

REQUEST FOR PARTNERSHIP PROPOSALS

“Our efforts to achieve the Sustainable Development Goals will require a surge in financing and investments”.

- António Guterres, United Nations Secretary-General

Our Purpose

Sustainable investing is very high on the UN agenda, as it has become evident that the Sustainable Development Goals (SDGs) can not be achieved without substantial input from the private sector. The financing gap is particularly large in infrastructure, where it is further hampered by a lack of bankable infrastructure projects. Leveraging UNOPS’ mandate and its core strengths in infrastructure, procurement and project management, S3i - Sustainable Investments in Infrastructure and Innovation is dedicated to helping make the SDGs a reality. Focusing on affordable housing, renewable energy and health infrastructure, the S3i sustainable infrastructure investments aim to crowd public and private financing into large-scale infrastructure projects in regions that have struggled to attract capital.

In addition to money, building a sustainable future requires new ideas. The UNOPS S3i Innovation initiative boosts innovation with real impact, aiming to close the gap between market needs and capacities. The S3i Innovation Program helps start-ups with high impact potential, innovation height and scalable solutions, and brings together people from corporations, institutions, and academia to solve real problems on the ground. With the help of UNOPS’ global network covering over 80 countries worldwide, we can build bridges that connect innovations to real market demand.

To help meet the critical global needs in infrastructure, UNOPS S3i welcomes:

- Partnerships from fund managers and institutions interested in partnering with UNOPS S3i on the creation of a **Sustainable Infrastructure Fund** for (mostly) non-OECD countries;
- Prospective **co-investment partners for individual infrastructure projects**; and
- **Construction and technology partners** in one or all of UNOPS S3i’s three focus areas: renewable energy, affordable housing, and health infrastructure.

To help find innovative solutions aimed at achieving the global goals, UNOPS S3i welcomes:

- **Innovation partnerships** with VCs, MNCs, SMEs and innovators who share our vision
- **Startups with innovation height** with interest in piloting their solutions in the field.
- **Academia and Science institutions** with relevant footprint in the global innovation ecosystem.

Collaboration requests should include the relevant information and documentation covering the points listed below, which are considered minimum information required for consideration:

- Capability statement from the partner with demonstrated investment and/or operational experience in innovation, renewable energy, affordable housing or health infrastructure.

- Demonstrated interest and track record in large projects with positive social and developmental impact for developing economies.
- Proven capacity to operate in emerging and frontier economies with dynamic operational risks.
- Ability to meet the required minimum investment targets under compliance with all relevant sustainability policies and standards.

Contact details

Please send your collaboration requests to s3i.info@unops.org, or contact us for further questions. Requests will be reviewed on a rolling basis. According to the information provided, the S3i team will decide on whether or not to proceed with the partnership discussions.

Partnership opportunities related to the Sustainable Infrastructure Fund

Information for prospective fund managers and institutions interested in partnering with UNOPS S3i to create a fund for sustainable infrastructure investments is linked [here](#).

Direct Investment Opportunities in UNOPS S3i's Focus Areas

S3i aims to help develop high quality, socially and environmentally responsible, and commercially-viable infrastructure projects in three focus areas: affordable housing, renewable energy and health infrastructure. Together with governments, investors and builders, S3i develops large infrastructure projects (typically \$100 million+), tailored to the specific needs of the country. Leveraging its unique networks and partnerships both globally and locally, S3i helps to manage the risks associated with investing in emerging markets, and aims to crowd in resources where they can make social impact alongside generating financial returns. By maintaining an operational role in all its investment projects, S3i ensures ESG oversight and strengthens impact management, and may provide other support such as project management, training, custom clearance, and other technical assistance, etc.

Affordable Housing

UNOPS S3i facilitates the flow of financing in countries with significant demand and undersupply of affordable housing, while ensuring positive impact for the host communities. Our affordable housing portfolio consists of socially inclusive housing projects that can provide adequate quality at affordable prices. Together with its partners, UNOPS S3i is committed to facilitating the construction of over one million affordable housing units in the next 10 years across the Asia, Africa and Latin America regions, and is also involved in developing mortgage finance solutions for different stakeholder groups. Opportunities include: equity, construction financing, project financing and mortgage financing. Financing requirements for projects will depend on their scale (e.g., with minimum equity capital requirements ranging from \$10 million and minimum debt financing needs ranging from \$50 million depending on the size of the project. For more information, see [here](#).

Renewable Energy

Our renewable energy portfolio currently includes solar, wind, waste to energy, hydroelectric and geothermal projects. UNOPS S3i is looking for partners to co-invest in aggregated renewable energy platforms and stand-alone assets for the generation, distribution and storage of clean energy with a minimum asset size of 20MW in emerging markets and middle income countries. For more information, see [here](#).

Healthcare Infrastructure

The healthcare portfolio includes the construction of healthcare facilities and integrated technologies in emerging and frontier markets. UNOPS S3i is exploring strategic partnerships with international hospital operators, development finance institutions, private sector investors, project developers and public sector players within the health ecosystem to co-invest in healthcare infrastructure projects with a minimum project size of \$15 million. For more information, see [here](#).

The Investment Process and S3i's role

- **Initial Vetting Stage:** UNOPS S3i identifies partners and project pipelines with maximum potential for generating positive economic, social and environmental impact, and navigates local government systems to assess the suitability of potential investments with all stakeholders.
- **Due Diligence Stage:** A dual bottom-line selection criterion is applied to assure both financial and social impact of potential investments via S3i's dedicated in-house investment team.
- **Negotiation and Transaction Structuring:** All commercial and legal issues are negotiated and structured along with S3i's operational role in the deal.
- **Monitoring and Evaluation:** UNOPS S3i leverages UNOPS' global footprint in more than 80 countries and its decades of operational expertise in project management and procurement, to monitor and evaluate the performance of the investments.

Potential Partnerships Models include:

- **EPC+F Model:** - This includes the provision of Engineering, Procurement and Construction services and debt financing for projects in UNOPS S3i's mandated areas. The partner should be able to provide/ attract full debt financing for the project.
- **Public Private Partnerships (PPPs):** - investments in projects comprising both public sector and private sector partners.
- **Stand Alone Projects:** - These are individual projects in any of the three UNOPS S3i's mandated areas with a minimum equity investment of \$10m or minimum debt financing requirement of \$50m.
- **Platform Investments:** These are aggregated investment platforms operating in UNOPS S3i's mandate areas in emerging markets.

Opportunities for Prospective Construction and Technology Partners

UNOPS S3i welcomes partnership discussions with project developers, construction companies and technology providers who operate in our focus areas and have experience in developing countries, particularly in the countries where S3i has operations. To qualify, prospective partners need to demonstrate a capable and competent project team, a clear definition of the ownership and structure of the organization, financial statements (balance sheet and income statement) accompanied by audit opinion for the last two years as well as the profiles of the Chairperson of the Board of Directors, and key management team. In addition, separate evaluation criteria will apply to each portfolio:

Affordable Housing

Criteria for Developers and EPC partners:

- Strong track record with at least 10 years' experience designing, developing and building large-scale affordable housing projects in developing countries
- Ability to develop EPC+F solutions for the projects at highly competitive rates.
- Strong goodwill in the local markets to facilitate prompt sales of completed housing projects.
- Ability to provide or attract holistic financing solutions including construction financing, mortgage financing at sub-market rates.
- Technical assistance supporting implementation of local planning activities and affordable housing program development

Criteria for construction technologies:

- Sustainability: resource-efficient in terms of energy and water usage; adopting solar rooftops where applicable, rainwater collection tanks, recycling of waste and water, along with energy efficiency, etc.
- Resilience: High degree of resilience to climate change and natural disasters, such as earthquakes and hurricanes.
- Fast build speed, quality and ability for scaling: High quality and efficient "brick and mortar" building technology which saves time compared to conventional ways. Prefabricated and modular solutions will not be considered.
- Meets national requirements and has certifications.

Renewable Energy

Criteria for technology companies:

- Proven and tested technologies for solar, wind, hydro, waste to energy, energy generation, storage and distribution solutions. Ability to cover at least 50 MW per project site/area at a time, with production capacity of at least 500MW/year.
- Strong technical competence in evaluating and assessing project feasibility and viability in a given environment.

Criteria for developers:

- Excellent government relationships and in-depth knowledge of the local regulatory environment, including skills needed to obtain required PPAs, permits and licenses within an accelerated time frame
- Proven track-record in developing large renewable energy projects in developing countries
- Significant number of active pipelines
- Experience in working with international financial institutions is desirable

Healthcare Infrastructure

Criteria for developers:

- Strong track record with at least 10 years' experience designing, building and equipping healthcare infrastructure in compliance with relevant global healthcare standards.
- Strategic affiliations with successful global brands and stakeholders in the healthcare ecosystem.

Opportunities for Prospective Innovation Partnerships

Catalyzing innovation and private sector investment for sustainable development, the S3i Innovation Programme is dedicated to building global **sustainable ecosystems** that can connect solutions to real needs on the ground. Together with UNOPS' global network covering over 80 countries worldwide, S3i's Innovation Centres, located in three continents, works to close the gap between market needs and capacities by connecting innovations to real market demand.

The S3i Innovation Programme offers unique partnership opportunities in fostering problem-based and market-driven technology, global talent attraction, open innovation and innovation height. Our Centres run Startup Incubators that help start-ups with high impact potential and scalable solutions take their innovations to the market, and host Innovation Communities, joining together people from corporations, institutions, and academia to share insights and solve real problems.

Venture Capital Fund/s UNOPS S3i Innovation

Today governments are the main early stage investors into the NewCo ecosystem, while creating very little value for the taxpayer. The number of global venture capital firms focusing on early stage is highly limited to entities such as 500Startups.

The UNOPS S3i Innovation Programme can play a significant role as

- **Facilitator:** We connect ideas with capital, matching startups with investors via pitch-sessions, workshops and other events.
- **Dealflow provider:** Through the selection process of startups, S3i has access to an internal, vetted dealflow of startups. One key challenge for private investors is the workload intrinsic to the vetting process: regardless of the size of the investment, the amount of work needed for the vetting process is the same. S3i can lift this workload from prospective investors, by having access to pre-vetted startups, investors can provide a fixed ticket sized investment of 150k for 10% equity. Over the past decade, the model has been tried and tested in the IT field by YCombinator and 500 startups.
- **ESG & impact advisor:** With LPs and GPs becoming increasingly aware of the importance of impact and sustainability, S3i's position as ESG and impact advisor creates tangible value for prospective investors.
- **Challenge initiator:** Main issue for investors to evaluate early stage startups is to understand the problem targeted by the startup. By using S3i's global challenge approach for selection this evaluation is already done.

Prospective partners should have access to capital as well as the ability to meet the required minimum investment targets under compliance with all relevant sustainability policies and standards. They should also use broad selection criterias ensuring funding for startups ranging from pre-seed stage to round A, with no geographical limitations. A capability statement with demonstrated investment and/or operational experience in Venture Capital and/or PE funds should be included in the partnership proposal.