



AFRICA INFRASTRUCTURE FELLOWSHIP PROGRAM

The AIFP is a new public-private partnership, founded by the Global Infrastructure Hub, Meridiam, and the World Economic Forum, with growing support among African and European governments, and the international private sector.

It brings together government and private sector infrastructure professionals, academics, and Multilateral Development Bank and International Organisation infrastructure experts to create a network of practitioners and help drive systematic change in infrastructure procurement and delivery.

While the AIFP is targeted at African countries partnering with European and local private sector, the program is designed to be replicable in other markets or regions, and the hope is to expand the network globally.

The need for a new approach

While there continues to be significant investment by African Governments in infrastructure, there is also an increasing investment gap. Based on numbers from the Global Infrastructure Hub's 2018 Global Infrastructure Outlook report for 10 Compact with Africa countries, unless US\$621 billion is invested in these 10 countries by 2030, they will fail to meet the UN Sustainable Development Goals (SDGs) for universal access to clean drinking water, sanitation and electricity. To meet these UN SDGs for the entire African continent, US\$1.6 trillion will need to be invested in the water and electricity sectors.

Clearly, addressing this challenge is not something that African Governments have the capacity to do entirely themselves. However, private investment, particularly in infrastructure, is dependent on favourable market conditions, a robust regulatory framework, and a government whose policies and practices facilitate private investment in a transparent and equitable manner.

The objectives of the AIFP are to create the conditions and momentum for change in public infrastructure procurement and delivery in selected countries or regions, through partnerships that build capacity and break down any perceived or real barriers in understanding. It emphasises the need for robust strategic planning and selection of infrastructure projects, embedding principles of sustainability, equity and resilience into procurement processes to ensure lasting changes. In addition, the AIFP seeks to establish a network of practitioners across Africa and beyond, to facilitate the exchange of knowledge, insight, technical expertise and on-the-ground experience between infrastructure market participants, both public and private sector.

What is the AIFP?

The AIFP is a bespoke training and capacity building program that has been developed in response to feedback from the private sector seeking investment opportunities in new markets and the public sector seeking ways to involve private investment in much-needed public infrastructure projects.

It will be a six-month capacity building program that will give participants a robust understanding of procurement, governance and the role of the private sector in infrastructure projects.

The AIFP will bridge the perceived (or real) gap in understanding and allow to share knowledge and experiences to address systematic needs and capacity building that goes beyond the delivery of any single infrastructure project.

The program will provide participants with a mix of theoretical and practical training, opportunities to work within major private sector companies, and lead to the establishment of a strong network of infrastructure practitioners across Africa.



The AIFP Program

The AIFP aims to provide a tailored suite of practical training by academic experts and infrastructure professionals, combined with 'hands-on' learning gained by spending time working in a Sponsor Organisation.

Who can be an AIFP fellow?

The AIFP is targeted at civil servants in African governments who have 3 – 5 years' experience, and are actively engaged in infrastructure procurement or delivery. Countries suitable for the program will be those either already undertaking reforms to infrastructure procurement practices or those seeking to do so in the near future. The program seeks to help build the capacity among the public sector to design and implement practices and reforms that facilitate better infrastructure procurement and attract private investment.

Participants will be selected according to criteria that will be developed in collaboration with governments and the private sector. A selection process will be undertaken by the AIFP, which will commence with a call for nominations or expressions of interest from governments, individuals and those MDB/CSO/IO entities which are involved in the AIFP. The selection process will also take into consideration the requirements of the Sponsor Companies, to ensure the best matches between AIFP participants and host entities.

Initially, the AIFP will target 10-12 participants per intake, with two intakes per year. Subject to ongoing review, the program will expand the number of countries involved, as well as the number of participants who undertake the program.

To account for the differences in experience of participants, and the different levels of sophistication of countries' infrastructure procurement processes, the proposed program can be adapted and undertaken in various modules.

The components of the program will be tailored to the needs of each country,

First draft of the program

Academic part

1. 4-day introduction to infrastructure procurement and networking with peers

(provided by GI Hub). Topics covered include:

- Mapping the market and introduction to private investment models in infrastructure
- Introduction to PPPs, including structure and role of PPP units
- Principles of sustainable, resilient and equitable infrastructure
- Introduction to existing tools and resources including the GI Hub's PPP Risk Allocation Tool and the World Bank's Project Prioritisation tool
- Introduction to the SOURCE project preparation tool

2. Tutoring and examination through the MDB's PPP Certification course,

level dependent on individual and country experience with PPPs:

- Module 1 – Foundation and Overview
- Module 2 – Preparation Practitioner
- Module 3 – Execution Practitioner

3. 2-week intensive course in infrastructure procurement, to be provided by selected universities,

with topics covered to include:

- Choosing the appropriate PPP model
- Building and maintaining political and community support
- Navigating private finance and capital market – especially internationally
- Regulatory frameworks and structures

The program will be designed to be accessible for both Francophone and Anglophone countries, and as such it is expected that more than one university will be involved. Subject to discussions with these institutions, there may be a formal qualification or recognition of completion of a course provided to participants.

Fellows internship program

4. Placement in a private sector company or MDB infrastructure team,

depending on the degree to which a country is experienced with infrastructure procurement, particularly involving the private sector.

- Option one – for countries with the least experience with infrastructure procurement, no meaningful experience with private sector and a heavy reliance on MDB sovereign lending. This will involve a 3 – 4 week placement with each of the World Bank, a Regional MDB and a private sector firm.
- Option two – for countries that have more experience with procurement, a pipeline of projects and/or have some assets that could be sold/recycled to the private sector. This would involve three one-month placements with each of an investor, a utility/operator and the IFC.
- Option three – for countries already undertaking PPPs, experienced with procurement and delivery of infrastructure and with a well-defined pipeline of infrastructure projects and an investment program. This would be the most intensive stream of the program, comprising 3-4 placements of 4-5 weeks' duration with each of an investor, an asset manager, a bank and a utility/operator.

AIFP fellowship Network

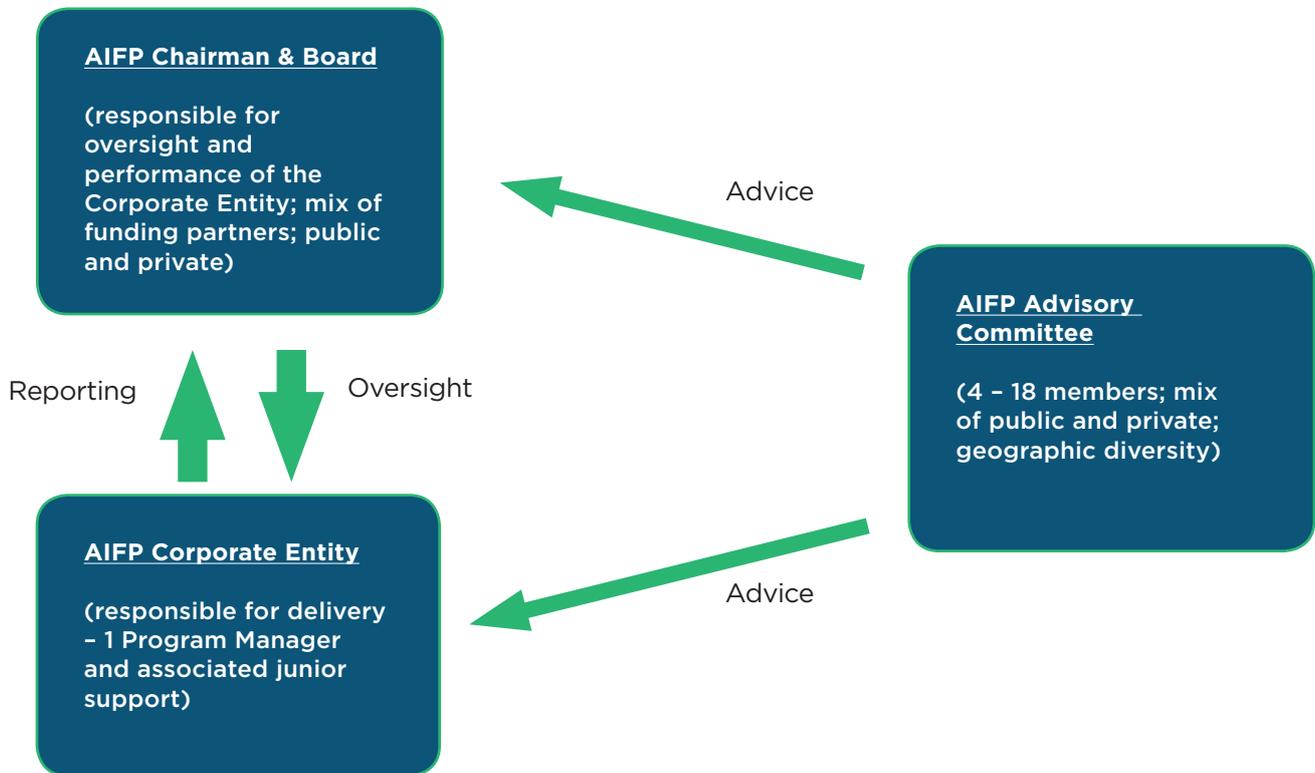
5. Immediately following completion of the program, the Fellow cohort would be brought together again at a GI Hub hosted event to debrief with the AIFP project team, and share their experience with peers and the next cohort to undertake the program.

6. Ongoing support for 12 months following the program through an AIFP Alumni network, including twice-yearly AIFP related events hosted by the GI Hub.

Organisation and governance structure

The AIFP will be delivered through a Special Purpose Corporate Entity (SPCE), to be established by the Global Infrastructure Hub as the managing partner of the program. Until such entity is established, the GI Hub will act as Secretariat for the AIFP.

The governing, administrative and advisory bodies of the AIFP are: the SPCE, Chairman & Board of the SPCE, and the Advisory Council.



The SPCE would most likely take the form of a not-for-profit public company limited by guarantee, incorporated in any of Australia, the UK or Switzerland.

The Board's role is to oversee the activities of AIFP and the implementation of the Strategic Plan including progress towards the agreed results framework. The Board will comprise private sector representation drawn from among the companies participating in the AIFP and contributing financially. The public sector representatives will be drawn from among the Governments participating in or supporting the AIFP. The Chairman will be selected from among the private sector partners in the AIFP initiative and will serve for a fixed term of not more than two (2) years.

The Advisory Council's role is to provide overall guidance and stewardship for the management of the AIFP, and to provide advice to the Board and Management of the SPCE about the design and delivery of the AIFP program.

Membership of the Advisory Council will be between four and eighteen members, selected every two years. This will include one representative of each of the founding partners - the GI Hub, Meridiam and the WEF; up to four representative nominated from among the private sector companies providing the highest levels of financial support for the program; up to four representatives of African governments supporting the program; up to two representatives from MDBs ; up to three representatives from European/G20 governments contributing to the program; and, up to two additional members who are leaders in the field of public infrastructure.

The SPCE itself will be primarily staffed by a senior individual - a Program Manager or equivalent - and additional junior and administrative support as required. Further staff can be made available subject to requirements and, pursuant to bilateral arrangements, may comprise staff seconded to the AIFP by other partners in the initiative. The SPCE is responsible for initiating, scoping and managing the AIFP and providing the services that together constitute the AIFP. Content for the program will be initially developed by the GI Hub in partnership with the private sector, and other education and training providers and partners.

Funding requirements and sources

The AIFP will require funding to cover the following elements of the Program:

- Establishment of the AIFP entity and the necessary resources for delivering the program
- Initial introduction and training for participants
- Exam Preparation and associated costs for the PPP Certification Course
- Two-week residential University based procurement course
- Travel and housing of participants
- Some living costs for participants – it is expected that the 'home agency' will continue to pay and AIFP participant a salary while they are undertaking the program
- Establishment of the AIFP Alumni network and annual meetings/events

Funding partner companies may also incur expenses for their employees participating in advisory committee meetings or other AIFP related events.

Funding will come from a number of different sources:

- Government grants
- Private sector host or sponsor companies
- The Global Infrastructure Hub
- Multilateral Development Banks and other International Organisations

Contributions 'in kind' will be considered by the AIFP on a case-by-case basis.

How to get involved

Organisations interested in supporting the AIFP can engage in the following ways:

- Become a private sector sponsor company providing leadership, active participation, financial support and placement opportunities for fellows
- Provide direct financial support to the program, without providing placement opportunities for Fellows
- Become a partner to the AIFP, lending experts and resources to help develop and deliver the outputs of the program
- Participate in AIFP related events and discussions, and become a champion for the program

Timing and next steps

The program is expected to be finalised by the end of 2018, including negotiations with university providers, MDBs and other IOs, and the creation of program materials for the introductory and private sector placement phases of the program.

Expressions of interest and nominations for Fellowship candidates will open at the end of 2018, with the first cohort to commence the program in the first half of 2019. Subsequent cohorts will be selected/nominated every six-months thereafter.

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