CHALLENGES

Africa has the world’s highest population growth, and a number of its countries are experiencing high rates of economic growth.

Yet, the continent has the lowest growth in infrastructure stock. Its unmet infrastructure need is estimated at nearly $3 trillion by 2040, a figure that nearly doubles when the SDG targets, climate change and resilient-cities development are taken into account.

Meeting the continent’s future infrastructure requirements and sustaining its current economic growth are among the greatest challenges for the public and private sectors in the next two decades.

While African governments continue to spend heavily on infrastructure, the scale of the gap in infrastructure investment requires massive mobilization of private sector capital to begin to close it. At present, attracting private-sector investment in Africa remains a major challenge.

The private sector recognizes the important role that it can play in supporting these efforts. However, many are concerned about perceived and real lack of African countries’ technical capacity and awareness of the need to provide a stable investment environment. Many have expressed a desire to see the development of a pipeline of bankable projects that would provide more certainty for investors.

The Africa Infrastructure Fellowship Program (AIFP) is a program built on deep collaboration between governments, the private sector and international organisations with the goal of furthering development in African countries.

The AIFP will be delivered through a Public Utility Foundation, established and constituted in Belgium.
AFRICA INFRASTRUCTURE FELLOWSHIP PROGRAM

As the first true infrastructure PPP program dedicated to the training of senior civil servants in Africa, the AIFP has been designed in partnership with recipient governments and investors to accelerate the closing of the infrastructure investment gap in Africa through capacity building.

The unique program provides practical training to match the requirements of complex infrastructure procurement and delivery processes, and will integrate the UN SDG framework into infrastructure procurement processes across Africa. The program will be equally applicable in civil and common law jurisdictions.

In addition, the program will create a lasting network of infrastructure professionals across Africa, through online platforms and regular face-to-face meetings, workshops and conferences.

FELLOWSHIP PROGRAM VALUE PROPOSITION

1. A model built on true collaboration between governments, private sector and international organisations with the goal of furthering development in African countries

2. The first true infrastructure PPP program dedicated to the training of senior civil servants in Africa, designed in partnership with African governments and investors

3. A public-private governance framework that will include all stakeholders involved in infrastructure procurement

4. A mix of formal education and private sector experience

5. A requirement that Fellows continue to work for government for a min. of 2 years after completion of training

6. Emphasis on creation of virtual and physical networks for knowledge sharing and support
THE AFRICA INFRASTRUCTURE FELLOWSHIP PROGRAM

STRUCTURE

A FOUR TO SIX-MONTHS INTENSIVE PROGRAM FOR SENIOR CIVIL SERVANTS WORKING IN NATIONAL PROCUREMENT AGENCIES

Duration and content is tailored to the needs of the country, and the experience in infrastructure procurement and delivery of the individuals

Delivery in Africa and Europe, in English and French

Four core components:
- Academic, MDB and GI Hub training
- PPP Certification
- Internship and practical experience Network of practitioners

CLEAR AND EQUITABLE SELECTION CRITERIA AND NOMINATION/APPLICATION PROCESSES FOR FELLOWS:

• Minimum of 3-5 years practical infrastructure work experience
• Language requirements
• Diversity of participants

MoU-type agreements between African Governments and the AIFP

Two cohorts of 10 – 12 participants per year, growing in scale as the program develops

Clear obligations and responsibilities for all parties:
• For the fellow
• For the administration of the program
• For the host private partner

FOUR CORE ELEMENTS*

Academic, MDB and GI Hub training:
• understanding the role of private sector investment in infrastructure, introduction to tools including Infrastructure Prioritisation Framework, PPP Selection, Project Preparation, PPP Risk Allocation, PPP Contract Management
• Introduction to UN SDGs and Blended finance principles
• Political risk workshop (delivered by our partners)
• the academic pillar of the programme will be completed ad-hoc according to the specific needs of the countries and fellows, with our academic partners.

PPP Certification and legal aspects
• MDB PPP Certification Program, Module 1 – Foundation and Overview (+ exam) (Delivered by International accredited independent provider)
• Legal aspects of PPP workshop (delivered by a partner- specialized law firm)

Internship and practical work experience
• 10 to 15 weeks internship in a multilateral development bank, investment firm, utility and/or operator, IFC, asset manager or private bank
• Fellows will be matched to the most appropriate institution depending on the nature of the infrastructure market of their country

Network of practitioners
• Online/virtual network of practitioners with regular content sharing and a moderated discussion forum (linked to existing platforms)
• Annual face-to-face event for Fellows to meet with past and future cohorts of participants, in the context of a conference or workshop designed to provide further learning

* this document outlines a program which will evolve and be adapted according to the needs, profiles and partners.
In order to manage risks associated with a program of this nature, all parties to the program must agree to be bound by contractual clauses, the monitoring of which will be undertaken by the Secretariat.

CONTRACTUAL PROVISIONS:
- Anti-poaching
- Non-compete clauses
- Disclosure rules for private companies involved
- Indemnity clauses
- Guarantee of return employment for Fellows
- Provision and use of funds

TIMELINE FOR THE PROGRAM IMPLEMENTATION

**DEC 2018**
Fundraising campaign and finalisation of AIFP governance structure, projects and programs

**END OF FEB**
Creation of the AIFP Foundation of Public Utility

**MARCH**
First agreements to be signed with participating African governments

**MARCH**
EOI and nominations process for Cohort 1 begins

**JUNE**
Shortlisting and candidate interviews

**SEPT 2019**
First cohort begins the program
HOW TO GET INVOLVED OR SUPPORT THE INITIATIVE

What can you do to join the initiative?

1. Sponsoring of and hosting a fellow:
   • Financial contribution to the AIFP
     > Estimated costs per fellow – EUR 40,000 per year

2. Joining the AIFP Board or Advisory Council:
   • AIFP Board membership requires minimum financial contribution of EUR 50,000 per year for two years
   • Advisory Council membership subject to approval by the AIFP Foundation Board of Directors, per the Articles of Association
AIFP GOVERNANCE

1. FOUNDER

Meridiam will be the founder of the AIFP Foundation.

DESCRIPTION OF POWERS
• Appointment of the directors
• Amendment to the articles of association

2. BOARD OF DIRECTORS

The Board of Directors will be responsible for the administration and oversight of the operation of the AIFP.

2.1 COMPOSITION

NUMBER OF DIRECTORS
Minimum 6 and maximum 9 members

CONDITIONS FOR DIRECTORSHIP
Maximum 50% of public sector representatives

TERM OF MANDATE:
2 years, renewable indefinitely

2.2 POWERS

DESCRIPTION OF POWERS
All powers necessary or useful to achieve the purpose of the foundation. The Board of Directors will also be in charge of the appointment of the members of, and control and supervision of, the Supervisory Board and the Advisory Council, and the daily manager(s), if any

2.3 MEETINGS

MINIMUM NUMBER OF MEETINGS
2 meetings per year

OTHER SPECIFICATIONS
The chairman can invite third parties (e.g. the Secretariat) to attend the meetings of the Board of Directors without voting rights

3. SUPERVISORY BOARD

The Supervisory Board will provide strategic guidance and advice on the needs and impact of the program.

3.1 COMPOSITION

NUMBER OF MEMBERS
Minimum 6 and maximum 12 members

TERM OF MANDATE
2 years, renewable indefinitely

3.2 POWERS

DESCRIPTION OF POWERS
• Providing guidance and advice to the Board of Directors
• Monitoring the implementation and impact of the program in their jurisdictions

3.3 MEETINGS

MINIMUM NUMBER OF MEETINGS
One per year

OTHER SPECIFICATIONS
The Chairman of the Supervisory Board can invite third parties (e.g. the Secretariat) to attend the meetings of the Supervisory Board without voting rights

The Chairman of the Board of Directors will in any case have the right to attend the meetings of the Supervisory Board without voting right
4. ADVISORY COUNCIL

The Advisory Council will provide advice and guidance on the design, structure and content of the program.

4.1 COMPOSITION

NUMBER OF MEMBERS
Minimum 4 and maximum 18 members

APPOINTED BY
• Maximum 14 members appointed by the Board of Directors
• Minimum 1 and maximum 4 members appointed by the members of the Advisory Council

TERM OF MANDATE:
2 years, renewable indefinitely

4.2 POWERS

DESCRIPTION OF POWERS
• Providing advice to the Board of Directors (or its delegates) on the design, structure and content of the program. In particular:
  - Making recommendations to the Board of Directors (or its delegates) to:
    1/ accept funds from any new contributor to the program
    2/ approach prospective client countries and private sector entities to join the program
    3/ selection of fellows
  - Providing guidance and advice to the Board of Directors on the performance of, and impact delivered by, the foundation’s activities
• Promoting the program and facilitating its implementation. In particular:
  - Actively participating in the various events organized under the auspices of the program
  - Actively publicising the program through appropriate channels such as social media or in public fora
  - Facilitating the engagement of, and the dialogue between, key stakeholders to further the work of the foundation and public infrastructure; and
  - Facilitating the fund-raising efforts of the foundation

4.3 MEETINGS

MINIMUM NUMBER OF MEETINGS
1 meeting per month.

5. SECRETARIAT

The Global Infrastructure Hub will serve as Secretariat and be responsible for the delivery of the elements that constitute the AIFP (non-remunerated- as part of GIH- global mission).

5.1 COMPOSITION

APPOINTED BY
Board of Directors

SERVICES TO BE PROVIDED
• Organising meetings of the Board of Directors, the Supervisory Board and the Advisory Council (including sending convening notices and preparing and sending minutes of meetings)
• Communication and marketing of the program
• Preparation of administrative documents in relation to the program (e.g. internship agreements)
• Provision of support to Board of Directors, Supervisory Board and Advisory Council as required
• Otherwise managing the day-to-day operation of the program
• Monitoring and improving all the programs and projects (including following up on each fellow’s training and performance), with possible input from the Advisory Council where relevant
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<th>CONTACTS AFRICA INFRASTRUCTURE FELLOWSHIP PROGRAM</th>
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