INTRODUCTION

J Maynard is represented in Africa through its three subsidiaries, J Maynard (South Africa) with a Level 2 BBBEE contributor status, J Maynard Development Management, and J Maynard (Africa).

J Maynard brings together project advisory and development management professionals with significant multidisciplinary skills and experience. J Maynard adopts a hands-on solutions orientated approach in providing services to their clients that is orientated around the identification, management and mitigation of project risks.

The J Maynard team has long-standing and strong working relationships with prominent multi-disciplinary international engineering firms, legal firms, and sector experts with whom they have successfully collaborated on various development and infrastructure projects.

The J Maynard professionals are skilled project finance and property development practitioners with professional financial, actuarial science/ applied mathematics, engineering, legal or project management backgrounds with many years' experience in PPP projects, infrastructure projects, project finance transactions and commercial property developments working as a part of and managing multi-disciplinary project teams.
J Maynard Service Offerings: An Integrated Approach to Project Advisory, Development Management and Implementation Solutions

**Project Finance Advisory Services**
- Commercial Project Management of Transactions;
- Financial Modelling;
- Finance Raising and Structuring.

**Public Private Partnership Transaction Services**
- Lead Transaction Advisory;
- Financial Advisory;
- Contract Management;
- Project Management.

**Facilities Management and Infrastructure Management Consulting Services**
- Facility Management and Infrastructure Consulting;
- Change Management and Organisational Development.

**Investor Advisory Services**
- Due Diligence;
- Transaction Monitoring (development and operations phase);
- Contract Management;
- Financial Model Reporting.

**Property Development Management**
- Full site Due Diligence for vacant and as-built sites with retail development in place;
- Letting and Centre management;
- Integrated Development, Building and Construction Management bridging the gap between investor/ lender and developer;
- Structuring and raising of required debt and equity funding.

**Project Management Support**
- Project Management for tender evaluation process services;
- Project Management for procurement process services;
- Establishment and Management of a Project Management Office;
- Project Management process services.
J Maynard's project finance advisory team comprises professionals with financial and engineering qualifications who have significant experience in the development, negotiation and implementation of limited recourse financing structures. J Maynard follows a structured approach to the provision of its project finance services that is project-centric and oriented around the identification of key risks for the client and the project and the development of appropriate mitigations measures in conjunction with the client and other project team members.

The team has experience in the following sectors:
- Transport (toll roads, airports, ports, rail, BRT);
- Power;
- Accommodation (buildings, hospitals);
- Water

**SERVICE OFFERING**

J Maynard's project finance advisory services extend beyond the traditional financial focus incorporating an understanding of technical and legal issues that impact on the overall commercial solution which are critical to the development of appropriate financing structures and solutions. The project finance service offering comprises:

**COMMERCIAL PROJECT MANAGEMENT OF TRANSACTIONS SERVICES:**
- Co-ordination of project teams and other professional advisors to achieve client required outcomes;
- Liaison and reporting to client principals on project progress, key issues and outcomes;
- Bid management and bid response coordination;
- Negotiations;
- Review of transactional documentation.

**FINANCIAL MODELLING SERVICES:**
- Limited recourse finance based financial models;
- Development of PPP financial models;
- Evaluations of PPP financial models;
- Tariff modelling;
- Sensitivity analyses and scenario analyses.

**FINANCE RAISING AND STRUCTURING SERVICES:**
- Engagement with lenders to negotiate and structure financing;
- Review, mark up and negotiation of financing agreements and project documentation;
- Engagement with financial investors to negotiate and structure financing.
PROJECT FINANCE ADVISORY SERVICES

PROJECTS

COMMERCIAL PROJECT MANAGEMENT OF TRANSACTIONS SERVICES:
- Transnet – Lamu Port Concession: Kenya;
- Group Five – Lamu Road Concession: Kenya;
- Group Five: Zambia – Lusaka Ndola Road Concession;
- Bombela Concession Company: Project Director for rolling stock variation
- Chapman’s Peak Toll Road;
- Miami Homestead airbase – Fraport acquisition;
- Nelspruit Kruger International airport – ABB Equity Ventures investment sale;
- Harare International Airport and Victoria Falls Airport – Fraport concession to manage and operate;
- Gauteng Thuo gaming route operator license bid;
- Eastern Cape Amathole State Forest Privatisation;
- Air Mauritius: Head Office relocation;
- SA Department of Public Works – Pretoria inner city precinct project;
- Stellenbosch University – student accommodation.

FINANCIAL MODELLING SERVICES:
- Botswana - South Africa Interconnector Transmission Project;
- Angola Namibia Interconnector Transmission Project;
- Group Five: Zambia – Lusaka Ndola Road Concession;
- Tanroads – Construction and Operation of a toll road from Dar-es-Salaam to Chalinze;
- Riverdale Mine – Rail and logistics options analysis;
- Chapman’s Peak Toll Road;
- Scandinavia Airports – sale and leaseback;
- Sydney Airport privatization;
- England Newcastle airport – Fraport acquisition;
- Miami Homestead Airbase – Fraport acquisition;
- Nelspruit Kruger International airport – ABB Equity Ventures investment sale Mpumalanga
  Thuo gaming route operator license bid;
- Gauteng Thuo gaming route operator license bid;
- Stellenbosch University – student accommodation;
- Kopanong Precinct accommodation PPP;
- Kwa-Zulu Natal Provincial Government, KZN Legislature and Precinct accommodation PPP;
- Kokstad Municipality accommodation and related services;
- Due Diligence into a petroleum pipeline project;
- Cape Town Robben Island: Concession to operate hospitality facility.

FINANCE RAISING AND STRUCTURING SERVICES:
- Transnet – Lamu Port Concession: Kenya;
- Group Five – Lamu Road Concession: Kenya;
- Group Five: Zambia – Lusaka Ndola Road Concession;
- Namport Walvis Bay Container Terminal Expansion.
J Maynard's PPP transaction advisory team comprises professionals with financial and engineering qualifications who understand the Government procurement context and imperatives and how to align these into a project feasibility study and procurement that is commercially acceptable to the private sector developers and has an appropriate risk profile for government. J Maynard's advisors distinguish themselves in their ability to manage and achieve integration of the services of sector and skill specialized advisors to provide a seamless advisory solution.

The team has experience in the following sectors:
- Transport (toll roads, airports, ports, rail, BRT);
- Power;
- Accommodation (offices, hospitals, prisons, residences, schools, universities, training facilities);
- Water supply and water and waste water treatment.

**SERVICE OFFERING**

The PPP transaction services offering comprises the following services:

**LEAD TRANSACTION ADVISORY SERVICES:**
- Management and co-ordination of advisory teams to provide the client with a single point of contact;
- PPP Feasibility Studies;
- PPP procurement processes (documentation development, evaluation/ bid review and reporting, and negotiations - in conjunction with other legal and technical advisors);
- Negotiations;
- PPP Policy development.

**FINANCIAL ADVISORY SERVICES:**
- Preparation of Public Sector Comparators and PPP Reference models;
- Risk matrices - risk identification, valuation and probability analyses;
- Affordability and value for money analyses;
- Development of financial specific project documents (payment mechanisms, termination regimes, re-financing provisions, insurance requirements, etc.);
- Evaluation and review of financial models and financial proposal submissions;
- Negotiation of financial aspects of project documentation and financing agreements;
- Fiscal contingent liability reporting.

**CONTRACT MANAGEMENT SERVICES:**
- Managing stakeholder efforts in meeting project requirements;
- Measuring adherence to PPP contract deliverables;
- Pro-active management to anticipated future needs;
- Dispute avoidance: timeously react to unforeseen situations arise over the life of the PPP contract;
- Mediation;
- Resolution;
- Contract evaluations;
- Advisory claims support.

**PROJECT MANAGEMENT SERVICES:**
- Options analysis;
- Business case;
- PSC development;
- Risk management;
- Transaction management;
- Bid evaluation.
PUBLIC PRIVATE PARTNERSHIP TRANSACTION SERVICES

PROJECTS

LEAD TRANSACTION ADVISORY SERVICES:
- SA Department of Defence: SA Military Health Services Accommodation PPP;
- Mauritius Road Development Authority — Toll Road PPP;
- SA Department of Rural Development & Land Reform — Head Office PPP;
- SA Department of International Relations and Cooperation — Head Office PPP;
- SA Department of Defence: Defence Training Institute Accommodation PPP;
- SA Department of Defence: SA Navy Headquarters and Naval Mess Accommodation PPP;
- Seychelles, Ministry of Finance, Trade and the Blue Economy: Development of a Legal, Regulatory and Operation Framework for PPP;
- SA National Treasury PPP unit: Office Accommodation PPP Toolkit.

FINANCIAL ADVISORY SERVICES:
- Mauritius Road Development Authority — Toll Road PPP;
- SA Department of International Relations & Cooperation — Head Office PPP;
- SA Department of Energy: IPP Co-Generation Programme;
- Air Mauritius Head Office Accommodation;
- Feasibility Studies on Toll Roads in Malawi;
- Tanroads – Construction and operation of a Toll Road from Dar-es-Salaam to Chalinze via PPP;
- Kопананг Precinct Accommodation PPP;
- Kwa-Zulu Natal Provincial Government, KZN Legislature and Precinct accommodation PPP;
- Uganda Police Force: Accommodation PPP;
- Kokstad Municipality Accommodation and Related Services;
- SA Department of Correctional Services: 4 prisons PPP projects;
- Range Timber – Biomass Power Project;
- City of Johannesburg – Waste to Energy Treatment Plant;
- Limpopo Province Department of Health: Hospital and Laundry PPP.

CONTRACT MANAGEMENT SERVICES:
- SA Department of Rural Development & Land Reform;
- SA Department of Basic Education Head Office Accommodation PPP.

PROJECT MANAGEMENT SERVICES:
- SA Department of International Relations & Cooperation — Head Office PPP;
- SA Department of Rural Development & Land Reform;
- SA Department of Energy: Renewable Energy IPP Programme;
- SA Department of Energy: Gas to Power IPP Programme;
- SA Department of Energy: Coal Baseload IPP Programme;
- SA Department of Energy: CoGeneration IPP Programme;
- SA Department of Transport: Feasibility study of a TUG Building Project;
- Range Timber – Biomass Power Project.
The Facilities Management Advisory team comprises SAFMA Accredited Facilities Professionals (AFP) and Professional Engineers and other professionals with hands on facilities management and infrastructure management experience. The team has many years’ experience in advising the development of appropriate facilities, infrastructure, strategies and management plans that have been tailored to suit the operating requirements of our clients.

**THE FACILITIES MANAGEMENT AND INFRASTRUCTURE MANAGEMENT CONSULTING SERVICE OFFERING PROVIDES PROJECT AND ASSET SPECIFIC SERVICES TAILORED TO MEET CLIENT OBJECTIVES AND COVERS THE FOLLOWING BROAD SERVICES:**

- Strategic Facilities Management;
- Facilities and services planning;
- Feasibility preparation and option assessment;
- Facilities Management review and services optimization;
- Reviewing and or preparation of FM processes, policies, procedures, procurement documentation for outsourcing, service level agreement drafting and bid response evaluation;
- Services delivery performance monitoring and review;
- Programmed and reactive maintenance planning and monitoring;
- Work place audits;
- The workplace experience;
- Health and Safety review of facilities;
- Disabled access facilities review;
- Services Contract Management (Support);
- Lifecycle cost estimating and benchmarking;
- Due diligence and review of current practices;
- Planning, development and procurement of FM Services against international best practice;
- Transition Implementation.

**THE CHANGE MANAGEMENT AND ORGANIZATION DEVELOPMENT CONSULTING SERVICE:**

- Designing, developing & implementing effective and sustainable operational models

i.e. (Insourcing vs Outsourcing vs Hybrid Operational Models);
- Process Mapping, Analysis & Improvement;
- Organizational Design;
- Organizational Alignment;
- Change Management;
- Productivity Improvement;
- Management Operating System Design.
FACILITIES MANAGEMENT AND INFRASTRUCTURE CONSULTING SERVICES:

- National Department of Public Works: Development of the Service Level Agreement for the outsourcing of Facilities Management Services at the Parliamentary Estates in Cape Town;
- South African Airways: Review of the Facilities Management Structure for SAA and proposing a structure of service delivery to reduce the Institutional risk while managing costs and improving service delivery;
- Facilities Management service review for Tenova;
- Public Administration Leadership and Management Academy: Outsourced FM procurement by tender;
- Motseng FM: Mentoring of Portfolio Director at government prestige accommodation, condition surveys, health and safety implementation;
- MyCiTi: Station Management Integrated Rapid Transit Contract;
- Department of Rural Development and Land Reform: Service Contract Management Oversight;
- Kopanong Precinct accommodation PPP;
- Kwa-Zulu Natal Provincial Government, KZN Legislature and Precinct accommodation PPP;
- Mangosutho Technikon - Student accommodation;
- SA Department of Defence: Accommodation options analysis;
- SA Department of public works: Government printing works accommodation options analysis;
- Telkom Corporate Real Estate Services;
- Johannesburg property company land strategy.

CHANGE MANAGEMENT AND ORGANISATIONAL DEVELOPMENT SERVICES:

- University of the Witwatersrand: Insourcing of FM services.
INVESTOR ADVISORY SERVICES

J Maynard’s Investor Advisory team comprises professionals with financial and engineering qualifications who have significant experience in full project lifecycle from feasibility, construction, commissioning and operations which they bring to bear in providing advisory, review and monitoring services to investors and financiers to support their investments or funding transactions.

The team has experience in the following sectors:
• Transport (toll roads, airports, ports, rail, BRT);
• Power;
• Accommodation (buildings, hospitals, detention facilities);
• Water.

SERVICE OFFERING

The Investor Advisory service offering comprises the following:

DUE DILIGENCE AND PROJECT REVIEW SERVICES FOR INFRASTRUCTURE AND PROPERTY PROJECTS:
• Defining and managing the Due Diligence process to meet client defined terms of reference and procurement and management of suitable external expert advisors as required;
• Review of planning and land legal issues, contractual framework review and risk assessments;
• Technical assessments;
• Financial assessments (investment decision support, options analyses, DCF valuation, debt funding and re-financing assessments, etc.).

TRANSACTION MONITORING SERVICES DURING THE DEVELOPMENT AND OPERATIONS STAGE:
• Monitoring of compliance with contractual commitments (lender and investor covenants and undertakings);
• Performance progress, financial performance and cost monitoring.

CONTRACT MANAGEMENT SUPPORT SERVICES:
• Development of contract management plans and systems;
• Implementation of contract management plans and systems;
• Management support to clients to comply with contractual obligations.

FINANCIAL MODEL REPORTING SERVICES:
• Development, maintenance and updating of financial models to support debt finance reporting obligations;
• Preparation of lenders/ investors reports covering ratio analysis, budget/ forecast vs actual performance.
INVESTOR ADVISORY SERVICES

PROJECTS

DUE DILIGENCE AND PROJECT REVIEW SERVICES:
- Project director for Bombela Concessions Company for the Gautrain rolling stock variation order;
- Financial review of housing DFI’s to be consolidated into the National Housing Finance Corporation (NHFC);
- Review of financing options for NHFC investment into the International Housing Solutions Fund;
- Due Diligence for investors into a potential Maputo fuel pipeline project;
- Port Edward Shopping Centre Due Diligence for purchasers;
- KwaNobuhle Shopping Centre Due Diligence for potential purchasers;
- Homestead Airbase Due Diligence for potential investor/operator;
- Kruger Mpumalanga International Airport – develop documentation to ready for sale by owners.

TRANSACTION MONITORING SERVICES DURING THE DEVELOPMENT AND OPERATIONS STAGE:
- Cape Point Funicular Railway and Tourist Facilities.

CONTRACT MANAGEMENT SUPPORT SERVICES:
- Mauritius Road Development Authority Toll Road PPP;
- SA Department of Basic Education PPP;
- SA Department of Environmental Affairs PPP.

FINANCIAL MODELLING AND REPORTING SERVICES:
- Chapman’s Peak Toll Road;
- Valuation of Cape Town Community Housing Company on behalf of NHFC;
- Job summit programme social housing projects on behalf of NHFC.
**PROPERTY DEVELOPMENT MANAGEMENT**

J Maynard’s Property Development team has an established track record of performance with a number of major national retailers and with various property investors and comprises a comprehensive suite of professional skills and experience encompassing:

- Engineering;
- Construction and Construction Management;
- Project Management;
- Financial Modelling and Feasibility Assessments;
- Debt and Equity Fundraising;
- Commercial Law;
- Financial Accounting;
- Letting and Marketing.

**SERVICE OFFERING**

The Development Management and Project Management services offering comprises the following:

**FULL SITE DUE DILIGENCE FOR VACANT AND AS-BUILT SITES WITH RETAIL DEVELOPMENT IN PLACE:**

- Physical inspection and recording, checking of physical access, levels, drainage and servitudes, engineering consideration, condition assessments etc;
- Land/legal (land title assessment (endorsements, interdicts, notarial deeds, restrictive covenants, liens, leases and mortgages) and review of applicable contracts and required contractual framework);
- Town Planning legislation rules and schemes;
- Technical Services (architect, geotechnical, environmental, survey, traffic, Utilities (power water and sewage) quantity surveying and general costing, etc);
- Financial Feasibility modelling (return analysis, debt serviceability and coverage);
- Tenant mix and insights from national tenants/ retailers;
- Building maintenance and upkeep;
- Risk matrices—risk identification and mitigation;
- Development Project Management.

**LETTING AND CENTRE MANAGEMENT:**

- Management of all leasing functions including sourcing of tenants; negotiating and drafting of tailor made leases aimed at optimising revenue from the development in order to maximize returns;
- Centre/Facility Management: maintenance management; administration, billing, and recoveries; financial reporting and performance forecasting; etc. J Maynard uses the MDA property management system;
- Acquisition, assessment and recommendation of appropriate insurance.
PROPERTY DEVELOPMENT MANAGEMENT

INTEGRATED DEVELOPMENT, BUILDING AND CONSTRUCTION MANAGEMENT BRIDGING THE GAP BETWEEN INVESTOR/LENDER AND DEVELOPER:

- Management and co-ordination of design and costing functions aimed at maximum cost efficiencies to promote best returns;
- Assessment, preparation negotiation and drafting of full contractual frameworks;
- Monitoring and co-ordination of planning approval processes;
- Full construction site project management and financial performance and construction cost monitoring;
- Tenant co-ordination services;
- Procurement of important certification pertinent to construction completion and occupation;
- Operational readiness (co-ordination of warranties and warranty cessions for operating equipment and materials; operating manuals; as-built drawings, etc.);
- Management of building maintenance;
- Customised reporting during pre-development, construction and operations phases and yield variance analysis to support decision making.

STRUCTURING AND RAISING OF REQUIRED DEBT AND EQUITY FUNDING

- based on traditional property finance and project finance-based principles supported by detailed financial modelling and forecasting which is fully integrated into the development management service.

PROJECTS

FULL SITE DUE DILIGENCE FOR VACANT AND AS-BUILT SITES WITH RETAIL DEVELOPMENT SERVICES:

- Edendale Mega City Development Feasibility;
- Umlazi Mega City Shopping Centre Development;
- Philani Valley Retail Centre Development;
- Boxer Ezingoleni Shopping Centre Development;
- Marshall’s World of Sport, Matatiele;
- Pick n Pay Matatiele Shopping Centre;
- Ngqaleni Spar;
- Howick Boxer Centre;
- Port Edward Shopping Centre;
- Boxer Ezingoleni Shopping Centre development;
- Marshall’s World of Sport, Matatiele development;
- Pick n Pay Matatiele Shopping Centre development;
- Ngqaleni Spar Development;
- Howick Boxer Centre Development;
- Port Edward Shopping Centre Acquisition;
J Maynard is an active participant in the South African IPP and PPP market and has been actively involved as transaction advisor in a number of power, accommodation, transportation and infrastructure sector projects, providing feasibility, procurement and contract management support and performance monitoring within a procurement programme to clients. All projects in J Maynard are supported by a structured approach to project and programme management based on industry leading practises.

The team has experience in the following sectors:
- Transport;
- Power;
- Accommodation.

**SERVICE OFFERING**

The Project Management Support services offering comprises the following services:

**PROJECT MANAGEMENT FOR TENDER EVALUATION PROCESS SERVICES:**
- Tender Management Process Design;
- Tender preparation;
- Drafting of Tender Management Guide;
- Tender Management.

**PROJECT MANAGEMENT FOR PROCUREMENT PROCESS SERVICES:**
- Conceptualisation;
- Document Development (RFI, RFQ, RFP);
- Commercial Close;
- Contract Management.

**ESTABLISHMENT AND MANAGEMENT OF A PROJECT MANAGEMENT OFFICE:**
- Develop and implement project “war room”;
- Development of PM policies, procedures, templates and standardised documentation;
- Project planning;
- Project budgeting, budget versus actual reporting and variance analysis;
- Project controls.

**PROJECT MANAGEMENT PROCESSES SERVICES:**
- Customised project methodology framework based on PMBOK;
- Project approval framework;
- Portfolio project selection model;
- Bid process management.
PROJECT MANAGEMENT SUPPORT

PROJECTS

PROJECT MANAGEMENT FOR TENDER EVALUATION PROCESS SERVICES:
- SA Department of Energy: Renewable Energy IPP Programme (8 evaluation cycles);
- SA Department of Energy: Coal Baseload IPP Programme;
- SA Department of Energy: CoGeneration IPP Programme (2 evaluation cycles);
- Gautrain Management Agency

PROJECT MANAGEMENT FOR PROCUREMENT PROCESS SERVICES:
- SA Department of Energy: Renewable Energy IPP Programme;
- SA Department of Energy: Gas to Power IPP Programme;
- SA Department of Energy: Coal Baseload IPP Programme;
- SA Department of Energy: CoGeneration IPP Programme;
- SA Department of Energy: Solar Water Heating Programme;
- SA Department of Energy: Demand Side Management Programme.

ESTABLISHMENT AND MANAGEMENT TO A PROJECT MANAGEMENT OFFICE:

PROJECT MANAGEMENT PROCESSES SERVICES:
DURBAN
1st Floor, The Viewz
11 The Boulevard
Westway Office Park
Westville
3629

JOHANNESBURG
Unit 8, 1st Floor
1 Mac Mac Road
Howick Gardens
Waterfall Park
Midrand
1686

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