



Description of the Call for Proposals

Building public sector expertise on the deployment of sustainable infrastructure

The Context:

Accelerating the deployment of sustainable infrastructure.

The *MAVA Foundation* is launching this call for proposals to build **public sector expertise to prepare, procure, de-risk, financially structure and negotiate the deployment** of sustainable infrastructure projects.

The world over, governments are positioning infrastructure as a pivotal vehicle for economic development. From power plants to roads and public transport services to waste water treatment plants, schools and hospitals, the development of infrastructure does certainly present valuable opportunities for governments use their spending power to trigger industrial expansion, create jobs, and promote innovation and more.

But focusing on infrastructure that is planned, financed and procured under business as usual scenarios is a missed opportunity. To bring about more inclusive development and long-term growth, governments need to demand resilient assets that are characterised by lower environmental footprints, generate greener jobs, provide for up-skilling, trigger green and clean innovation and demand value for money across asset life cycles. Indeed, governments should position infrastructure development as the key driver for circular economic transformation and realisation of the UN Sustainable Development Goals.

But if infrastructure is to serve as a catalyst for inclusive and sustainable growth, assets need to be planned, designed, financed and deployed to optimise environmental, social and economic performance and yield value for money, not simply at the point of purchase, but across the asset life cycle. Planning infrastructure based on lowest cost only leads to higher risks, increased spending and lower returns across the life cycle. Moreover, governments miss an important opportunity to optimise on positive externalities such building skills, triggering innovation, crowding in domestic investors, increasing industrial value added, greening supply chains and expanding cost efficient public services.

What is sustainable infrastructure?

Sustainable infrastructure are assets that:

- Have lower carbon and environmental footprints,
- Provide for the stewardship of natural ecosystems,
- Trigger green technological and industrial innovation across domestic and international value chains,
- Spur investments in education, skills building and R&D,
- Increase employment and the growth of green jobs,
- Are financially viable,
- Crowd-in domestic investors and businesses,
- Increase FDI and domestic value-added,
- Optimise value for money for taxpayers and investors across the asset life cycle.

The Challenge:

Prevailing obstacles and capacity constraints in the public sector.

A major obstacle in the deployment of sustainable infrastructure is the lack of public sector readiness to prioritise longer term gains - most infrastructure projects take longer than election cycles to plan and execute. Policy makers are yet to appreciate the importance of addressing political, legal, demand and revenue, performance and financing risks that are paramount in bringing sustainable infrastructure projects to market.

Another obstacle is the lack of expertise in the public sector to plan and prepare infrastructure projects. Governments need to develop sustainable infrastructure master plans, as well as budget and prioritise projects in the form of infrastructure project pipelines. Individual infrastructure projects have to be prepared, de-risked, financially structured, procured and the ensuring contracts/agreements have to be negotiated and monitored. Only then can policy makers have the necessary information to act as dealmakers and negotiate value for money on behalf of citizens and taxpayers. The challenge is that sustainable infrastructure deployment requires multi-disciplinary expertise and most governments sadly lack the capability to lead these complex processes and make optimum use of consultants and service providers involved.

The Scope of the Call

The *MAVA Foundation* is launching this call for proposals to build the expertise of public policy makers and public officials on the:

- business case for sustainable infrastructure
- risks and trade-offs in planning, preparing, procuring, de-risking, financially structuring and negotiating sustainable infrastructure projects.

Proposed projects should be design to focus on all of the following:

1. Develop an instructed course on sustainable infrastructure that covers the:
 - Business case for sustainable infrastructure
 - The infrastructure project cycle: planning, preparing, procuring, de-risking, financing and contracting.
2. The proposed course should be targeted at public policy makers, public officials and government employees.
1. The proposed course should be integrated into an existing executive training or education programme related to infrastructure, engineering, design and innovation, business, finance, law, public policy, public planning, public services and other similar disciplines.
2. The proposed course should include opportunities for faculty and students to engage with local governments or city governments to support them on the deployment of sustainable infrastructure projects. This could include dedicated advisory services, industrial placements, fellowships, group assignments to solve real time infrastructure challenges, business games, business simulators and other such experimental, innovative and hands-on learning opportunities.
3. Run the proposed course across a full cycle. Assess lessons learnt. Plan continuous improvement and expansion.

Please note that the course can be offered in local languages.

Evaluation of Proposals

Proposals will be evaluated based on the following:

1. **Comprehensive:**
The proposal is designed to build skills to address:
 - a) full spectrum of risks including political, legal/regulatory, safeguards, demand, revenue, merchant, financing, currency, etc.;
 - b) all stages of the infrastructure deployment cycle.
2. **Relevant:**
The proposal demonstrates the applicants' strong networks and links with stakeholders involved in the development of infrastructure. Networks across the public sector are particularly important.
3. **Pioneering:**
The proposal is centred on:
 - a) curriculum and education/training programme design that reflects international best practice but is targeted to address local challenges;
 - b) innovative strategies to engage with government entities, integrate sustainability into real time infrastructure development and demonstrate theory in practice;
 - c) methods of instruction and learning that are innovative and participatory.

4. Long term:

Evidence that the applicants have both the interest and the institutional and financial stability to ensure that the course will continue to be offered, improved and expanded after the close of the project.

5. Catalytic:

The proposal is dedicated towards creating opportunities to: support and engage with government entities as well as interact with banks, private investors, contractors and not-for-profit organisations.

Eligibility Criteria

Applicants are required to be:

- A legal person and a non-profit-making organisation such as civil society organisations, including non-governmental, non-profit organisations and independent foundations, community-based organisations, universities, and networks thereof at local, national, regional and international level;
- Public sector non-profit agencies, institutions and organisations and networks at local, national, regional, and international level; and
- Institutions directly responsible for the design and delivery of formally accredited post-graduated and executive education programmes.

How to Apply?

All applicants are invited to submit an application using the *MAVA Foundation* concept note template. This template is available in French and English. Applicants therefore have the choice of submitting their application in French or English.

Short listed applicants will be invited for an interview and to submit a full application.

Questions on this call can be addressed to: Question.si@fondationmava.org

Please submit applications by email to the following address: Proposal.si@fondationmava.org

The closing date for the submission of applications is Monday, 22 May 2017 at midnight CET.

Value and duration of the grant

The *MAVA Foundation* will award one grant each, to two different recipients. Each grant will be of the value CHF 500,000.

The *MAVA Foundation* seeks proposals that cover 2 years of activity.