiport S.L. that was part of the II Expo Nautica-Peru 2013, and at the present time achieved that Equiport S.L. got involved in Peru's countrywide nautical and marinas projects.
- ◆ Collaborate with Enrique Navarro Sologuren, partner of the Peruvian Law Firm Navarro Sologuren, Paredes & Gray, that specializes in engineering and construction law, alternative dispute resolution and related arbitration; and, public and private partnerships in infrastructure. Particularly, I provided comprehensive advice in potential investments in infrastructure projects in the Caribbean and Florida.
- ◆ Provide legal support and strategic advice on opportunities and trends in investment law with special emphasis in Latin American business.
- ◆ Design plans and objectives for the internationalization of companies in the United States market, oriented towards e-commerce, 90% of which are from Spain and Latin America.



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- ◆ Assist clients with the development and start-up of new businesses; provide advice regarding corporate formation, copyrights, trademarks and contracts as well as general business work in connection with company establishment.

**International Attorney at Solo Practice, Spain (Madrid)****1992 – 2008**

- ◆ Specialized in litigation. Provide legal advice, with special emphasis in fundamental rights. Commenced and managed litigation processes through trial and appeal in the Courts of Spain, on violations of citizens' fundamental rights, different areas of Law, and violation of fundamental rights by the Spanish Public Administration. Conducted discovery, depositions, settlement negotiations, document review and analysis, multi-district case development and investigations.
- ◆ Pursued litigation for violation of fundamental rights before the Constitutional Court of Spain (Tribunal Constitucional de España), with efficient and successfully results. Also, provided legal representation and support in litigation cases before International, Regional and National Courts, and advice on general International matters. Experienced in the European Court and Inter-American systems and in the practice of International Law.
- ◆ In multi-national Business law practice, have provided legal counseling and representation to various purchasers, sellers and entities regarding domestic and international acquisitions and partnership transactions.
- ◆ In multi-national Litigation practice, between United States (Florida) and Spain, was successful in an important case of Employment Contract and workplace mobbing, which was litigated in the Courts of Spain in Madrid, obtained 100% substantial compensation in Euros for the Spanish-American employee who lives in Miami.
- ◆ Represented and pursued a litigation case before the Labor Courts and Tribunals of Spain, to defend the fundamental rights and employment rights of Spanish clients working for Spanish companies that operate in Florida. Mainly in 90% cases involving wrongful termination of workers and members of the board contracted by Spanish international and domestic companies; dismissal with violation of indemnity and contract law fraud with \$0 dollars compensation; labor and sexual harassment and causes related to retaliation; labor discrimination based on gender, age, nationality, political affiliation, religion.
- ◆ General practice of Law. Successfully represented prominent corporations and multicultural clients in the areas of International Business, Corporate Contracts, Labor, Civil, Criminal, Trademarks and Immigration Laws of Spain and the United States.

**Senate – Congress of Peru, Peru (Lima)****1991****Legislative Adviser for the Justice and Human Rights Commission**

**Reported to Alberto Borea Odria, attorney, former Senator & President of the Senate Justice and Human Rights Commission, July 28, 1990 to February 05, 1992. Professor of Constitutional Law.**

- ◆ Drafted proposed legislation as well as memoranda and consultancy papers with emphasis on decisions for Senators members of the Justice and Human Rights Commission.
- ◆ Prepared reports and information for Senators concerning Fundamental Rights law violations, access to Justice and Governance.
- ◆ Provided advocacy advice representation and processed claims concerning violation of fundamental rights against Civil servants, state and government employees, official public service and militaries.
- ◆ Conducted discovery, depositions, settlement negotiations, document review and analysis, multi-district case development and investigations.
- ◆ Designed and prepared a new Law database specialized in Human Rights with Legislation, Case Law and Jurisprudence.
- ◆ In coordination with executive officers of the UN, OAS and NGO's designed plans and



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strategies concerning the protection of Fundamental Rights. Performed legal research and extensive investigations and interviews.

**Estudio E. Figueroa & Abogados Asociados, Peru (Lima) 1986–1990**  
Intern and Associate specializing in Fundamental Rights, legal procedures, contract and corporate law. Associate of Ernesto Figueroa Estremadoyro, former Magistrate of the Supreme Court of Peru, Criminal Chamber. Professor of Criminal Law.

- ◆ Provided legal advice to individuals and companies in the areas of international commerce, trade, merchandising, technology, software, hotels and food services, real estate, telecommunications, integral security, canine security, fishing and shell fishing, mining, textiles, construction, lumber, catering, interior decorating, multi-mode businesses projects and investment projects, among others.
- ◆ Drafting of legal contracts in the areas of civil, commercial, technological, international, joint venture, leasing and rental, association, advertising, hotel management, employment, commercial, banking, and financial law and all those contracts related to capital market, mortgages, credits and entitlements.
- ◆ Representation of individuals and companies in fundamental rights violations, organizing documents in preparation for trial and filing of protective orders, *amparo*, *habeas corpus*, *habeas data* and actions of unconstitutionality before the courts and tribunals of the Republic of Peru.
- ◆ Representation of individuals and companies, private and public, governmental, municipal and community in arbitration and/or litigation seeking of compensation for contractual or extracontractual civil liability.
- ◆ Representation of individuals and companies in investment and industrial property matters.
- ◆ Preparation of complaints concerning defense of competition, open competition and disloyal competition.
- ◆ Prepared and processed copyrights, traditional knowledge, trademarks, patents, inventions and new technologies.

### **ADMITTED TO PRACTICE LAW**

- ◆ Affiliate Florida Bar Association - Counsel Legal Foreign (US). Registration 222067.(2004)
- ◆ Member of Ilustre Colegio de Abogados de Madrid (Spain). Registration 61387.(1997)
- ◆ Member of Ilustre Colegio de Abogados de Lima (Peru). Registration 16489.(1991)

### **MEMBERSHIPS**

- ◆ Member of the Florida Bar International Law Section (USA) (2015 to date).
- ◆ Member of the History of Law, Studies Committee of Colegio de Abogados de Lima (Peru). (1998).
- ◆ Member of the Special Committee for the Defense of Fundamental Rights for the Colegio de Abogados de Lima (Peru). (1991-1992).
- ◆ Member of the Editorial Board Law Review *Ius et Praxis* published by the Faculty of Law and Political Sciences of the University of Lima (1987-1991).

### **PROFESSIONAL CREDENTIALS**

- ◆ Doctorate in Law from Universidad Carlos III de Madrid (Spain) 1991-1994
- ◆ Professional Law Degree (J.D.), Summa Cum Laude, at the Faculty of Law Universidad de Lima (Perú) July 1991  
Validated and ratified in US as equivalent to Juris Doctor (J.D.)  
Validated and ratified in Spain as Licensed Attorney-at-Law (Licenciado en Derecho).





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FCO Prosperity Fund

- ◆ Bachelor's degree in Law and Political Science (LL.B.), Summa Cum Laude, at the Faculty of Law Universidad de Lima (Peru) **May 1991**  
Validated and ratified in US as equivalent to BA in Law and Political Science (LL.B.).  
Validated and ratified in Spain as equivalent to BA in Law.

### **POSTGRADUATE DEGREES**

- ◆ Postgraduate degree in National Security, National Defense, Strategic intelligence on global business, economic, security and geopolitical affairs by the Centro de Altos Estudios Nacionales, CAEN (Peru). July 1998.
- ◆ Postgraduate degree in Fundamental Rights Law by the «*Institut International des Droits de l'Homme*», Strasbourg (France). July 1994.
- ◆ Postgraduate degree in Computer Law, Law Office Automation, Law Data Base, Computers in judicial work, Artificial Intelligence & Case-based reasoning (CBR) by the *Intergovernmental Bureau for Informatics* - IBI and the College of Law of Universidad de Zaragoza (Spain). July 1988.

### **ACADEMIC EXPERIENCE**

- ◆ Adjunct Law Professor of Comparative Legal Profession.  
Florida International University, College of Law, Miami, Florida, United States, **2012 – 2014.**
- ◆ Researcher Associate *ad tempus*.  
Instituto de Metodología e Historia de la Ciencia Jurídica at the Faculty of Law of the Universidad Complutense de Madrid (UCM), Spain, **2003 – Present.**
- ◆ Researcher of Fundamental Rights.  
Instituto de Derechos Humanos Bartolomé de Las Casas, at the Faculty of Law and Social Sciences of Universidad Carlos III de Madrid, Spain, **1992-1996.**

### **LANGUAGES**

- ◆ Spanish (Native. Latin America and European)
- ◆ English (Proficient)





**10.COPY - FCO CONTRACT PROCURMENT PROCEDURES**





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FCO Prosperity Fund

### Annex C Statement of FCO Procurement Good Practice principles

1. Good procurement practice includes the key principles set out below:
  - Purchasing should be done with the aim of securing value for money.
  - Purchasing should be done by competition unless there is a robust justification (legal/operational) for not having a competition.
  - Buyers should have, develop and use their awareness of particular supply markets to improve the quality and competitiveness of goods/services etc that are offered (effective supplier management).
  - Buyers (in FCO) should comply with applicable legal and international obligations.
  - *Wherever possible* anything purchased should have been produced in a sustainable manner.
  - Ethical conduct is extremely important.
  
2. Ethical conduct relates in particular to ensuring that:
  - Buyers' integrity must be beyond reproach (this ties in with issues around acceptance of gifts and hospitality from suppliers or equally offering gifts or hospitality to suppliers – this should not happen)
  - Staff involved in purchasing activity must declare any interest they have in a particular transaction whether this is because of personal gain to them or to a family member or close associate (effective management of potential and actual conflicts of interest)
  - The confidentiality of information is protected unless there is a lawful reason which justifies disclosure (e.g. compliance with the Freedom of Information Act 2000, contractual agreement between contract parties that certain types of information can be disclosed). There may also be reasons based on government policy which require disclosure of certain types of information.
  - Any information provided to suppliers is accurate and not intentionally misleading or misleading due to inattention on the buyer's part.
  - All suppliers are treated fairly (i.e. not favouring one supplier or acting to the disadvantage of another)
  - The competition process does not undermine ongoing relationships with suppliers. This is about conducting purchasing activity in a way that inspires confidence in the fairness of the process.



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**11. BRITISH INFRASTRUCTURE GROUP**



**PROJECT PROPOSAL (FULL BID)**



## **THE BRITISH INFRASTRUCTURE GROUP**

**“Thinking BIG in Peru”**



**NOTE: This Project is not directly Related to, nor in any way Funded by,  
The Prosperity Fund - Peru Project (“Prosperity Peru”)**



## PROJECT PROPOSAL (FULL BID)

FCO Prosperity Fund

The British Infrastructure Group (“BIG”) is a to be a newly formed “Virtual” association of UK Lead and specialist Sector companies interested in both investing in and selling their services and products in selected Global Emerging Markets where the member companies do not currently have in market representation. BIG will represent its members’ interest in identifying and developing Local Partnerships and Project Opportunities for further development by interested members in Joint Venture arrangements. The overheads of BIG will be co-funded by the Lead UK Partners, and any commissions earned from successful financial close on Projects and Investments.

The lines of business will be involved in infrastructure development via innovative forms of Private Public Partnerships (“PPP”) and/or UK Export Finance (“UKEP”) in joint venture with local Strategic Partners. The selected potential Strategic Partners will be invited to enter into Memoranda of Understandings (“MOU”) which will commit them to non-exclusive participation in the overall country initiative.

The six key sectors of focus and involvement for BIG will be *Healthcare, Energy Efficiency, Infrastructure (Particularly Rail), Education, Sanitation and Security* with particular emphasis on spreading a doctrine of anti-corruption, helping increase transparency and governance, helping reduce bureaucracy, and improving procurement via development of participation in Public Private Partnerships, and other initiatives.

Lead UK Partners will seek to set up Joint Ventures with Strategic Peruvian Partners in Public Private Partnerships, UK Export Finance Projects, Support Services & Facilities Management, and where appropriate investments in Mergers & Acquisition activities.

BIG will aim to represent its wide membership’s interests. It will target territories with Global Emerging Markets where Members/Partner Companies are under-represented, do not have current representation or established businesses, or on going strategic partnerships. The launch Region will be Latin America, and Peru will be the Pilot country and future “Hub” for Regional interests.

BIG will also seek to complement the work of the *UK Prosperity Fund PERU* with priorities on improving the business climate, competitiveness and operation of markets, energy, and increasing the ability of Peru to tackle corruption. As well as contributing to assist in humanitarian sectors such as health, education and sanitation in Peru, BIG expects these initiatives to create opportunities for UK companies in key sectors.

Through co-financing (with Key Lead UK Partners) the joint objectives for “BIG in Peru” will be:

***“THE ESTABLISHMENT OF A GROUP OF LEADING UK PARTNERS INTERESTED IN JOINTLY AND INDIVIDUALLY DEVELOPING BUSINESS IN GLOBAL EMERGING MARKETS, BUT INITIALLY IN PERU, RELATED TO PUBLIC PRIVATE PARTNERSHIPS, UK EXPORT FINANCED PROJECTS, DEVELOPMENT OF SUPPORT SERVICES AND FACILITIES MANAGEMENT BUSINESSES, AND INVESTMENT IN AND WITH LOCAL PARTNERSHIPS, ON NON EXCLUSIVE TERMS, TO HELP DELIVER IN THE LONG TERM TRANSFORMATIONAL INFRASTRUCTURE CHANGES IN THE COUNTRY, AND IMPROVE THE BUSINESS CLIMATE, COMPETITIVENESS AND OPERATION OF MARKETS IN INFRASTRUCTURE, AND PARTICULARLY HUMANITARIAN SECTORS OF HEALTH, EDUCATION AND SANITATION IN PERU.”***

The longer term plans of the BIG Project will be to roll out the Peruvian Project to other selected Global Emerging Markets, initially in Latin America, using Peru as a Hub, in agreement with BIG Lead





# British Infrastructure Group.com

## Network Partners



*Potential*

**Strategic**

**Peruvian Partners**




## BUSINESS LINES

Public Private Partnerships

UK Export Finance

Support Services & Facilities Management

Investment, Mergers & Acquisitions

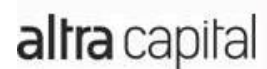
## SECTORS

### UK Sector Partners

- Healthcare
- Energy
- Education
- Infrastructure
- Sanitation
- Defence & Security

*Potential*

## Lead UK Partners







**BRITISH INFRASTRUCTURE GROUP**  
 THINK BIG IN PERU

[www.britishinfrastructuregroup.com](http://www.britishinfrastructuregroup.com)

Contact- Greg Malpass Tel: +44 7850230692; +34 603199841; E Mail: [malpass.greg@gmail.com](mailto:malpass.greg@gmail.com)

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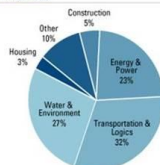
**INFRASTRUCTURE IS GLOBAL**



but **LARGE UK CONSTRUCTION GROUPS ARE NOT**



Emerging Markets Expected to Invest \$6 Trillion Over Three Years



Source: B&A Merrill Lynch Global Research estimates

US\$ **57** trillion  
 global infrastructure investment needed for 2013-30

- GLOBAL INFRASTRUCTURE INVESTMENT TO REACH FOUR TRILLION DOLLARS BY 2017
- REGULATORY & ECONOMIC INSTABILITIES IN EMERGING MARKETS TEMPER PRIVATE INVESTMENT IN PPP
- MAJOR BRITISH INFRASTRUCTURE COMPANIES FOCUS OVERSEAS PRINCIPALLY ONLY ON MAINLAND EUROPE, NORTH AMERICA, MIDDLE EAST & SELECTIVE ASIA PACIFIC MARKETS

The UK leads the Global PPP initiative in terms of advice and know-how, but lags its European, Chinese and US owned competitors in terms of implementation of Global Infrastructure Projects.



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**BRITISH INFRASTRUCTURE COMPANIES OVERSEAS BUSINESS DEVELOPMENT**

- INTERNATIONAL NETWORKING ORGANISATIONS LIKE UKTI AND BRITISH EXPERTISE OFFER SUPPORT IN OVERSEAS BUSINESS DEVELOPMENT FOR A BROAD MEMBERSHIP OF INDUSTRY PLAYERS ACROSS THE GLOBE
- BUT TRADITIONALLY LARGE CONSTRUCTION GROUPS TEND TO WORK COMMERCIALY INDEPENDENTLY ABROAD AS COMPETITORS, AND NOT AS A "UKPLC" ENTITY IN BUSINESS DEVELOPMENT TERMS. MAYBE THERE IS MORE SCOPE TO DO SO ON FOCUS AREAS WHERE REPRESENTATION IS POOR.



**PROPOSAL FOR A BRITISH INFRASTRUCTURE GROUP  
THINK "B.I.G"**

**A NEW APPROACH**

- SUGGESTED FORMATION OF A BRITISH INFRASTRUCTURE GROUP TO UNDERTAKE JOINT BUSINESS DEVELOPMENT INITIATIVES FOR MAJOR PLAYERS IN SELECTED EMERGING MARKETS WHERE THEY HAVE NO IN-COUNTRY REPRESENTATION
- START-UP OVERHEAD COSTS TO BE SHARED, BUT INTENT TO BE SELF-FUNDING THROUGH PROJECT SUCCESS FEES FROM PARTICIPATING COMPANIES

Projects to Prosperity: \$4 Trillion on Global Infrastructure Expected



Source: GE 2012 Global Investor Day



BIG will not focus on missions, research, analysis, reports, seminars or workshops. It will focus on developing measurable business development action to help secure PPP or UKEF financed projects for its UK Partners.

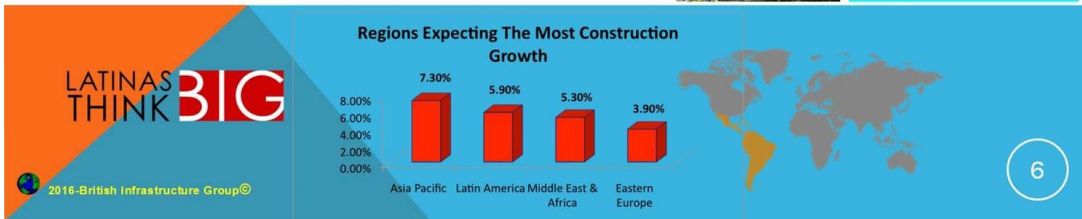
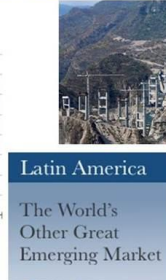
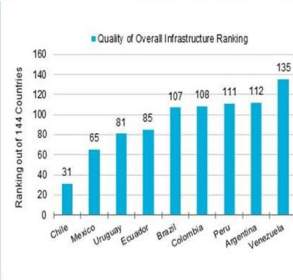




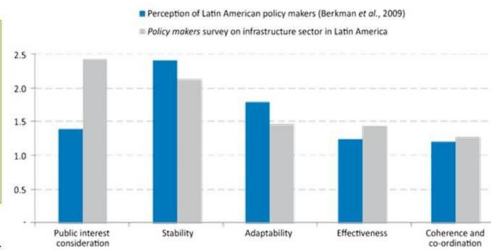
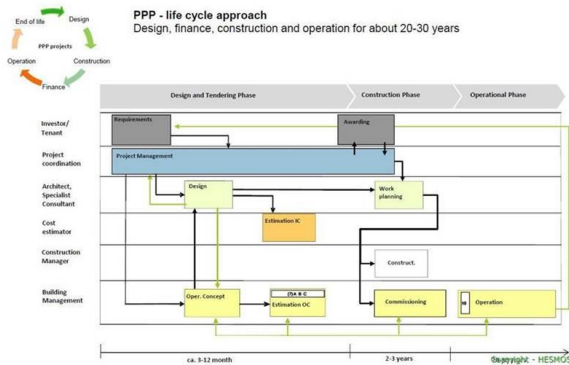
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FCO Prosperity Fund

**OPPORTUNITY TO FOCUS GROUP ON LATIN AMERICA**



**FOCUS ON PPP'S  
-LEADING THE REFORMS FOR  
DELIVERING INFRASTRUCTURE**



British Consultants are helping introduce Institutional Change, but British owned Designers, Constructors, Operators, Support Services Providers and Investors are under-represented in Latin America

**APP**  
ASOCIACION PUBLICO PRIVADA EN AMERICA LATINA

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**PILOT COUNTRY-PERU**  
THINK BIG IN PERU



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**PROJECT PROPOSAL (FULL BID)**

**PROJECT PERU- MISSION & OPPORTUNITIES**

**MISSION**

*"THE ESTABLISHMENT OF A GROUP OF LEADING UK PARTNERS INTERESTED IN JOINTLY AND INDIVIDUALLY DEVELOPING BUSINESS IN GLOBAL EMERGING MARKETS, BUT INITIALLY IN PERU, RELATED TO PUBLIC PRIVATE PARTNERSHIPS, UK EXPORT FINANCED PROJECTS, DEVELOPMENT OF SUPPORT SERVICES AND FACILITIES MANAGEMENT BUSINESSES, AND INVESTMENT IN AND WITH LOCAL PARTNERSHIPS, ON NON EXCLUSIVE TERMS, TO HELP DELIVER IN THE LONG TERM TRANSFORMATIONAL INFRASTRUCTURE CHANGES IN THE COUNTRY, AND IMPROVE THE BUSINESS CLIMATE, COMPETITIVENESS AND OPERATION OF MARKETS IN INFRASTRUCTURE, AND PARTICULARLY HUMANITARIAN SECTORS OF HEALTH, EDUCATION AND SANITATION IN PERU."*



**Why invest in Peru?**

<p><b>GDP growth: 9.8% (2008)</b></p> <ul style="list-style-type: none"> <li>Sustainable growth since 2002 and annual average growth of 4.75 % for 2009 –12</li> <li>Exports tripled in 5 years.</li> <li>Investment is increasing 20% average annually.</li> <li>One of the lowest inflation in Latin America and very stable exchange rate (free).</li> </ul>	<p><b>Vast natural resources:</b></p> <ul style="list-style-type: none"> <li>Ores and hydrocarbons.</li> <li>Available lands with proper climates, for agricultural development.</li> <li>2nd country with larger forests area in Latin America.</li> <li>2 500 Km. of coast and thousands of lakes sustain the development of fishing and aquiculture.</li> </ul>
<p><b>Economy committed to the commercial integration process:</b></p> <ul style="list-style-type: none"> <li>Preferential access to CAN, MERCOSUR, USA and EU.</li> <li>32 investment agreements.</li> </ul>	<p><b>Favorable climate for investment:</b></p> <ul style="list-style-type: none"> <li>Country with investment grade.</li> <li>Attractive framework for Foreign Direct Investment, based on freedom and equality.</li> <li>Peru is first in the region for government readiness for private investment (WEF)</li> <li>Peru stands first in the Latin America region in protecting investors (WB)</li> </ul>

If you're an international investor looking for infrastructure opportunities then look no further than Peru. Pro Inversion, the body in charge of structuring and awarding infrastructure work, has a list of more than 25 projects, across ten sectors for the next two years alone. They cover everything from electricity and energy to health and telecommunications



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**Infrastructure**

The Peruvian government is taking steps to close the £53,619 million infrastructure gap. It has approximately £7,654 million in planned projects and £30,466 million more planned for the future. Public Private Partnerships (PPPs) will be the main financing model. Infrastructure opportunities exist in: design, build and operation; project financing; consultancy & professional services

Some of the major infrastructure projects for the coming years will be:

- the development of the Lima Metro System (£12 billion)
  - Lima's 5 complimentary bus corridors (£518 million)
  - the preparations for Lima 2019 Pan American Games (£431 million)
  - the construction of a peripheral ring road connecting 12 of Lima's districts (£731 million)
  - construction of the 1,085 km South Andean Gas Pipeline (£9,749 million)
  - £2,120 million upgrading project of the Talara oil refinery including a £548 million desulphurating plant to be tendered by Petroperu
  - 10 new hospitals and more than 700 strategic facilities as part of a £1,645 million investment pipeline.
- The health ministry is still at the early stage of implementing the PPP program and wants to replicate the UK model.





**PROPOSED LOCAL & NETWORK PARTNERS IN PERU**



Project Selection by UK Partners Steering Committee



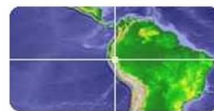
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**POTENTIAL FUTURE OF THINKING “BIG” IN LATIN AMERICA AND OTHER EMERGING MARKETS**

- THE BRITISH INFRASTRUCTURE GROUP WILL HAVE LONG TERM AMBITIONS FOR BUSINESS DEVELOPMENT REPRESENTATION IN OTHER EMERGING MARKETS IN SOUTH AMERICA, AND INTERNATIONALLY, USING PERU AS ITS PILOT AND LATIN AMERICAN HUB.

Perú es un Hub en América del Sur



**HUB Regional**

Ubicación estratégica de LIMA

- Argentina
- México
- Venezuela
- Colombia
- Ecuador
- Bolivia
- Chile
- Caribe
- Europa
- Asia y Pacífico Sur



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# PROJECT PROPOSAL (FULL BID)

## SUMMARY

### THE OPPORTUNITY

1. UK INFRASTRUCTURE COMPANIES ARE NOT GLOBAL, AND TEND TO FOCUS ON USA, MIDDLE EAST, & ASIA PACIFIC MISSING OUT ON OTHER CONTINENTS
2. BRITISH INFRASTRUCTURE COMPANIES – COULD WORK CLOSER TOGETHER IN OVERSEAS BUSINESS DEVELOPMENT IN NEW TERRITORIES
3. THE PROPOSAL FOR A BRITISH INFRASTRUCTURE GROUP IS A NEW APPROACH WORTHY OF CONSIDERATION
4. OPPORTUNITY TO FOCUS GROUP ON LATIN AMERICA WHERE MOST UK MAJORS DON'T FEATURE BUT HAVE SIZEABLE INFRASTRUCTURE OPPORTUNITY
5. PPP'S ARE LEADING THE REFORMS FOR DELIVERING INFRASTRUCTURE
6. OPPORTUNITY TO FORM A NEW UNITED GLOBAL BUSINESS TEAM- WITH PARTNERS FOCUSED ON Business Lines Sectors & Discipline.s
7. A DEFINED MISSION & UNDERSTANDING OF THE OPPORTUNITIES- FOR PILOT COUNTRY PERU
8. THERE IS A PROPOSED TEAM & STRUCTURE INITIALLY FOCUSED ON PERU. BUT WITH WIDER GLOBAL ASPIRATIONS
9. & PROPOSED LOCAL & NETWORK PARTNERS
10. THE FUTURE POTENTIAL OF THE BRITISH INFRASTRUCTURE GROUP COULD BE "BIG"

### REQUIRED ACTION

- POTENTIAL STRATEGIC PARTNERS & STAKEHOLDERS TO REVIEW PROPOSAL & LIAISE
- FUNDING & ORGANISATION DISCUSSIONS
- DECISION TO PROCEED
- SELECTION OF HONORARY CHAIRMAN AND LEAD PARTNERS
- LEGAL AGREEMENTS/MOUs
- PROJECT LAUNCH IN PERU JULY 2016



**NOTES**





[WWW.THINKBIGPARTNERSHIP.COM](http://WWW.THINKBIGPARTNERSHIP.COM)