



# SOURCE

WELL PREPARED PROJECTS

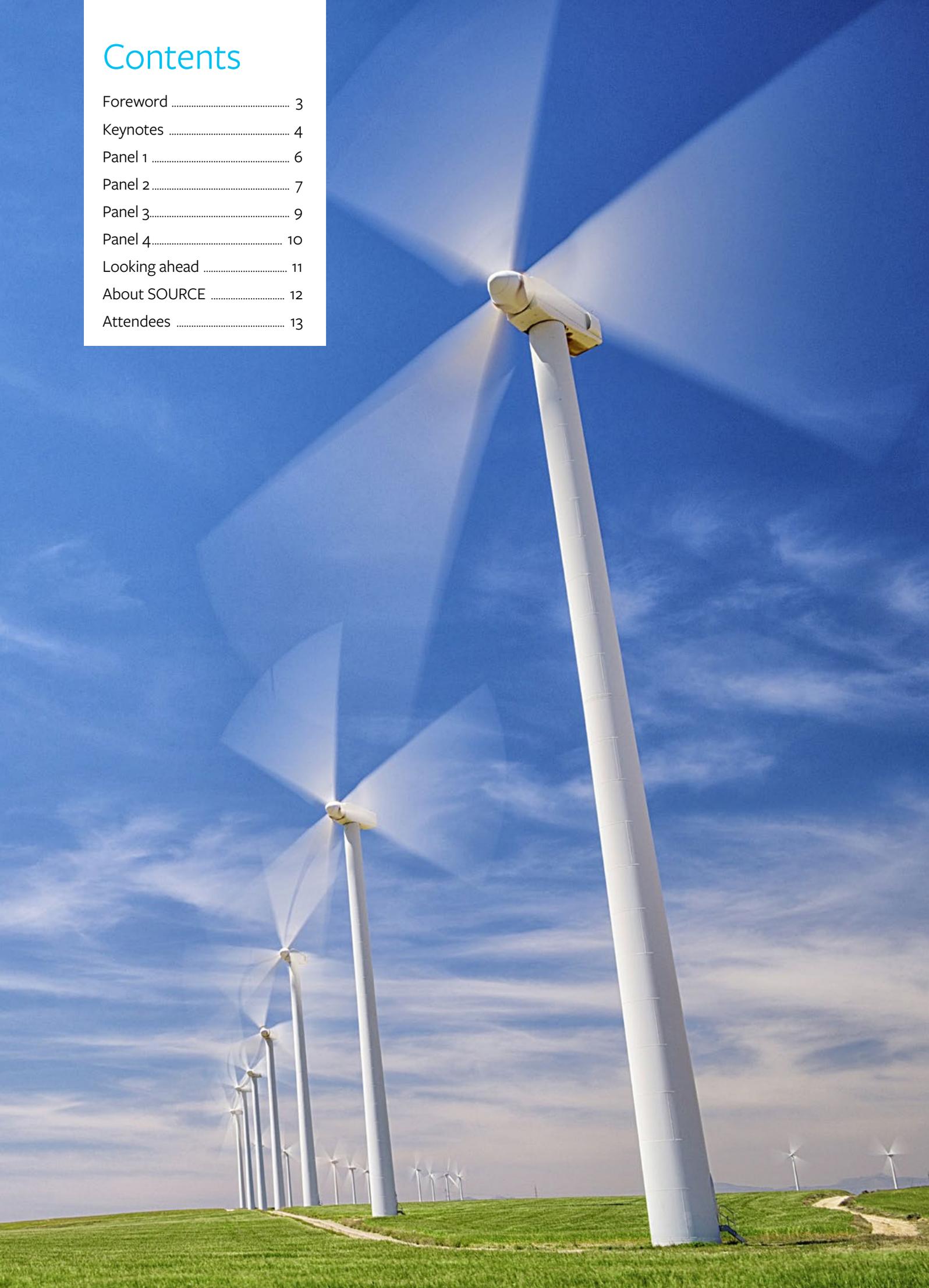
Innovating in the digital age  
to change the way  
infrastructure is developed

**SIF Annual Meeting**  
Washington D.C., April 19, 2017

**SIF**  SUSTAINABLE  
INFRASTRUCTURE  
FOUNDATION

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## SOURCE, a global standard for infrastructure project preparation

Since its global launch in Washington D.C., last year, on January 27, 2016, the SOURCE software - *earlier known as the International Infrastructure Support System (IISS)* - now supports public sector agencies in more than 36 countries all over the world.

SOURCE provides relevant support to the agencies by helping them maximise their financing options - including PPPs - by providing well-prepared projects in a consistent and transparent way, to the international community of contractors, investors and lenders.

SOURCE guides public sector agencies through a series of sub-sector templates and provides a multi-user, secured and standardised online workspace.

SOURCE, a cloud-based system gathers and synthesises information and data on all aspects of development of an infrastructure project.

SOURCE provides immediate connectivity, tailored to the needs of the public contracting authorities on national and sub-national levels and facilitates up-to-the-minute changes and the input of additional data.

By using the SOURCE project templates, the public sector agencies can streamline project definition in a consistent way and following international best practices.



### Christophe Dossarps

CEO  
Sustainable Infrastructure Foundation (SIF)

“As the world’s first preparation platform, SOURCE is fundamentally changing the way infrastructure is developed in today’s digital age and represents the most collaborative initiative in the domain.”

SOURCE templates have been refined with nearly 5,000 comments from about 170 reviewers, representing over 60 international private sector organisations.

SOURCE software is also utilised for project management, to promote consistency of the process and information flow among all stakeholders.

In addition, by publishing the project and making it visible to the private sector users, contractors, investors, lenders etc.; the public sector signifies to the private sector that the project is well-prepared, hence allowing potential investors to make a sound investment decision.

SOURCE was first developed by the Asian Development Bank (AsDB) in 2010 and since 2013, has been further refined and managed by the Sustainable Infrastructure Foundation. Today, SOURCE is a global platform supported by major MDBs and IFIs such as: AfDB, AsDB, BNDES, CAF, DBSA, EBRD, IADB, IDB and WBG. Africa Investor, Carbon 60, IIFCL, IMF, ISCA, KPPIP and PIDG are part of the Strategic Partners Committee of SOURCE.

## SOURCE, a global standard for infrastructure project preparation

### Laura Tuck

Vice-President Sustainable Development  
World Bank Group

The gap to achieve the Sustainable Development Goals by 2030 is significant, we will need a major impetus to bridge this gap and achieve more bankable infrastructure projects. To reach the SDGs, we need the right tools and this is where SOURCE comes in.

Indeed, the standardisation of the flow of information and project preparation documentation turns out to be absolutely key, for the private sector to be able to assess the projects they may be interested in.

SOURCE acts as a global project preparation platform that helps the governments in preparing, monitoring and publishing their infrastructure projects and that increases the interface between the private sectors firms, the financiers and the public affairs sector.

The goal is to deliver sustainable infrastructure by helping make available well-prepared projects and financing, in the developing countries, in priority.

SOURCE's efforts in consolidating standardised templates, is the result of many contributions from the private and



public sector and it is a good example of how MDBs have been able to cooperate.

GIF – the World Bank's Global Infrastructure Facility - is working with SIF to further improve and refine the functionality of SOURCE, so that it can be used as an advanced tool to screen the readiness, completeness and quality of project preparation.

SOURCE's goals are very ambitious, but thanks to everyone's commitment we are off to a great start in preparing more bankable projects in sustainable infrastructure projects.

## Governor Arnold Schwarzenegger

Founder

R2o Regions of Climate Action

As per the Cities Climate Finance Leadership Alliance's (CCFLA) recommendations exposed in its reference reports during COP21 and COP22, the world lacks consistent and standardised support to sub-national governments and their partners for raising pipelines of bankable sustainable, resilient and low-carbon projects.

At SIF's annual meeting, the leaders of major international sub-national government networks committed to support the dissemination of SOURCE, as the global infrastructure support system and project preparation software to maximise public sector users' financing options by providing well-prepared projects in a consistent and transparent way to the international community of contractors, investors and lenders.

The declaration also supported the call for a joint effort to strengthen support in scaling-up project preparation processes for green infrastructure implementation at local and sub-national levels of action.



The ramping up of global usage of SOURCE is expected to come with the associated training workshops for the 400+ projects already identified through the 100 Climate Solutions Project Campaign and hundreds more projects that will come through these sub-national government networks, such as AER, FMDV, ICLEI, ORU-Fogar and R2o.

Founder of R2o Regions of Climate Action and Former Governor of California, Mr. Arnold Schwarzenegger asserted his commitment to transitioning away from polluting fossil fuels towards a clean energy

future through a road map building a sustainable world for all.

“Smart money is in clean energy, in solar, wind, geo-thermal and hydro. The best investment strategy is based on the world we will have 50 years from now, not the world that we had 50 years ago.

I am proud that R2o has been accredited and is now certified to deliver SOURCE to sub-national leaders all over the world,” said Mr. Schwarzenegger.

**Read the declaration of support from sub-national government networks.**

## How do we go from 200 projects to 2,000 projects?

- Visibility
- Marketing
- Sharing the value
- Showcasing success stories
- Increasing the quality of projects and not just the quantity

This panel featured consultants, project managers, MDBs and public sector officials who discussed about global dissemination of SOURCE, through the implementation of trainings to governments worldwide.

### Panel Summary

**Matthew Jordan-Tank, EBRD:** “SOURCE is an effective way to disseminate your pipeline to the wider market, receive feedback early in the project preparation cycle from the private sector and instill good project management practices. For bidders, SOURCE lowers transaction costs. EBRD’s project preparation facility, IPPF, is using SOURCE for all its 25 projects.”

**Mohan Vivekanandan, DBSA:** “DBSA has proposed to work on three different levels to support the dissemination of SOURCE - the country level within South Africa; the Southern Africa Developing Community and broadly around the entire continent. Overall, to utilise SOURCE to drive standardisation within South Africa, and the African continent.”

**Cristina Holuigue Miranda, MOP Chile:** “SOURCE can help the Ministry of Public



From left to right: **José Agustín Aguerre**, Manager Infrastructure & Environment, Inter-American Development Bank; **Emmanuel Nyirinkindi**, Global Head, PPP Transaction Advisory Services, International Finance Corporation; **Mohan Vivekanandan**, Group Executive Strategy, Development Bank of Southern Africa; **Cristina Holuigue Miranda**, Advisor for Economic and Financial Analysis, Coordination of Concessions of the Ministry of Public Works, Chile; **Matthew Jordan-Tank**, Head of Infrastructure Policy and IPPF, European Bank for Reconstruction and Development; **Rainier Haryanto**, Program Director, Committee for Acceleration of Priority Infra Delivery, KPPIP Indonesia.

Works in Chile by increasing the visibility of public sector projects with the private sector, establishing a permanent dialogue with the private sector, delivering the private sector view to the public sector (through interaction with the project and by providing a thorough review of the templates) and ensuring good project preparation (to ensure good service for the end users). SOURCE, is changing the way different project stakeholders communicate. The Ministry of Public Works in Chile is changing the way they communicate with other agencies and are aiming to enforce more electronic document sharing.”

**Emmanuel Nyirinkindi, IFC:** “SOURCE provides a standard, a common language. SOURCE as a tool is critical to improving

transparency. SOURCE sends a signal to the market that the better prepared a project is, the less the marketplace has to think about doing due diligence.”

**Rainier Haryanto, KPPIP** shared the experience of facilitating the usage of platforms by governments, whereby the use of KPPIP systems was made mandatory by the President of Indonesia.

**José Agustín Aguerre, IDB:** “We at the IDB are beginning to work with and implement SOURCE in our partner countries, first we start with trainings and with trying to make SOURCE the standard, because it is the means to communicating, achieving transparency and making a checklist of products that need to be incorporated into our projects.”

## How SOURCE can support the implementation of the SDGs and the Paris Agreement on climate change



From left to right: **Catherine Workman**, Partner-Board Member, Pinsent Masons; **Dominic Harvey**, Chief Executive Officer, Atkins Acuity; **Amal-Lee Amin**, Chief, Climate Change and Sustainability Division, Inter-American Development Bank; **John Seed**, Head, Global Advisory Sector, Mott MacDonald; **Patrick Scheurle**, CEO, BlueOrchard; **James Close**, Director, Climate Change Group, World Bank Group.

The discussions in this panel stressed the importance for governments and investors to ensure that the projects are sustainable and climate resilient.

### Panel Summary

**Amal-Lee Amin, IADB:** “SOURCE is a key part of what we really need, to create the investment framework that will get us from billions to the trillions. We as MDBs, are here to support governments to work with the private sector and to deliver on the SDGs, as well as the commitments and actions on the Paris Agreement. Sustainable infrastructure is how we will deliver, or not, on the SDG objectives.

MDBs want to partner with investors and develop more innovative initiatives, SOURCE is a very valuable platform to

enable this to happen in a coherent, effective and collaborative way across the world.

Improving the quality of the projects, notably in terms of resources used, can bring a lot of benefits - social, economic and of course environmental. Climate change and impact will lead a lot of governments to develop good quality infrastructure and it is key that governments understand the benefits that can be realised through better-prepared projects.”

**Patrick Scheurle, CEO, BlueOrchard:** “The tangible benefit of SOURCE is that it brings to investors a much easier way of finding suitable investments, meeting their particular needs. Each investor has specific requirements in terms of which

SDGs they would like to support. Having these requirements in a single integrated platform such as SOURCE makes it easier and more efficient to meet with these types of investments and to communicate with potential investees.

SOURCE makes the capital allocation process more efficient to the investment companies and I hope it will not only remain a sourcing software but also a reporting tool at some stage – notably on the SDGs.”

**John Seed, Head, Global Advisory Sector, Mott MacDonald:** “We have been supporting the development of a number of SOURCE templates for a year and a half and some questions arose from the integration of SDGs, namely how can private sector credit committees really

make an apple to apple comparison of different infrastructure projects, regarding how they rate from the sustainability point of view? It is indeed very difficult to compare different type of projects among themselves. The challenge to overcome, will be to rank the infrastructure projects against the SDGs, whether through a scoring mechanism or an alternate system. Achieving such an objective will be extremely valuable to those who are developing projects, in understanding how to achieve best value in terms of SDGs for limited budgets.”

**Dominic Harvey, Chief Executive Officer, Atkins Acuity:** “Innovation can help bring environmental benefits and reduce costs. As an innovative platform, we need to make sure that SDGs are well embedded into the SOURCE matrix. SOURCE has a role in terms of education, moving forward, having completed projects showcased on the platform will help assess the output of these parameters in real projects.”

**James Close, Director, Climate Change Group, World Bank Group:** “For well-informed people who are doing the design and procurement of projects, SOURCE is essential, as it can play an instrumental role in this domain, by providing a framework that enables people who want to benefit from the experience of the others and help accelerate their personal learning.”

**Catherine Workman, Pinsent Masons:** “Well-prepared projects are better procured, have better competitions and are better at attracting investors.”



## Project preparation is key to translate demand for infrastructure into bankable projects



From left to right: **Trevor Lewis**, Principal PPP Specialist, Asian Development Bank; **John B. Finnigan**, Managing Director, Corporate and Investment Banking, Citibank; **Sanjeev Kaushik**, Deputy Managing Director, India Infrastructure Finance Company Limited; **Matt Tate**, CEO of Macquarie Project Services; **Roger Fiszelson**, Director General, Confederation of International Contractors' Associations; **Catherine Workman**, Partner-Board Member, Pinsent Masons.

In this panel, contractors and long-term investors discussed their needs, so that these could be integrated in the SOURCE Platform.

SOURCE is a decisive enabler in improving quality of projects, sharpening the competition between competent competitors and fostering the participation of SMEs.

### Panel Summary

When seeking out projects, investors look for assurance that the deals will reach financial closure.

Investors see a major benefit in having SOURCE rolled out to governments, as it gives them confidence, knowing that the project has been through 300 sets of questions. Projects exiting SOURCE

have reached a level of preparation, which gives confidence to investors to assess the opportunity.

**SOURCE provides a simple solution to common project preparation challenges that is capacity, expertise/ skillset, costs and ability to recover costs.**

A bankable, well-structured project, will be favoured by private financing and competition.

IIFCL has announced its partnership with SIF, to use SOURCE for project preparation, structuring, and making the pipeline of bankable projects healthier in India.

SOURCE is a meticulous and multi-stakeholder process. CICA Director General, reiterated their long-standing support for SOURCE; while asking their

member associations and companies to encourage their respective governments to use SOURCE and to support its development. Contractors and all infrastructure fraternity involved in the project delivery chain, need to contribute to the improvement of SOURCE.

**Trevor Lewis, ADB:** "SOURCE is an incredibly collaborative outcome... Christophe has received over 5,000 comments, and we need more of them, from those who believe they are the best practice in their area - consultants, financiers, legal advisors etc. The greater support that can be provided to SOURCE, the better it will become. The reason it [SOURCE] will continue to get better, is because there is an agreement among Multilateral Development Banks that this is the platform we wish to put forward collectively."

## Views from future SOURCE users: Sub-national governments around the world



From left to right: **Christophe Nuttall**, Executive Director, R2o Regions of Climate Action; **Magnus Berttsson**, Vice President of the Assembly of European Regions (AER) and President of the Region of Västra Götaland (SE); **Andrew Davis**, Head of Delegation, Delegation of Catalonia to the United States; **Angie Fyfe**, Executive Director, ICLEI USA; **Mohammed Bekhechi**, Scientific Committee member, Fonds Mondial pour le Développement des Villes (FMDV).

Regions are keen on developing training programs and gain full benefit of using SOURCE.

### Panel Summary

European Regions have a portfolio of projects that are ready and essentially only need financing to be put in practice.

Some regions have significant untouched funding, primarily because they do not

know how to structure a project. SOURCE will become a great tool and asset in tackling this situation and bridging existing gaps.

Some regions need to further invest in training their civil services, in order to attract European funds.

SOURCE has made the development of capacity building in the public sector one of its top priorities.

**Christophe Nuttall, R2o:** “SOURCE is the precise tool that will take R2o projects under the ‘100 solutions’ scheme, to the next level.

R2o (who is now a SOURCE licensed subscriber) organised the first successful SOURCE training in South Africa, which resulted in many more requests from sub-nationals. As a next step, we (R2o) are going to sign a declaration of support for SOURCE.”

## Projections for SOURCE a global standard for project preparation



### Terry Tamminen

CEO  
Leonardo DiCaprio Foundation

Terry Tamminen announced the cooperation between the Planet Pledge Fund (PPF) and SIF. PPF is a billion-dollar investment fund created to help finance sustainable development projects that directly mitigate greenhouse gas emissions, such as waste management, renewable energy and energy efficiency projects.

Terry stated, “We all know that many foundations have endowments but that they do not invest consistently, in part, because they have not de-risked or understood the opportunities. And, we [The LDF] think that SOURCE will help them to deploy this capital.”

Terry went on to state that SOURCE will not only be used to seek out potential projects to benefit from the PPF but also as a project preparation software for the projects that the LDF receives.

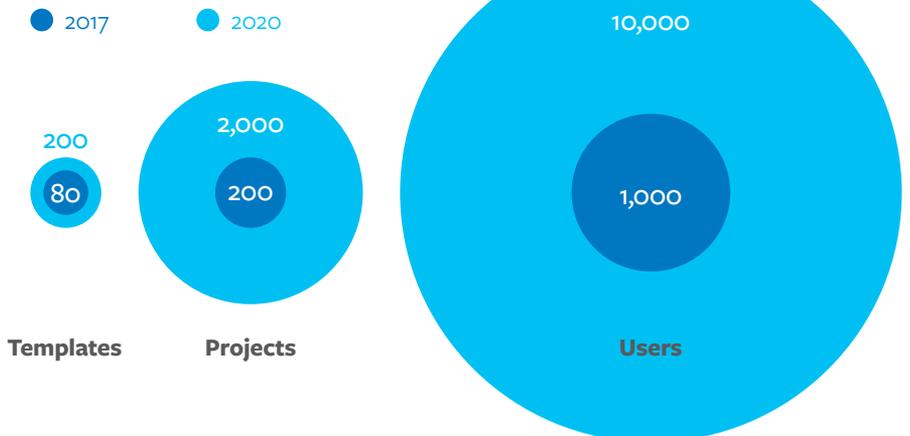


### Laurence Carter

Senior Director Public-Private Partnerships Group  
World Bank Group

“We, the SIF Advisory Committee, commit to promote the use of SOURCE among our client governments and to use SOURCE internally, where appropriate, for preparing our projects, to support the target of 2,000 projects on SOURCE by 2020; with the ultimate objective to create a global standard for infrastructure project preparation.”

### SOURCE projections upto 2020



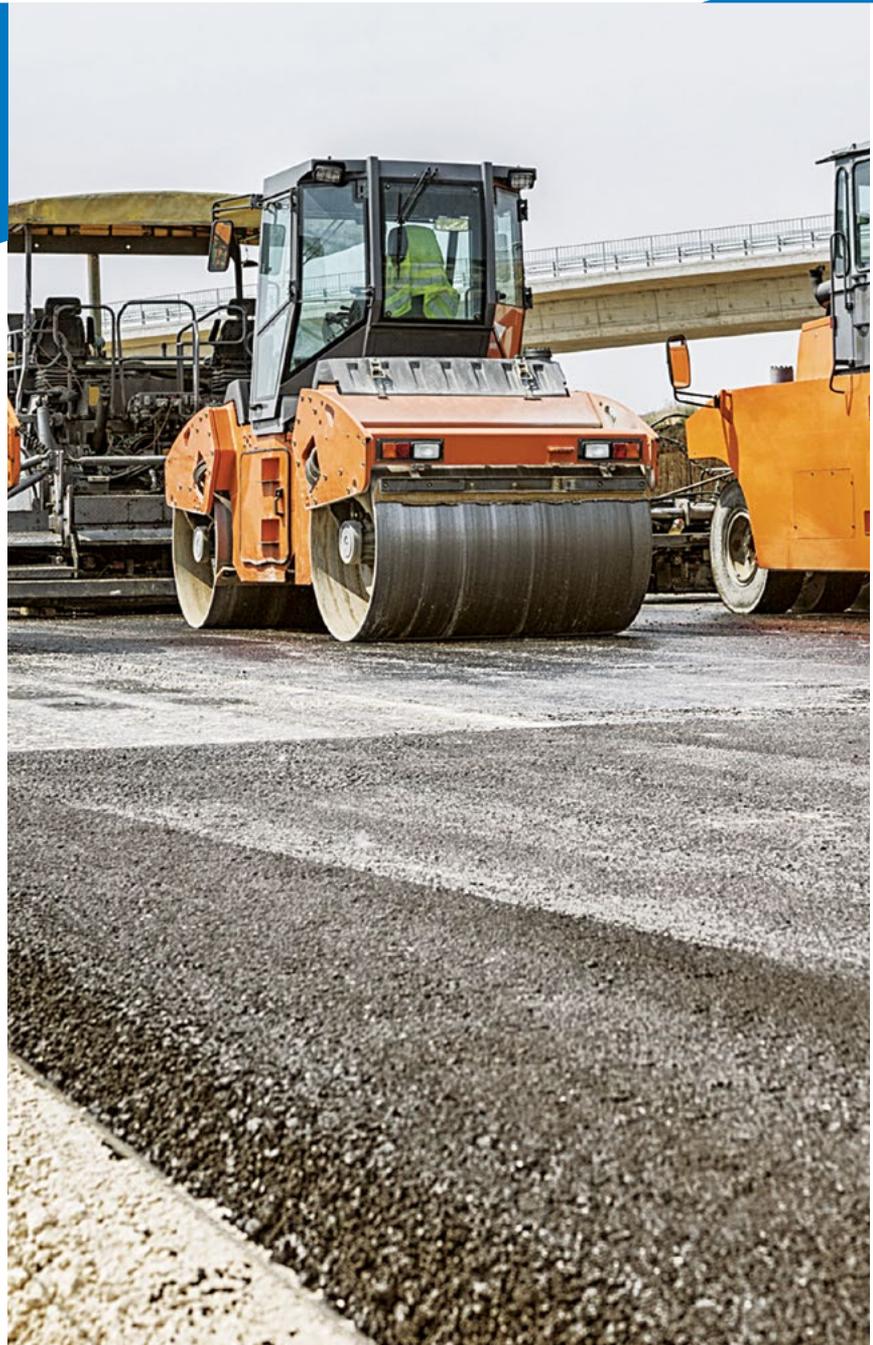
## For well-prepared sustainable and climate resilient infrastructure projects

The SIF Annual Meeting 2017, held in Washington D.C. on April 19, was hosted by the World Bank Group during the 2017 IMF-WBG Spring Meetings. It was a culmination of over six years' work that led to the development of – SOURCE, a global scale software that supports the preparation of high quality infrastructure projects in a transparent and efficient manner.

With the continued support and invaluable inputs received from our partners and global users, we have been developing SOURCE on a daily basis. SIF has now begun a new phase, focused on the global outreach and adoption of the SOURCE software.

The Annual Meeting was attended by a wide range of partners and users, from project preparation facilities, multilateral development banks and development financing institutions, as well as public sector officials, private sector advisors, contractors, operators, financiers and investors - who have provided inputs over the last several years and who are now using the software.

The highly-experienced professionals who participated in the interactive sessions provided invaluable inputs on how to disseminate SOURCE to governments worldwide, how to integrate the Sustainable Development Goals and climate change related questions into SOURCE, and how to gather inputs into



SOURCE to better reflect the needs of contractors and investors. The SOURCE templates now provide a focus on SDG related issues, including, but not only limited to, environmental, social development, and climate adaptation and mitigation.

Thanks to the involvement and constant support of our partners, SOURCE is becoming the global standard for project preparation. To date, the software offers

36 sub-sector specific templates, hosts the preparation of more than 115 projects at a value of over USD 30 billion, has 800+ active users and over 800 infrastructure professionals from 36 countries have been trained on the use of SOURCE.

SOURCE is now available in eight languages - Arabic, Bahasa, English, French, Mongol, Portuguese, Spanish and Vietnamese. It will be available in more languages in the coming months.

# Attendees

Abze Solar SA  
African Development Bank  
Africa GreenCo  
Asian Infrastructure Investment Bank  
American-Uzbekistan Chamber of Commerce  
Assembly of European Regions  
Asian Development Bank  
Association of French International Contractors  
Atkins  
Australian Department of Foreign Affairs and Trade  
Bank Information Center  
BlueOrchard  
Brown University  
CIEL  
CITI  
Citizens Climate  
Colas Group  
Committee for Acceleration for Priority Infrastructure Delivery  
Confederation of International Contractors' Association  
Corporación Andina de Fomento - Banco de Desarrollo de América Latina  
Corporate Development Siemens One  
Development Bank of Southern Africa  
Developing Frontiers  
E3G  
Electronic Industry Citizenship Coalition  
Embassy of Spain in Washington DC  
European Bank for Reconstruction and Development  
European Construction Industry Federation  
European Investment Bank  
FIA Foundation  
Global Infrastructure Basel Foundation  
Global Infrastructure Hub  
Government of Belarus  
Government of Guatemala  
Government of Philippines  
Government of the Netherlands  
GVIP /CG-LA Infrastructure Inc.  
Harvard University  
HDR Inc.  
Inter-American Development Bank  
ICLEI USA  
India Infrastructure Finance Company Limited  
International Finance Corporation  
International Institute for Sustainable Development  
International Monetary Fund  
Institute for Sustainable Infrastructure  
International Rivers  
Infrastructure Sustainability Council of Australia  
KPMG  
LE Consulting LLC  
Leonardo Di Caprio Foundation  
Macquarie  
Millennium Challenge Corporation – United States of America  
Ministerio de Obras Publicas de Chile  
Mott MacDonald



MWH now Stantec  
Nathan Inc  
Organisation for Economic Co-operation and Development  
Pinsent Masons  
Pacific Region Infrastructure Facility  
PricewaterhouseCoopers  
QStone Capital  
R2o - Regions of Climate Action  
Rudo International  
Southern African Development Community  
Social Capital Group  
Standard Bank  
Stockholm University  
The Nature Conservancy  
UK Department for International Development  
United Nations Office for Project Services  
United Nations-supported Principles for Responsible Investment  
United Regions Organization / Forum of Regional Governments and Global Associations of Regions  
World Bank Group  
World Economic Forum



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