



**Manitoba**  
HYDRO INTERNATIONAL

energy solutions for a better world

**IFI Boot Camp**

**Victoria 2007**

**Eric Maxwell**



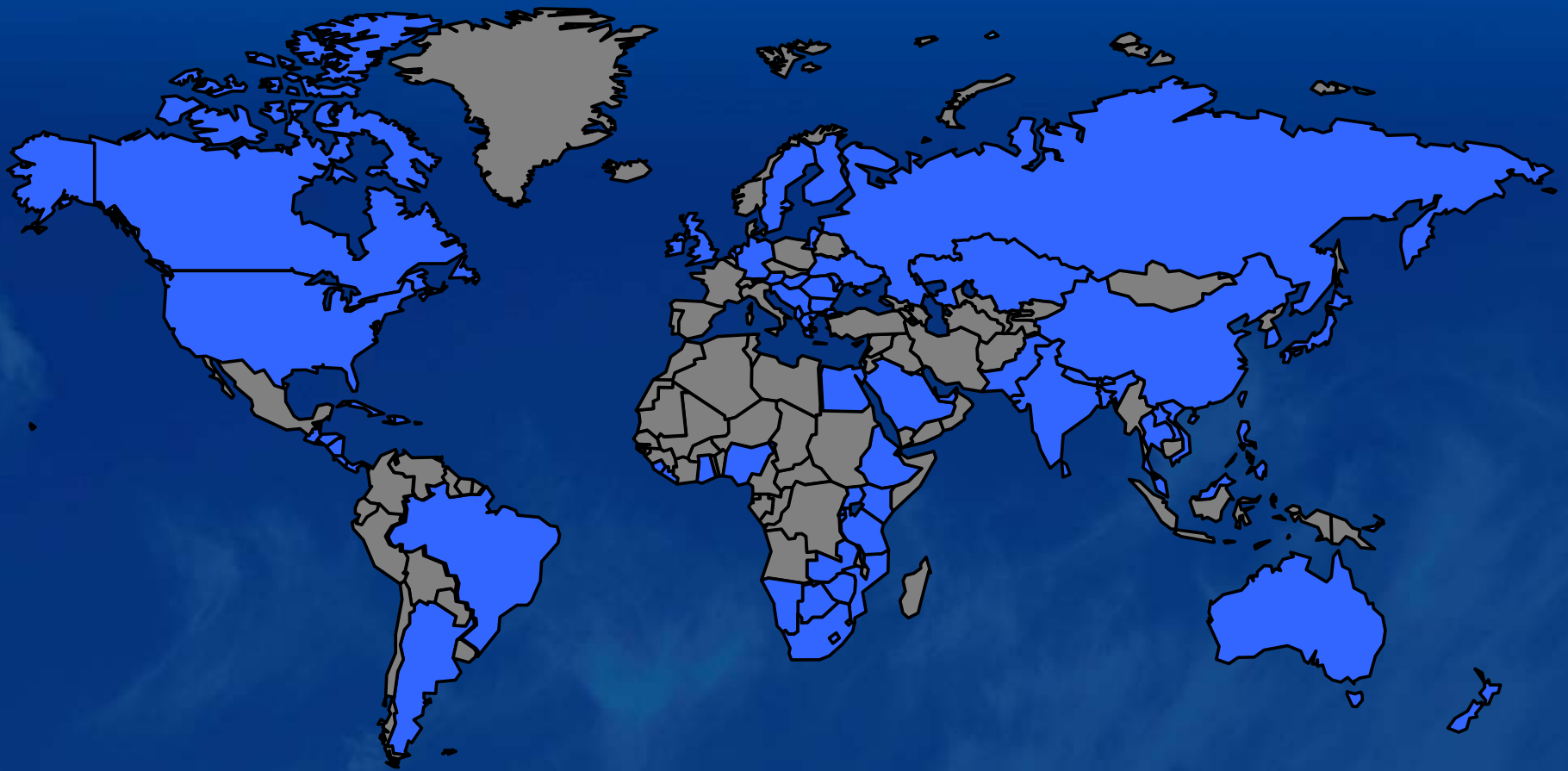
# Agenda

- Who is MHI ?
- Recent IFI Projects
- Lessons Learned and Suggestions on How to be Successful

# Who is MHI?

- Wholly owned subsidiary of Manitoba Hydro
- International Operations since 1985
- Has provided electricity asset management, consulting, & training services to 90 clients in over 60 countries.
- Manitoba Hydro
  - Over 6000 employees
  - Provides for over 500 000 electricity and 250 000 gas customers
  - Assets of 10.2 billion & 1.87 billion in annual revenues
  - Has a total generating capacity of over 5400 MW produced by 14 hydroelectric stations, 2 thermal stations, and 4 diesel generators

# Manitoba Hydro International Has Provided Electric Utility Services in over 60 countries



# Electric Utility Services

- **Utility Business & Asset Management Services**
  - Commercial Operations
  - Generation
  - Transmission
  - Distribution
  - Integrated Utility Operations
- **Technology-Transfer with Sustainable Results**
- **Utility and Sector Consulting Services**

# Recent IFI Projects

- **Sierra Leone – Bumbuna Hydro-Electric Project**
- **Bosnia - Assistance in the Creation of a Financial Management Information System (FMIS)**
- **Liberia – Infrastructure Rehabilitation Project**
- **Kenya Power and Lighting Company – Management Services Contract**





## **Sierra Leone – Bumbuna Hydro-Electric Project**

**MHI prepared reports and recommendations related to the settlement of outstanding project contractual disputes and the institutional arrangements required for completion of the hydropower project and subsequent operations.**



## Bosnia - Assistance in the Creation of a Financial Management Information System (FMIS)

Provide strategic direction for the creation and use of ERP systems in the Elektroprivredas (EPs). Performed requirements analysis for the FMIS and developed RFP documents for procurement of hardware, software, and implementation services



## **Liberia – Infrastructure Rehabilitation Project**

**MHI has completed a number of documents including: Emergency Generation Report, Country Wide Power Plant Report, An Environmental Impact Assessment (EIA) for Power Supplies, and Development of Distribution Construction Standards**



## **Kenya – Turn-Around Management Contract (Don Priestman, KPLC CEO)**

**This management services contract required MHI to take over complete management authority for this 850,000 customer electric utility. MHI has provided a team of key staff to KPLC and has also carried out various studies aimed at identifying and implementing improvements in operations management and the organizations technical capacity.**

# Lessons Learned and Suggestions on How to be Successful

- Alignment of your proposal to the requirements of the RFP
- The Importance of selecting the “right” people for the Project Team
- Selecting Local Consultants/Partners
- Attending the Bidder’s Conference
- When to get involved in the project
- Working for the World Bank
- Other Suggestions



# Alignment of your Proposal to the RFP

- Review the RFP carefully; an incomplete document may not be accepted
- Ensure that your methodology is clear and concise.
- Stick to the proposed budget (sometimes provided)
- Get it there ON TIME
- Evaluation Committee
  - Not usually experts
  - Match the TOR to the proposal

# The Importance of selecting the “right” people for the Project Team

- Review the Project Team requirements carefully (skill sets / years of experience)
- Review the scoring criteria (IFI’s usually place a high emphasis on the Project Team make-up)
- Select the right personnel for a winning combination
- External consultants are a valuable asset
  - MHI consultants = 80% external
  - Found through personal relationships, association with other firms, or headhunters (A – Star)
  - Use Databases

# Selecting Local Consultants/Partners

- The reputation of the local firm & relationship with the client is most important
  - They may also present a risk to your reputation
  - Effects potential future opportunities with the client in that country and abroad
- Ensure that the local company has the skill sets needed for their components of the project

# When to Get Involved in the Project

- Myth: Getting involved at the Project Development Stage increases chances of success
- With high business development costs, best to get involved at the bidding stage
  - East Timor Distribution Management Services
- The IFI's process is trustworthy

# Attend the Bidder's Conference

- Provides valuable information from the clients/evaluators
- What the client wants isn't always in the TOR
- Example: Kenya Power and Lighting Co.
  - Performance measures vs. Rural Electrification

# Working for the World Bank

- Banks are slow on Approving outputs
  - Banks are looking for quality, but tend to underestimate costs of service
- Banks are generally slow in making payments
  - Will not make final payments until approval of final product
  - Since no interest payments are made by the banks, the final payment may take many months based on the availability of specialists' review

# Other Suggestions

- UN development Business Search
- Dacon databases
- Representative CVs in EOIs
- Creating Capability in your organization

# Questions?

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