

IFC ADVISORY SERVICES

IFC TRANSACTION ADVISORY
APRIL 2026



Contents

- 1 Introduction to IFC**
- 2 IFC Transaction Advisory Services - Transport**
- 3 IFC Transaction Advisory Services - Power**
- 4 IFC Transaction Advisory Services – Water & Waste**
- 5 IFC Transaction Advisory Services – Health**
- 6 IFC Transaction Advisory Services – Awards**
- 7 PPP Approach in Mongolia**

I. Introduction to IFC



IFC IS THE PRIVATE SECTOR ARM OF THE WORLD BANK GROUP, WHICH COMPRISES FIVE AGENCIES



**International Bank
for Reconstruction
and Development
(IBRD)**

1945

*Provides loans,
guarantees and
technical assistance
to middle-income
and credit-worthy
low-income country
governments.*



**International
Finance
Corporation
(IFC)**

1956

*Provides debt /
equity to the private
sector and provides
advisory services to
governments to
stimulate private
sector investment in
middle-low income
countries.*



**International
Development
Association
(IDA)**

1960

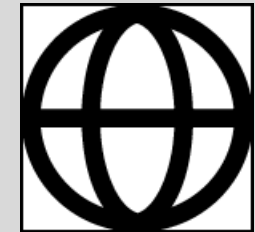
*Provides interest-free
loans and grants to
governments of
poorest countries*



**Multilateral
Investment
Guarantee
Agency
(MIGA)**

1988

*Provides political risk
insurance to the
private sector in
middle-low income
countries (guarantees
non-commercial risks
of foreign direct
investments)*



**International
Centre for
Settlement of
Investment
Disputes
(ICSID)**

1966

*Conciliation and
arbitration of
investment disputes
between foreign
investors and host
countries*

TRANSACTION ADVISORY SERVICES: ADVISING GOVERNMENTS ON INFRASTRUCTURE AND PPPS IN COMPLEX TRANSACTIONS GLOBALLY

30 years experience

170+ closed PPP projects since 2004

200 million people benefitted through better access to improved infrastructure since 2004

~\$60 billion in private investment mobilized since 2004

Greenfield & Brownfield projects / Asset Monetization

Power generation, transmission & distribution (40%)

Transport (roads, airports, urban transport, rail, ports, airlines) (40%)

Water and Waste

Others: Telecommunications, Social infra (health & education, housing), industrial parks, streetlighting

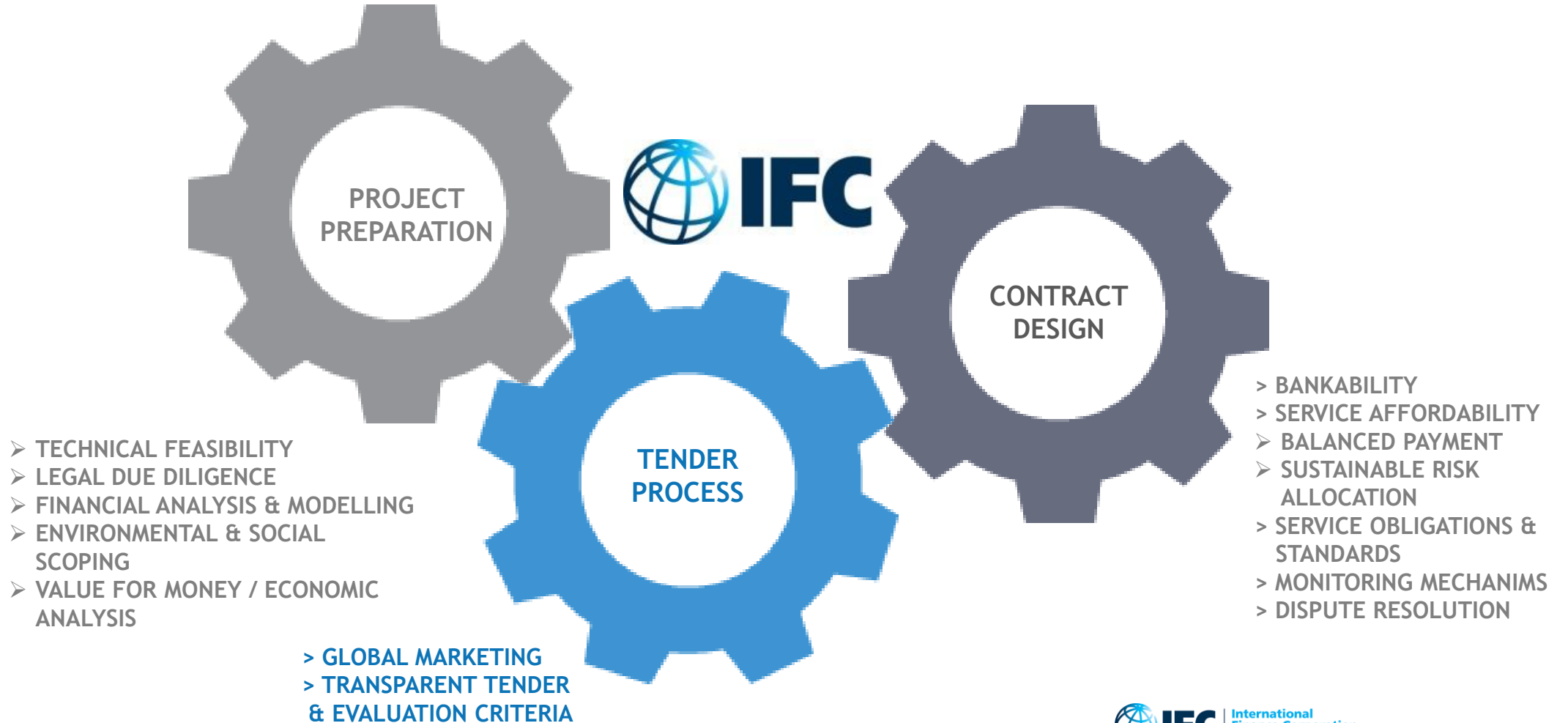
IFC Role: Lead Transaction Advisor/ co-advisor



IFC provides advisory services independent of IFC financing

IFC Transaction Advisory Services

Specialize in advising public sector on the introduction of private sector participation in the delivery of infrastructure services. This includes greenfield and brownfield projects and monetization of existing government assets.



II. IFC Transaction Advisory Services: Transport



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Finance Corporation**

WORLD BANK GROUP

IFC advisory experience: Roads, Rail and BRT



Road and LRT/Rail

Country	Project
Brazil	BR Rails
Kenya, Uganda	Kenya-Uganda Railways
Philippines	Manila LRT Line 1
Montenegro	Bar Bolare Roads
Ukraine	Ukraine Roads
Albania	Albania Highway
Kazakhstan	Almaty Ring Road BAKAD
Brazil	BR116
Brazil	Sao Paulo Roads
Brazil	BR Federal Roads
Brazil	Parana Roads
Panama	East Pan American Road
Uganda	Kampala-Jinja Expressway
Colombia	Ruta del Sol (1 and 2)
Colombia	Ruta del Sol (3)
Colombia	Roads – Loboguerrero
Brazil	BA093
Colombia	Roads - Perimentral del Oriente
Colombia	Roads - Girardot- Puerto Salgar
Brazil	BR Federal Roads - 153
Brazil	Bahia Roads
Brazil	Pipa Road Concession
Brazil	Sao Paolo Mid West Road
Brazil	Sao Paolo Road
Philippines	NAIA Expressway

BRT

Country	Project
Senegal	Dakar BRT
Philippines	Cebu, EDSA (on-going)
Tanzania	Dar es Salaam (on-going)
Cameroon	Douala BRT (on-going)

Most successful roads programs

- Brazil and Colombia roads programs with thousands of km of greenfield and brownfield toll roads

Urban roads

- NAIA Expressway (Manila) – positive concession fee to government
- Almaty Ring Road – availability payments + tolls
- Sao Paulo Roads – tolls + MRG
- Kampala-Jinja Expressway – availability payments + tolls

IFC advisory experience: Airports



- Investments covered by user charges and commercial revenue
- Significant asset monetization potential for governments

Best Airport Customer Service

- Madinah (post PPP)
- QAIA (post PPP)

ACI
AIRPORTS COUNCIL INTERNATIONAL

PFI AWARDS 2012 Middle East & Africa Infra Deal of the Year

Best Airport, Madinah, 2015

Routes

pfi Deal of the Year (2007) Queen Alia International Airport

WORLD FINANCE

Best Transport Project 2012, MENA

Best Project Finance Deal of the Year, 2013

EUROMONEY

Best PPP Deal in the Middle East

emeafinance
Project Finance Awards
2012

Selected Experience, 2001 – 2020




Concession

BRAZIL
Suape Container Terminal

Construction and operation of
a new container terminal

Completed




Concession

MADAGASCAR
Port of Toamasina

Rehabilitation and operation
of a container terminal

Completed




PPP

BENIN
Port of Cotonou

Construction and operation of
a new container terminal

Completed



Concession

NIGER
Dry Port

Construction and operation of
two dry port facilities

Completed




Concession

PHILIPPINES
Davao Sasa Port

Expansion, modernization and
operation of an existing port

Completed




Concession

INDIA
Kerala Port

Development of a new multi-
purpose port

Completed




Concession

MAURITIUS
Port Louis

Development & operation of an
existing multi-purpose port

Completed



PPP

TIMOR LESTE
Tibar Bay Port

Construction and operation of
a new port

Completed



Concession

UKRAINE
Olvia Port

Rehabilitation and operation
of an existing bulk cargo port

Ongoing



Concession

UKRAINE
Kherson Port

Rehabilitation and operation
of an existing bulk cargo port

Ongoing

III. IFC Transaction Advisory Services: Power



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IFC advisory experience: Power generation, Transmission & Distribution

Over 11 GW of power generation contracted – with over 6 GW of solar and wind

Solar & Wind IPP

Country	Project
Uzbekistan	1000 MW solar & BESS program (various locations)
India	2500 MW in Madhya Pradesh – multiple plants solar, hybrid and BESS, including RTC power
Africa	Scaling Solar 50-100 MW in Zambia, Senegal, Togo, Cote d'Ivoire, Madagascar, Ethiopia,
Kyrgyz Republic	Strategic advisor for first solar auction
Egypt	200-600 MW in West Nile Area
India	First 50 MW rooftop solar project expanded to 1000 MW in subsequent phase
Wind	
Ethiopia	250 MW wind IPP
Barbados	30-50 MW wind farm
Mongolia	100 MW in Mandalgovi (ongoing)
Jordan	Tafila Wind 117 MW

Gas and Thermal IPP

Country	Project
Uzbekistan	1250 MW Syrdarya CCGT
Myanmar	250 MW CCGT
Egypt	2250 MW Dairut CCGT (cancelled after tender)
Lebanon and Morocco	FSRU and CCGT (on-going)
Indonesia	2000 MW thermal power plant

Transmission and Distribution

Country	Project
CASA 1000	Transmission line connecting Central Asia to South Asia
Philippines	Olongapo distribution network
Panama	330 km transmission line
Uzbekistan	Tashkent, Samarkand distribution company (on-going)
Cameroon	20-year utility concession

Hydropower IPP

Country	Project
Malawi	Mpatamanga 350 MW
Solomon Islands	Tina River 20 MW
Albania	Two plants 50 MW (privatization)
Georgia	Nenskra 280 MW (delayed)
Macedonia	Cebren and Galiste 526 MW
Albania	Ashta HPP 53 MW
India	Vellimalai 1100 MW pumped storage (ongoing)

Note 2 unsuccessful projects

- E&S issues leading to delays, increased EPC cost and financing issues
- Inadequate gov commitment and SOE resistance

IV. IFC Transaction Advisory Services: Water and Waste



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Water and Sewerage

Country	Project
Azerbaijan	Baku Water desalination plant
Argentina	Partial privatization of water and sanitation service provider in Buenos Aires
Tunisia	Feasibility assessment desalination and phosphate slurry pipelines
Egypt	Program of desalination plants (on-going)
South Africa	Wastewater treatment and reuse plants
Peru	Bulkwater supply and distribution
Colombia	Wastewater treatment plant
Saudi Arabia	Desalination plant dedicated to Jeddah airport
Bosnia	Feasibility study for PPP for rehabilitation and expansion of wastewater treatment plant in Sarajevo
Angola	Feasibility assessment for water distribution services
Philippines	PPP for water concession in Clark
India	“Clean Ganga” program – water and sewerage plants
Philippines	Water supply concession for Manila

Waste to energy

Country	Project
Serbia	Belgrade waste to energy
Indonesia	Legok Nangka waste to energy (on-going)

Water & waste are difficult sectors

- User charges insufficient to cover costs
- Subsidy requirement
- Public perception

V. IFC Transaction Advisory Services: Health



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Types of Healthcare PPPs

We have advised on a number of projects and models globally in Central Asia, Latin America and South Asia

INTEGRATED

Private sector provides all assets (including design, construction or refurbishment) and services, including clinical, on a long-term basis typically ranging from 10 to 30 years.

MANAGED EQUIPMENT SERVICES (MES)

Typically includes the initial purchase, installation, financing, maintenance and replacement of a broad range of medical equipment or a sub-set of equipment.

MEDICAL WASTE

Health care waste management system that protects public health and the environment.

MANAGEMENT CONTRACT

Operation of a health facility against a management fee.

HEALTH FACILITY PPP

This model retains government control of clinical services, but private sector provides detailed design, construction or refurbishment of infrastructure. May include provision of hard facilities management or a mix of hard/soft facilities management.

SPECIALIZED CLINICAL / DIAGNOSTIC SERVICES

The public sector identifies specialized services or diagnostics to be provided by a private operator.



IFC health PPPs worldwide



VI. IFC Transaction Advisory Services: Awards



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IFC advisory experience: Award winning PPPs

Partnerships
Awards

IJGlobal
AWARDS



ProjectFinance



PPP Awards

2024:

- IFLR - Deal of the Year (Africa)- [Dakar BRT](#)
- IJ Global - ESG PPP Award - [Dakar BRT](#)
- Finance Deal of the Year, Istanbul PPP Week- [Uzbekistan Syrdarya Power](#)

2023:

- IJ Global - ESG Social Infra Award- [Uzbekistan Dialysis PPP](#)
- PFI Middle East & Africa - Central Asian Deal of the Year - [Uzbekistan Syrdarya Power](#)

2022:

- GRI Infra Awards - Integration, 2022 - [Brazil Inova Dutra Road](#)
- Partnerships Awards 2022, Best Utilities Project - [Ethiopia Telecom Licenses](#)
- Partnerships Awards 2022, Highly Commended Award for Health Care - [Uzbek Dialysis](#)

2021:

- Asset Triple A Infrastructure Awards 2021, Power Deal of the Year - South Asia, for the [Mazar IPP](#) deal in Afghanistan
- Latin Finance Awards 2021, Financing of the Year - [PIPA Road, Brazil](#)
- P3 Awards 2021, Highly Commended Best Transport Project - [PIPA Road, Brazil](#)

2019:

- Asia Pacific Transport Deal of the Year - [Tibar Bay Port PPP Project](#), Timor-Leste (IJGlobal Awards, 2019)
- Asia Pacific Hydropower Deal of the Year - [Tina River HPP](#) (IJGlobal Awards, 2020)
- Multilateral Agency of the Year - International Finance Corporation, Asia Pacific (Triple A Infrastructure Awards, 2019)
- Best Financial Structure - Transport - [Sao Paulo Roads \(Mid-West\)](#) (P3 Awards)
- [Concessionaire of the Year, Belo Horizonte Schools](#) (PPP Awards and Conference Brazil)

2018:

- Water of the Year, [Kigali Bulk Water](#) (Global Water Awards, 2018)
- Deal of the Year, [Kigali Bulk Water](#) (IJGlobal, 2018)
- Gold Award for Best Utilities Project of the Year - [Kigali Bulk Water Supply PPP](#), Rwanda (Partnerships Awards 2018)
- Grand Prix Best Overall Project - [Kigali Bulk Water Supply PPP](#), Rwanda (Partnerships Awards 2018)
- [Concessionaire of the Year, Belo Horizonte Schools](#) (PPP Awards and Conference Brazil)
- [Best Road Financing, Sao Paulo Roads, Brazil](#) (Latin Finance)
- Finalist, Best Healthcare Project - [Kyrgyz Dialysis PPP](#) (Partnership Awards 2018)

2017:

- Asia Pacific Power Deal - [Myingyan gas-fired IPP](#), Myanmar (PFI Awards, 2017)
- Asia Pacific Water Deal of the Year - [Clean Ganga](#) (Varanasi Project), India (IJGlobal Awards, 2017)
- Gold Award for Best Utilities Project of the Year - [Zambia Scaling Solar](#) (Partnerships Awards 2017)
- Social infrastructure deal of the year - [Bangladesh Dialysis Centres PPP](#) (The Asset Triple A Asia Infra Awards 2017)

IFC advisory experience: Award winning PPPs

Partnerships
Awards

IJGlobal
AWARDS



ProjectFinance



PPP Awards

2017:

- [Concessionaire of the Year, Belo Horizonte Schools](#) (PPP Awards and Conference Brazil)
- [Most Innovative Idea of the Year, Sao Paulo Roads](#) (Mid-West), Brazil (PPP Awards and Conference Brazil)

2016:

- [Asia Pacific Power Deal of the Year - Central Java Coal-Fired Power](#), Indonesia (IJGlobal and Project Finance International Awards 2016)
- [Asia Pacific Rail Deal of the Year - LRT 1 PPP](#), Philippines (IJGlobal Awards, Project Finance International 2016)
- [Asia Pacific Social Infrastructure Deal of the Year - Patna Medanta Hospital PPP](#), India (IJGlobal Awards 2016)
- [Silver Award - Financial Advisor of the Year](#), International Finance Corporation (Partnerships Awards, 2016)

2015:

- [Routes Marketing Awards' Best Airport - The Medinah Airport](#), Saudi Arabia (Routes Marketing Awards 2015)
- [UN Public Service Award - Hospital do Suburbio](#), Brazil

2013:

- [Gold Award - Punjab Grain Silos](#), India; [Gold Award - Queen Alia International Airport](#), Jordan; [Bronze Award - New Cairo Wastewater](#), Egypt; [Bronze Award - Port of Cotonou](#), Benin (Emerging Partnerships Top 40 PPPs, 2013)
- [Middle Eastern Renewables Deal of the Year - Tafila, Jordan](#) (Project Finance International 2013)

2012:

- [KPMG award "100 most innovative and inspiring urban infrastructure projects in the world 2012 - Belo Horizonte Schools, Brazil](#) (KPMG)
- [KPMG award "100 most innovative and inspiring urban infrastructure projects in the world 2012 - Hospital do Suburbio, Brazil](#) (KPMG)

2011:

- [KPMG award "100 most innovative and inspiring urban infrastructure projects in the world 2012 - Belo Horizonte Schools, Brazil](#) (KPMG)
- [KPMG award "100 most innovative and inspiring urban infrastructure projects in the world 2012 - Hospital do Suburbio, Brazil](#) (KPMG)

2010:

- [Multilateral Agency of the Year - International Finance Corporation](#) (Infrastructure Journal 2010)
 - [Multilateral of the Year - International Finance Corporation](#) (Project Finance International 2010)
 - [Transportation Deal of the Year - Ruta del Sol](#), Colombia (Project Finance International 2010)
 - [Water Deal of the Year - New Cairo Wastewater PPP](#), Egypt (Global Water Intelligence 2010)
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VI. PPP Approach in Mongolia



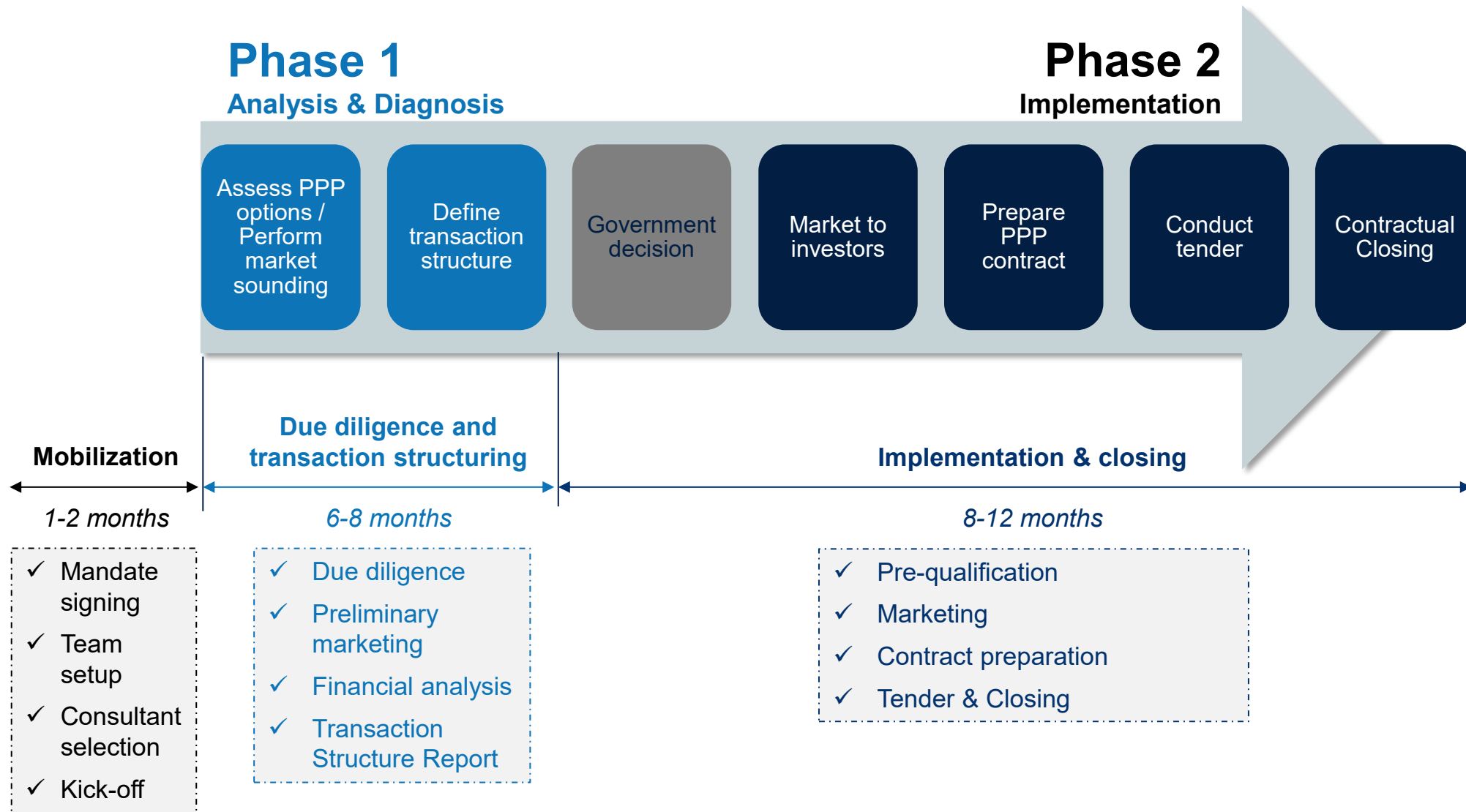
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APPROACH IN MONGOLIA

- PPPs can help Mongolia to expand greenfield infrastructure as well as to monetize existing assets for recycling or fiscal benefits.
- Some key success factors include:
 - Legal framework and institutional arrangements
 - Robust project preparation demonstrating feasibility
 - Balanced and bankable risk allocation
 - Adequate budgeting for projects requiring budget support or guarantees
 - Environmental & social considerations
 - Communication and consultations with the public
 - Transparent procurement process (including a process for unsolicited proposals)
 - Contract and performance monitoring
 - Standardized contracts and replication
- Successful models in the region such as Uzbekistan and the Philippines

TYPICAL IFC IMPLEMENTATION PROCESS



THANK YOU

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