

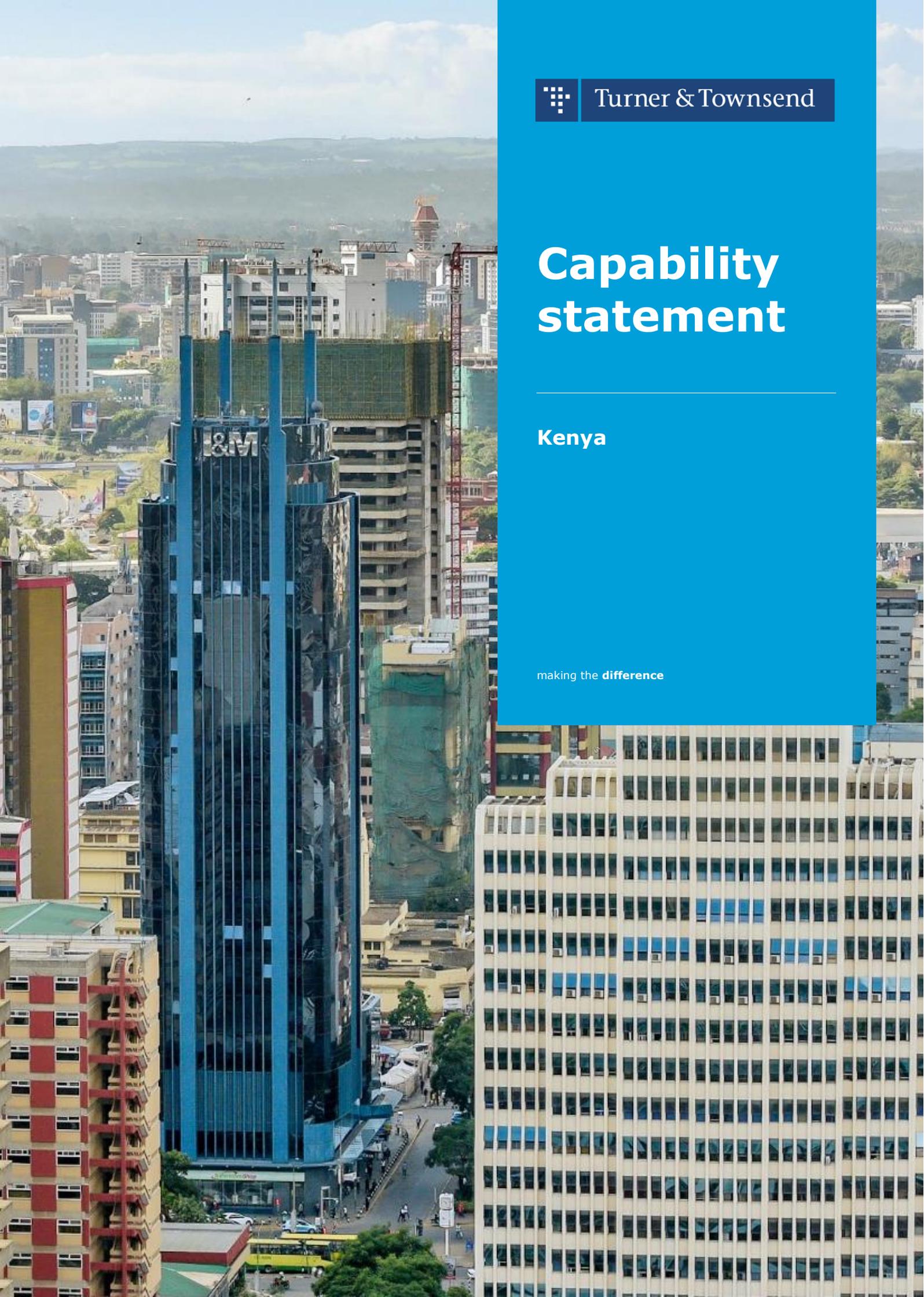


Turner & Townsend

Capability statement

Kenya

making the **difference**



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Making the difference

Market-leading

We are a market-leading capital programmes professional services company trusted to drive better business outcomes for our clients across all sectors. With a heritage rooted in cost and commercial management we have a deep and tacit understanding of capital programmes, and apply this expertise to drive industry best practice and innovation.

Independent

Being completely independent from engineering and design means we can provide an unconflicted and uncompromised service to our clients that secures greater capital efficiency and predictability within their projects and programmes.



Trusted partners

Although our head office has been based in London for the past 70 years, we have grown to eight offices across Africa and have worked in 34 African countries in the over the last 34 years. We understand the importance of bringing global standards of education to the Africa region.

We can assist throughout the lifecycle of a project from inception through to the operation phase and our project experience covers mining, oil and gas, infrastructure, healthcare, and property and leisure sectors.

Ultimately our aim is for your facility to be:

- delivered affordably
- developed in a sustainable way in whole life terms
- communicated and reported in a way that meets the requirements of a wide range of stakeholders and funders
- able to operate and be maintained effectively

Our understanding

With a GDP that is set to grow by over five percent between 2016 and 2018, Kenya has a number of multi-location property programmes and ambitious infrastructure plans seeking inward investment. Kenya's strong links with Rwanda, Uganda, Tanzania and Ethiopia will help the country benefit from East Africa's plentiful natural resource reserves. However, the easterly region does not come without challenges.

Solutions that work elsewhere in the world do not directly translate into success in Kenya, and underestimating the nuances between countries will impact the returns on investments if not addressed by local experts.

We have provided services and controls across Africa for the past 34 years. We use local Kenyan expertise combined with global best practices, methodologies and systems to deliver value to Kenyan projects.

We are able to reduce the commercial risk and increase the assurance on projects because our local service offering is built to fit local project requirements and is:

- **Realistic** – We understand the limitations of and demands on country specific supply chains
- **Relevant** - We have extensive experience balancing project challenges in East African countries with the requirement to deliver consistently high quality services for global clients
- **Robust** – We make sure that sufficient levels of reporting and relevant project details are produced to enable appropriate management of projects within country and remotely

- **Scalable** – We have the capacity and flexibility to adapt resource requirements to suit a project's changing environment and logistical challenges
- **Competitive** – We have cost effective, local staff in country, that leverage global best practice methodologies and processes

The dynamics of retail

Retail projects and programmes need to be delivered at optimum pace whilst maintaining flexibility to adapt to changing market conditions. Our experience shows that the critical success factors for retail projects and programmes are as follows:

- No compromises on the customer journey
- Flexibility to adjust programme focus and volumes according to changing business requirements and market impacts
- Maximum brand exposure
- Speed to market
- Real-time transparent reporting at programme level to enable informed decision making
- Robust governance to protect the brand
- Reduced risk and capital efficiency

Hotel and leisure

The world population has hit an all-time high at over seven billion inhabitants. The number of holidays and trips abroad is increasing for the average middle class citizen, creating an extra demand for hotels ranging from low budget to the highest quality.

Major hotel projects are constantly underway worldwide delivering more capacity while minimising inconvenience. As the hotels market rapidly expands, so are hoteliers' expectations

Our understanding

and aspirations as is their desire for maximum value.

Guests have more option than ever and owners and operators have increased pressure to cater to an ever more discerning clientele.

The changing role of the workplace

For commercial office end users, property is the second highest cost to their business after people and there is increasing recognition of the role that workplace has to play in attracting and retaining talent. A focus on reducing overhead costs combined with changing working practices that are aimed at driving workplace efficiency and promoting increased collaboration, is leading to a change in the way in which commercial office end users acquire, occupy and manage their real estate at a portfolio level.

We understand the risks and opportunities associated with acquiring, occupying and managing commercial office space. At a project level we ensure that our clients achieve workplace that meets their needs, at the right cost and with minimal impact on business operations. But we also drive performance improvement at a portfolio level, where the focus is on capital efficiency, assurance and control.

Commercially viable educational institutions of exceptional quality

Investments to today's education system must, more than ever, be commercially viable while offering an exceptional, controlled and quality transition to an end product.

Changing social habits, cultural factors and technologies are resulting in new ways of living and learning. Creating spaces that reflect this evolution requires visionary planning, adaptability and flexibility. We understand the importance of how students and staff use a building, their sense of ownership and the way the built space supports and enhances the learning environment.

For institutions to be successful, an integrated approach to planning and design is required. Effective organisations will integrate their facility planning with their educational programme, process planning and technology selection, to underpin their long-term service delivery strategy.

To facilitate project productivity, value for money and crucially, the quality of service, our value based approach pays attention to:

- verifying the alignment of the holistic design with your objectives
- projecting future utilisation and differentiating between actual space needs wish lists
- checking the design against the brief and output specifications
- preparing and evaluating master plans and design concepts
- reviewing technology, space planning, operational procedures and processes and technology
- making the flow of people, information and materials more efficient
- optimising design solutions (or suggesting alternatives)
- investigating alternatives to achieve best value for money.

Putting health first

We put our healthcare clients and their patients first, protecting their interests by providing an un-conflicted and uncompromised service with an acute awareness of the impact work on infrastructure has on clinical areas and of the need to provide a safe clinical environment during the project.

Our methodology is built on our understanding that the key success factors for delivery of healthcare projects are:

- Understanding of working practice
- Experience working funding regimes

Our understanding

- Familiarity with regulatory measures
 - Recognition of performance requirements
 - Effective risk management
 - Adherence to project governance
 - Robust definition of scope and requirements
-
- Reducing capital, operational and maintenance cost
 - A culture of ownership within the delivery teams
 - Cost, time and safety impacts of a live environment

Industrial and manufacturing

It is one of the most varied and touches all aspects of society; featuring a diverse range of sub-sectors ranging from transportation through to food and drink with all manner of consumer products in between. In recent years, delivering high-quality product has no longer been a differentiator but has become the price of entry to the market. Developing lean manufacturing facilities and highly efficient processes is now the cultural norm for those organisations at the forefront of the sector, and the target for those whose ambition is to get there.

For all manufacturers gaining a competitive advantage either through improved access to market or reduced operating costs is the key. As the costs of energy increase it is likely that this will become the highest cost of the manufacturing process in the future. The challenge for the profession is about being flexible and looking at innovative ways of working and new models of delivery. We are working with our clients to explore how their estates can be used as an enabler to not only complement the new ways of working but also act as a financial catalyst to fund significant capital developments.

Oil and gas

Major oil and gas companies are reviewing current asset portfolios and investment decisions on capital projects as a means to

improve capital efficiency. The drop in oil prices has caused a fundamental shift in the way our clients have had to apply commercial models across project lifecycles. Projects need to either continue under a reduced budget or be closed out or decommissioned in a cost effective way.

While work continues on several existing projects for the oil majors, the supply chain is being squeezed too.

The operators most likely to emerge as winners from the current slump will be those who work more collaboratively with their supply chain by fostering more productive relationships with all stakeholders from the pre-contracting phase right through to project execution.

The oil and gas industry has the opportunity now to seize the moment to reform and look to bolster its capability by improving project design – either by commissioning independent estimates or comparing competing tenderers' designs in terms of quantities.

Our clients are asking for help to build leaner organisations, fit to face the current market so they can get oil/gas out the ground and monetised at a significantly lower dollar price per barrel. Concerning our clients' projects in Africa, they face the additional challenges with infrastructure, the often unreliable power supplies in most African countries, and the associated costs.

Power

Developing greater capacity and cleaner energy from both traditional and alternative sources of power is a critical, global challenge, and a major opportunity for innovation.

Across the world, major investment programmes in all forms of power generation are being planned or developed to meet an ever increasing demand for clean and sustainable energy, and to replace existing power stations reaching the end of their operational lifecycle.

We have unique experience in helping clients to develop and manage power generation in all their forms.

Where we work

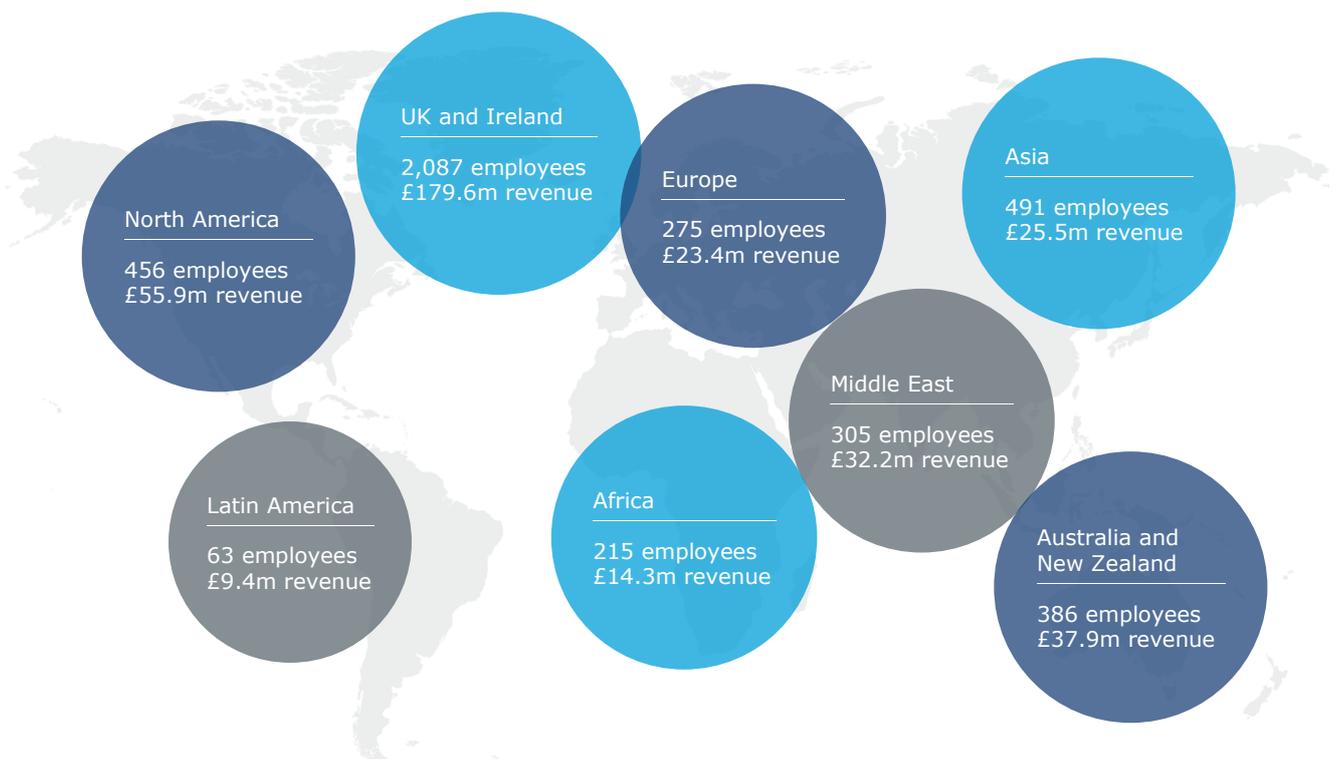
Global expertise delivered locally

We are one global business providing a consistent quality of service to deliver great outcomes for your projects, wherever they are.

Operating in over 130 countries around the world, our teams work together to tackle projects collaboratively to a common set of high standards to make sure you see results quickly.

As we continue to grow our footprint we transfer knowledge between people, regions and sectors. This extensive knowledge and global experience helps us to think and innovate ahead of the market to deliver the best outcomes for our clients.

North America (17) Calgary, Chicago, Denver, Edmonton, Fort Worth, Houston, Los Angeles, Miami, Nashville, New York, Orlando, Ottawa, Phoenix, San Francisco, Seattle, Toronto, Vancouver **Latin America (6)** Bogota, Lima, Mexico City, Rio de Janeiro, Santiago, São Paulo **UK and Ireland (14)** Aberdeen, Belfast, Birmingham, Bristol, Cambridge, Edinburgh, Glasgow, Leeds, London, Manchester, Newcastle, Nottingham, Sheffield, Teesside **Europe (20)** Amsterdam, Atyrau, Basel, Berlin, Dublin, Frankfurt, Hamburg, Istanbul, Krakow, Madrid, Milan, Moscow, Munich, Paris, Rome, St Petersburg, Stavanger, Vienna, Warsaw, Waterford, **Africa (8)** Cape Town, Durban, Gaborone, Harare, Johannesburg, Kampala, Maputo, Nairobi **Middle East (4)** Abu Dhabi, Doha, Dubai, Muscat **Asia (15)** Bangalore, Beijing, Ho Chi Minh City, Hong Kong, Jakarta, Kuala Lumpur, Macau, Mumbai, New Delhi, Seoul, Shanghai, Shenzhen, Singapore, Tianjin, Tokyo **Australia and New Zealand (13)** Adelaide, Auckland, Brisbane, Cairns, Canberra, Christchurch, Darwin, Gold Coast, Melbourne, Perth, Nadi, Sydney, Townsville **Total (97)**

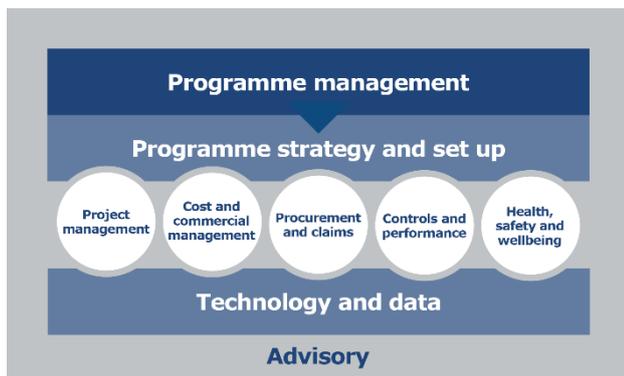


We have project experience in 34 countries



- Algeria
- Angola
- Botswana
- Burkina Faso
- Cameroon
- Djibouti
- DRC
- Egypt
- Ethiopia
- Gabon
- Ghana
- Guinea
- Kenya
- Lesotho
- Libya
- Malawi
- Mali
- Mauritania
- Mauritius
- Morocco
- Mozambique
- Namibia
- Nigeria
- Rwanda
- Senegal
- Seychelles
- Sierra Leone
- South Africa
- South Sudan
- Swaziland
- Tanzania
- Uganda
- Zambia
- Zimbabwe

What we do



Programme management

Looking at the big picture, driving better overall outcomes, and having real confidence your programme is under control.



Programme strategy and set up

Setting up for success – building the right capabilities and execution plan to drive clear programme outcomes.



Project management

Delivering project success through effective planning, the right team and rigorous controls.



Cost and commercial management

Driving and safeguarding your commercial interests from start to finish.



Procurement and claims

Developing and delivering procurement and supply chain strategies that get the best results from the market.



Controls and performance

Applying robust and pro-active controls from a clear baseline to deliver confidence in programme and project performance.



Health, safety and wellbeing

Embedding the strategies and culture that support effective operations and maintain a safe and healthy environment.



Technology and data

Unlocking the potential of technology, data and information modelling to drive performance, support great decision-making and create collaborative working environments.



Advisory

Independent advice to help make your business and investments a success.

Why work with us in Kenya

- We have project experience in 34 countries across Africa including **project experience in every country in Kenya**
- We provide an **independent** service, managing the interface between owners, engineers and contractors
- We have an understanding of local **supply chain** and **procurement strategies** to support the mitigation of project delivery **risk**
- We have vast **technical** and **management** experience owning, leading and driving projects in Kenya
- We can **estimate** realistic cost and **schedule** baselines, and have knowledge of productivity ratios for Kenya
- We comprehend **legal and cultural** diversities in Kenya, and know how to navigate changing environmental and legislative requirements
- We maintain unquestionable **project governance and assurance**
- We understand **financing and funding** regimes, and affordability
- We know how to **manage delivery** using the local labour force in Kenya
- We have local staff, that speak **local** languages, allowing for rapid deployment onto a project
- Our **local experts** use Turner & Townsend global methodologies and systems to deliver to best practice standards
- We know how to work efficiently within a closely **regulated** environment

Selected Kenya experience



Kenya Housing Implementation Programme

The Government of Kenya (GoK) has contracted Shelter Afrique, through a Development Framework Agreement to design, build and manage 20 000 affordable housing units on 49 geographically disbursed sites around Kenya for the Kenyan Police services. **Turner & Townsend was appointed as programme managers.** Our solution accounted for: complex stakeholder involvement; the constraints of the Kenyan market place; geographical and logistical challenges; contextualising Global Best Practice into local context; capacity building and skills transfer within our clients organisation; complex legal and funding arrangements; aligning with and coordinating layers of funders; setting up ongoing maintenance arrangements.



Microsoft office refurbishment and workplace advantage fit-out project.

The project involved the refurbishment of Microsoft's existing Nairobi office to meet Workplace Advantage (WPA) standards, as well as taking additional space within the building to allow for future expansion and a new customer area. The WPA is a global standard which is being rolled out globally to all Microsoft offices. The proposed works included reconfiguration of the existing space, new furniture throughout the space including a significant increase in collaboration and meeting spaces. **Turner & Townsend was appointed to provide project management and cost management services for the project.**



Redevelopment of Aga Khan Hospital, Nairobi. The Aga Khan University Hospital (AKUH) plans to expand the existing hospital campus. The building will have a gross floor area of approximately 16,985 square metres. The building must be as sustainable as possible. **Turner & Townsend has been appointed to provide project management services for the design and construction of the Faculty of Health Sciences and Doctor's Plaza building.**



Tullow Oil, Kenya. Tullow Kenya were undertaking exploratory drilling in Kenya and struggling with standardising their processes and procedures (in addition to requiring Project Controls Services and Cost Engineering Services) to reconcile all expenditure and budgets on the well sites and associated infrastructure, as well as operating costs. **Turner & Townsend embedded an experienced project controls team** that inserted rigour into Tullow's processes and procedures with a robust cost control system that allowed the reallocation of funds appropriately on historic expenditure while reviewing and approving monthly invoices so as not to have a reoccurrence of problems.

Selected Kenya experience



General Electric Global Operations - KAM Building Fit Out, Nairobi.

General Electric is planning on taking up 635m² of office space on the 3rd floor, Kenya Association of Manufacturers House, located on Peponi Road in Westlands, Nairobi, Kenya. **Turner & Townsend was appointed as project and cost managers on the project** and to ensure that the office was delivered within time, quality and scope.



Wangari Maathai Institute for Peace and Environmental Studies, University of Nairobi.

A consortium comprising Turner & Townsend, dhk Architects, Land Use Consultants and WSP Consulting Engineers won an architectural competition to design the Wangari Maathai Institute for Peace and Environmental Studies. The challenging brief called for the design of a 'functional' and inspiring hub of activities in the natural resource management area and education for sustainable development that reflects functional, aesthetic and environmental aspects'. **Turner & Townsend provided cost management and business case services in support of the funding bid.**



Safaricom, office park, Nairobi

Safaricom, a division of Vodafone in Kenya, required an iconic building to reflect their high technology sector. The building was required to have higher floor to floor heights and a glazed façade with fully glazed lifts. The internal space was required to be flexible and to accommodate the organisation's changing requirements. Turner & Townsend provided: cost planning; value engineering; integration of global designs within local conditions; accurate budget for import duties and taxes.

Selected East Africa experience

Real estate projects			
Client	Project	Service	Location
Hilton Worldwide	Hilton Addis Ababa	Due diligence	Ethiopia
Microsoft	Office refurbishment and workplace advantage fit-out	Project management	Mauritius
ABSA Barclays	Sir William Newton Building	Due diligence	Mauritius
Lonrho Hotels	Beira Hotel Development	Cost management	Mozambique
Mesch Architects	Mcel Office Park Maputo	Cost management	Mozambique
Motseng Investment Holdings	Energy Tower Maputo	Cost management	Mozambique
Hoteis Polana S.A.R.L.	Polana Serena Hotel refurbishment	Cost management	Mozambique
Massbuild	Matola Builders Warehouse build	Project management	Mozambique
Sodintur Lda	HRCHC Hotel	Cost management	Mozambique
CR Holdings	Tete Retail Centre	Cost management	Mozambique
New Century Development	Marriott Hotel	Cost management	Rwanda
Kigali City Council	New headquarters	Cost management	Rwanda
YMR	Zinc City Hotel	Estimating	Rwanda
TLG Credit Opportunities	Protea Hotel Rwanda	Due diligence	Rwanda
CITIC	Rugarama Housing Development	Review of the FIDIC Silver Book Contract	Rwanda
International Institute of Tropical Agriculture	Green building research facility development	Watching brief	Tanzania
International Finance Corporation	MNF Square	Lender's representative	Tanzania
Actis	Ohio Street Development	Estimating; contract services; value engineering; cost management	Tanzania
Barclays	Retail refurbishment	Estimating; contract services; cost management	Tanzania
Kingdom Hotel Investments	Movenpick Hotel	Due diligence	Tanzania

Selected East Africa experience

Uganda Police Force (PPP)	Office and staff accommodation	Transaction advisory services	Uganda
Living Word Assembly Church	New church building	Cost management	Uganda
HollyBrook Uganda Limited	Lake Albert Hotel	Quantity surveying, contract review	Uganda
Protea Hotels	Hotel Protea Hoima	Cost management	Uganda
First Quantum Minerals Ltd	Kabitaka Ridge Housing Project	Project management	Zambia
Rockcastle Global Real Estate Company Limited	Cosmopolitan Mall & Makuba Mall	Watching Brief	Zambia
Pylos Zambia	Kabulonga Mall	Quantity surveying	Zambia
Edcon Group Property	Jet roll outs	Project management	Zambia
Albwardy Investment	Zamani Resort Condition Survey, Zanzibar	Due diligence	Zanzibar
Cresta Hospitality	Cresta Lodge Refurbishment	Project management	Zimbabwe
MSF Holland	Epworth TB Offices - new buildings	Cost management	Zimbabwe
MSF Belgium	Gutu Pharmacy	Cost management	Zimbabwe
Harare & District Hellenic Community	Hellenic School Art Block	Cost management	Zimbabwe
St John's Educational Trust	Construction of new ECD Block	Cost management	Zimbabwe
Zimbabwe Human Rights Lawyers	Training centre	Cost management	Zimbabwe
Medecins Sans Frontieres - Holland	Refurbishment of Male Psychiatric Ward, Harare Hospital	Cost management	Zimbabwe

Infrastructure projects

Client	Project	Service	Location
IOS Partners Inc	SADC PPP	Transaction services for pre-feasibility studies	Botswana, Kenya, Zimbabwe, Mozambique, Zambia, Tanzania
African Oxygen Limited	Risk management services roll out	Risk management	Botswana, Mozambique
Aga Khan Health Services	Redevelopment University Hospital	Project management	Kenya
Ultimate Concepts	Kigali Convention Complex	Contract services	Rwanda
Air Duct	Dar-es-Salaam Airport	Quantity Surveying	Tanzania
Aga Khan Health Services	Hospital extension	Project management	Tanzania
Aga Khan Health Services	Aga Khan University Hospital, Kampala	Cost management	Uganda

Selected East Africa experience

Entebbe International Airport	Airport extension and alterations	Cost management	Uganda
Toyota Uganda	Dealership expansion	Contract review, drafting, Project & cost management	Uganda
SAB Miller	Nile Breweries greenfield brewery development	Project controls	Uganda
SBC	Kabaale Airport	Cost management	Uganda
Aurecon	Extension to brewhouse and Chibuku	Cost management	Uganda
Sable Chemical Industries Limited	Anhydrous Ammonia Project	Bankable feasibility study	Zimbabwe
Natural resources projects			
Client	Project	Services	Location
BlackRhino Group	Horn of Africa Pipeline	Project set up	Djibouti , Ethiopia
Tullow Oil Ethiopia	Exploration project	Quantity Surveying	Ethiopia
ENRC Mocambique Limitada	Nacala Rail and Port Outline Design	Contract Administration	Mozambique
Rio Tinto Management Services SA (Pty) Ltd	Riversdale Project	Quantity surveying	Mozambique
Anadarko	LNG project	Project controls	Mozambique
BP Mocambique Lda	Project Triumph Nacala	Quantity surveying	Mozambique
Eni Mozambique	Mamba LNG Estimation of Modularised Delivery & Stick Build	Document management	Mozambique
BP South Africa (Pty) Limited	BP IM and Capacity Restoration Project - NACALA and BEIRA	Document management	Mozambique
Eni Mozambique	Mamba LNG onshore facility	Cost estimating services	Mozambique
Eni Mozambique	Coral offshore facility	Estimating and procurement services	Mozambique
Sasol	PSA	Quantity Surveying	Mozambique
BlackRhino Group	Sudan Oil Refinery Project	Feasibility study	South Sudan
Acacia Mining	Acacia Mining	Project Management Framework, Document and Records Management	Tanzania
Tullow Oil Uganda	Kasamene Oil Field	Risk management, estimating, project controls	Uganda
Berkeley Mineral Resources	Kabwe Tailings	Due Diligence, Project Management	Zambia
Yangts Jiang Enterprises Limited	Redevelopment of Society House, Lusaka	Cost management	Zambia
Compagnie des Bauxites de Guinee (CBG)	Operations expansion	Risk and estimate review	Zambia

Our local business

We are an independent professional services company specialising in programme management, project management, cost management and consulting across the property, infrastructure and natural resources sectors.

With **8 offices across Africa**, we draw on our extensive global and industry experience to manage risk while maximising value and performance during the construction and operation of our clients' assets.

Milestones



8

offices

One global business – from 97 offices around the world we deliver great outcomes to projects and programmes in over 130 countries.



215

people

People at the heart of our success – we are dedicated to investing in our people and building on the culture that has bought us success with the world's leading companies.



\$17.6m

revenue



1982

established

Our global business

Milestones

 **97**

offices

One global business – from 97 offices around the world we deliver great outcomes to projects and programmes in over 130 countries.

 **4,278**

people

People at the heart of our success – we are dedicated to investing in our people and building on the culture that has bought us success with the world's leading companies.

 **100**

programmes over USD1bn

Transformational programmes – across the globe we are working on programmes that are delivering lasting benefits for organisations, economies and societies.

 **1946**

established



Core sector revenue

- Real estate - 52%
- Infrastructure - 33%
- Natural resources - 15%

Our growth



£409m

turnover



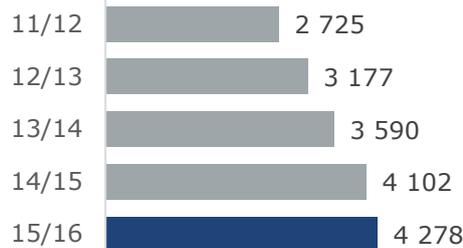
£39m

operating profit



4,278

people



Awards

Selected recent international awards include:

- Building Awards 2015

Building of the Year

Woman of the Year

- British Expertise

International Awards 2015

Young Consultant of the Year

– Lisa Bell

Highly Commended

– Elizabeth Natukunda

- Building Awards 2014

CEO of the Year

Consultant of the year

Sustainable project of the year

- The Queen's Award 2014

Enterprise in International Trade

- Building Awards 2013

Construction Consultant/

Surveyor of the Year

Project of the Year – The Shard

- NCE/ACE Consultants of the Year 2013

Global Consultant of the Year

- British Expertise

International Awards

Outstanding International Business

- ENR Global Best Project Awards 2013

Global Project of the Year

– The Shard

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