

INFRASTRUCTURE FINANCE, PPP & URBAN ADVISORY

Turning Infrastructure Priorities Into Financially
Viable and Implementable Investments

Finance-led advisory for infrastructure
programs, cities, utilities, public authorities, PPP
units, and development partners.



AFFORDABLE | BANKABLE

SUSTAINABLE | IMPLEMENTABLE

ACS SYNERGY helps public and development-sector clients evaluate, structure, and finance infrastructure and urban-service investments with greater financial clarity.

Our work combines **infrastructure financial modeling, investment appraisal, PPP and transaction analysis, municipal finance, affordability assessment, and long-term service economics.**



THE INFRASTRUCTURE FINANCE CHALLENGE

INFRASTRUCTURE DECISIONS HAVE LONG-TERM FINANCIAL CONSEQUENCES

Public infrastructure decisions extend far beyond initial capital cost.

Transport, utilities, sanitation, energy, municipal services, and other public assets often require decades of operating expenditure, maintenance, renewal investment, tariff support, subsidies, and institutional commitment.

A project may appear technically attractive while still raising critical financial questions:

- ✓ Can the investment be afforded within fiscal constraints?
- ✓ Are lifecycle costs fully understood?
- ✓ Are projected revenues sufficient to sustain operations?
- ✓ What level of public support or subsidy may be required?
- ✓ Is a PPP or outsourced structure better than public delivery?
- ✓ Are risks appropriately allocated between public and private parties?
- ✓ Will the project remain viable under downside scenarios?
- ✓ Does the proposed commercial structure protect the public interest?

ACS SYNERGY helps decision-makers answer these questions through rigorous, transparent, and scenario-driven financial analysis.

The existing Public Sector Financial Modeling practice uses this same logic across infrastructure, PPPs, tariffs, and municipal investment decisions.



FROM PROJECT CONCEPT TO INVESTMENT DECISION

Infrastructure advisory should connect technical ambition with financial reality.

We support clients across the financial decision chain:



Investment Need

What infrastructure or service investment is required, and why?



Cost & Affordability

What will it cost to build, operate, maintain, and renew?



Funding & Financing

How should the investment be funded across budgets, revenues, debt, grants, concessional finance, or private capital?



Delivery Model

Should the project be delivered publicly, outsourced, concessioned, or structured through a PPP?



Risk Allocation

Which party should bear construction, operating, demand, financing, regulatory, and commercial risks?



Long-Term Sustainability

Will the service remain financially viable and operationally sustainable over time?

Our role is to bring financial discipline to infrastructure decisions before commitments become difficult or costly to reverse.



CORE CAPABILITIES

FINANCIAL ADVISORY ACROSS THE INFRASTRUCTURE LIFECYCLE



INFRASTRUCTURE FINANCIAL MODELING & INVESTMENT APPRAISAL

Quantifying costs, revenues, returns, affordability, and long-term financial requirements.

ACS develops and reviews financial models covering:

Our work may include:

- ✓ CAPEX and OPEX
- ✓ Lifecycle costing
- ✓ Replacement capital expenditure
- ✓ Revenue and tariff assumptions
- ✓ Financing structures
- ✓ Cash flow and funding requirements
- ✓ NPV, IRR, and investment returns
- ✓ Scenario and sensitivity analysis
- ✓ Affordability and fiscal impact
- ✓ Long-term investment planning

These models help institutions understand whether proposed investments are **financially viable, affordable, and aligned with fiscal capacity.**



PPP / P3 & PUBLIC-SECTOR COMPARATOR ADVISORY

Assessing whether public-private structures create sustainable value

ACS supports public authorities in evaluating alternative delivery structures through:

- ✓ Public-Sector Comparator models
- ✓ Value-for-money analysis
- ✓ PPP financial models
- ✓ Concession and O&M structures
- ✓ Affordability assessments
- ✓ Risk-adjusted financial modeling
- ✓ Fiscal commitment analysis
- ✓ Long-term payment obligations
- ✓ Financial review of commercial structures

The objective is not to promote PPPs by default, but to help determine whether private participation offers a **financially sound and risk-balanced delivery model**.

The existing financial-modeling practice explicitly positions PPP and PSC analysis around value-for-money, affordability, and long-term fiscal sustainability.



FINANCIAL TRANSACTION ADVISORY

Supporting financially sound procurement, outsourcing, concession, and PPP decisions

Treasury is where policy and budgets meet operational reality.

ACS can support:

- Evaluation of bidder financial submissions ✓
- Financial due diligence ✓
- Commercial structure review ✓
- Payment-mechanism design ✓
- O&M cost and indexation analysis ✓
- Risk-allocation assessment ✓
- Negotiation support on financial and commercial matters ✓
- Financial-model review ✓
- Assessment of public-sector commitments and exposure ✓

This capability is already embedded in the Urban & Municipal Projects practice, particularly for outsourced and concession-based urban services.

URBAN & MUNICIPAL FINANCE

Helping cities plan, finance, and sustain essential services.

Cities face rising infrastructure needs alongside constrained revenues and growing service expectations.

ACS supports:

- ✓ Municipal financial diagnostics
- ✓ Multi-year financial forecasting
- ✓ Urban-service costing
- ✓ Local revenue strategies
- ✓ Capital investment planning
- ✓ Debt and borrowing analysis
- ✓ Service-level financial modeling
- ✓ Cost optimization
- ✓ Smart-city and urban-service revenue frameworks
- ✓ Financial governance for decentralized service entities

Our objective is to strengthen fiscal resilience, investment capacity, and sustainable service delivery.



URBAN SERVICES & INFRASTRUCTURE ECONOMICS

Connecting infrastructure design with the economics of service delivery

Our work can support sectors including:

- Water & wastewater ✓
- Solid waste & sanitation ✓
- Transport & mobility ✓
- Public lighting ✓
- District cooling ✓
- Energy and urban utilities ✓
- Digital and smart-city services ✓
- Other municipal infrastructure ✓

We evaluate the interaction between **capital requirements, operating costs, tariffs, subsidies, revenues, service levels, and long-term affordability.**

INDEPENDENT FINANCIAL & COMMERCIAL REVIEW

Testing whether infrastructure proposals are financially sound before commitments are made.

Public authorities are frequently presented with proposals from developers, private operators, sponsors, or project proponents.

These proposals may depend on assumptions around:

- ✓ construction cost
- ✓ operating cost
- ✓ demand
- ✓ tariffs or user revenues
- ✓ public land or infrastructure
- ✓ financing
- ✓ investor returns
- ✓ subsidies or guarantees
- ✓ feedstock or input commitments
- ✓ carbon or environmental revenues
- ✓ long-term risk allocation

ACS SYNERGY can undertake independent financial and commercial review to determine whether the underlying assumptions are internally consistent, sufficiently supported, and resilient under realistic scenarios.



Our reviews may cover:



Financial Model Integrity

Formulas, linkages, assumptions, and calculation logic.



Project Economics

CAPEX, OPEX, working capital, revenues, returns, and break-even performance.



Financing & Investor Returns

Debt, equity, funding gaps, repayment capacity, and return expectations.



Public-Sector Exposure

Land, grants, subsidies, guarantees, availability payments, minimum-revenue commitments, and other contingent obligations.



Commercial & Risk Allocation

Construction, operations, demand, market, financing, regulatory, and contractual risk.



Downside Resilience

Sensitivity testing and conditions required for viability.

This reflects the financial and commercial review model developed for the current Suthra Punjab waste-to-value assignment.

WHO WE SUPPORT

Our work is particularly relevant to:

- ✓ Infrastructure ministries and authorities
- ✓ Municipal and city governments
- ✓ Public utilities and service agencies
- ✓ PPP units
- ✓ Infrastructure investment teams
- ✓ Development finance and donor-supported programs
- ✓ Regulators
- ✓ Public-sector procurement teams
- ✓ Development institutions
- ✓ Authorities evaluating unsolicited or privately proposed infrastructure projects

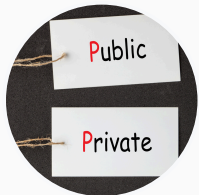


WHY ACS SYNERGY



Strong Financial Modeling Capability

Detailed project, infrastructure, municipal, and PPP financial models.



Public + Private-Sector Perspective

Ability to assess projects from the viewpoints of public authorities, private investors, operators, and financiers.



Infrastructure & Urban-Service Understanding

Experience across municipal services, utilities, solid waste, sanitation, transport, and public infrastructure.



Integrated Transaction Perspective

Financial modeling, affordability, commercial structure, risk allocation, and public-sector exposure considered together.



Independent Decision Support

Objective analysis designed to strengthen investment and procurement decisions.



Implementation Orientation

Recommendations grounded in operating realities, institutional capacity, and long-term service sustainability.





ABOUT ACS SYNERGY

ACS SYNERGY is a Singapore-headquartered global advisory and finance-transformation firm supporting corporate, public, and development-sector clients across the GCC, United Kingdom, South Asia, North America, and international markets.

Our Development & Public Sector practice supports infrastructure, urban, municipal, and public-service initiatives through rigorous financial analysis, investment appraisal, transaction support, and decision-focused advisory.

Strong infrastructure decisions begin with clear financial analysis.

Connect with **ACS SYNERGY** to discuss infrastructure finance, PPP evaluation, municipal finance, transaction advisory, or independent project review.

 contact@acssynergy.com



www.acssynergy.com