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# 2022 ANNUAL REPORT

PUBLIC-PRIVATE INFRASTRUCTURE  
ADVISORY FACILITY



**PPIAF**  
Enabling Infrastructure Investment

PPIAF is the only global facility dedicated to strengthening the policy, regulatory, and institutional underpinnings of private sector investment in infrastructure in emerging markets and developing countries, as well as enabling finance for subnational entities. We call this the critical upstream.

While many initiatives focus on developing infrastructure projects with private sector participation, PPIAF sets the stage to make this possible by building institutions, strengthening the capacity of counterparties, and reducing policy, regulatory, and institutional risks.

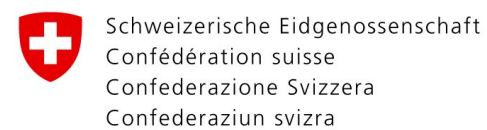
Turning hundreds of thousands in grant financing into hundreds of millions in infrastructure investment—this is the role of PPIAF.



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PUBLIC-PRIVATE INFRASTRUCTURE  
ADVISORY FACILITY

## PPIAF Donor Partners



Swiss Confederation

Federal Department of Economic Affairs,  
Education and Research EAER  
State Secretariat for Economic Affairs SECO



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# FOREWORD

## Message from the **Outgoing Program Manager**

What we have been able to achieve, together, with our team, clients, and partners has made serving as Program Manager of the Public-Private Infrastructure Advisory Facility during the last five years most gratifying. FY 2022 brings my tenure to a close and marks the conclusion of our successful Critical Upstream strategy, launched in FY 2018. Under that approach, PPIAF persisted in playing the long game in infrastructure development—strengthening the institutions and enabling environment for sustainable private participation in infrastructure (PPI).

We have much to be proud of. In the last five years, our \$68 million funding over 280 discrete advisory activities has led to PPP programs being developed across all economic sectors in 75 countries, including in frontier areas such as low-carbon mobility and unconventional water. More of the final few countries in the world that did not have a legal framework for PPPs have introduced them. For the more established PPP programs, PPIAF had the privilege to be there alongside our clients—supporting their capacity to navigate the fiscal challenges of the COVID-19 pandemic. Our work has not only catalyzed PPP transactions valued at more than \$9 billion over this period, but more importantly, around 26 of our impact countries have seen an acceleration in the availability of infrastructure, specifically energy, transport, and water.

Our work cuts across infrastructure sectors in all regions of the world, both at national and sub-national levels. For example, our City Creditworthiness Initiative serves as a platform that supports reform-minded municipalities seeking long-term financing for capital investments. The initiative builds government revenue and financial management capacity, provides avenues for accessing international expertise and hands-on assistance, encourages peer-to-peer networking, and provides guidance on improving credit ratings and transactions.

Nearly a quarter of PPIAF's activities were channeled through its Energy and Climate Program, which works to strengthen upstream regulations, policies, and institutions to stimulate the adoption of renewable energy and energy-efficiency solutions with the participation of the private sector.

Our goal was never about discrete transactions—it has always been about enabling market institutions that will foster infrastructure investments in a sustainable manner. We are on our way.

For over two decades, PPIAF has honed its knowledge and expertise in creating enabling environments for infrastructure development. We understand the challenges. Today, under our new “PPIAF Renew” strategy, we are leveraging this knowledge to accelerate the ability of countries to go from policy into practice—building on collaboration with our colleagues within the World Bank Group and development partners.

We are grateful for the invaluable support of our partners and donors, without whom these accomplishments would not be possible. As PPIAF moves forward under the leadership of its new Program Manager, Jane Jamieson, I am confident that it will continue to contribute significantly to the achievement of the SDGs.



Jemima “Jema” Sy



## Message from the **Incoming Program Manager**

Since its establishment in 1999, PPIAF has played a vital role in developing infrastructure within emerging markets and developing economies. Its services are needed now more than ever as the world tackles multiple crises simultaneously: the increasing severity of climate change events, the ongoing impacts of COVID-19, galloping inflation, rising interest rates, supply chain issues, and the war in Ukraine—which has spawned an energy crisis in Europe and food shortages in Africa. Low- and middle-income countries are especially vulnerable. They will need further support to achieve the Sustainable Development Goals (SDGs), meet their Paris Climate Agreement targets, and make lasting contributions to the global economic recovery.

In light of these challenges, it is an honor to take on my new role as Program Manager to lead PPIAF as it implements its new strategy. I have worked with PPIAF in varying capacities for many years and have long admired its work to boost private participation in emerging markets and developing countries (EMDEs). Why is this important? Without concerted efforts to build a conducive enabling environment for the governance and implementation of infrastructure, we will never get to the scale and quality of investment needed to meet the SDGs and our Paris Commitments. Governments need the critical capacity

to deliver essential infrastructure assets and services in partnership with the private sector.

This next fiscal year, 2023, ushers in the beginning strategy period: the PPIAF Renew Strategy for FY22–FY27. The new strategy comes at a time of unprecedented change in the global economy. As we begin implementing this strategy, I look forward to supporting our country clients in addressing their most significant challenges, such as the changing climate and increasing government debt, and in leveraging new opportunities, including the potential for technology and digitalization to “leapfrog” to new service models and identifying innovative sources of finance.

With this context in mind and drawing on lessons learned from the previous strategy period, we will accelerate the availability of resilient, affordable, and inclusive infrastructure services by improving the enabling environment for private participation in infrastructure (PPI).



Jane Jamieson





## A message from one of our donors, **NORAD**

The international community continues to face ceaseless challenges brought on by the ongoing COVID-19 pandemic and climate change. Our collective response to these crises will be critical in our continued mission of eradicating poverty and boosting prosperity through equitable and sustainable development.

The World Bank Group has committed to this mission by implementing the Green, Resilient, and Inclusive Development (GRID) approach, and through the alignment of its financing flows with the objectives of the Paris Agreement. Achievement of these goals will rely heavily on the continued support of low-carbon and climate-resilient development pathways for client countries.

Large investment gaps in sustainable infrastructure services including access to water, electricity, and roads will require significant collaboration between governments and the private sector. The public sector alone will not be able to raise the required capital and, as such, the private sector will play an important role in the funding, building, and operating of projects. However, this involvement will require lasting political commitment due to the long-term nature of these investments. The private sector will also need predictability to invest and manage risk, which can be achieved through the development and application of strong regulatory frameworks and rules-based implementation.

PPIAF continues to play an integral part in attracting this necessary private capital to invest in and provide fundamental infrastructure services through their work and contributions to the critical up-stream and enabling environment that have been important for much-needed private capital mobilization. PPIAF has also played an important role in advancing the integration of climate resiliency and environmental

sustainability principles in infrastructure. The continued collaboration between PPIAF and the public sector to mobilize commercial capital will be critical to ramping up climate adaptation support to partner countries, closing the global climate financing gap, and ultimately supporting the World Bank Group's goals of a just transition.

To aid in these efforts, NORAD has provided consistent donor support to PPIAF since the facility was established in 1999. In recent years, the facility has expanded its focus on private sector participation in infrastructure services, and as such, PPIAF's work has become increasingly relevant for NORAD. Additionally, infrastructure and renewable energy, particularly due to Norway's own vast energy resources, have been key sectors for us for many years. As PPIAF has a strong focus on public-private partnerships (PPPs) to mobilize investments often associated with renewable energy infrastructure projects, their efforts are well aligned with Norway's priorities.

With this in mind, NORAD is focused on accelerating PPI within the energy sector and reducing risks in associated PPI programs. To achieve these goals and transition to a Paris Agreement-aligned future, large investments in clean energy, particularly within EMDEs will need to be scaled rapidly. However, already-high capital costs in EMDEs due to high political and commercial risks can further increase and inhibit private investments in infrastructure.

PPIAF works to address barriers associated with PPI, particularly within EMDE countries, by providing knowledge and technical assistance to partner countries. Though, the larger challenge for PPIAF is to ensure that this guidance is properly implemented. Such work has been successfully executed in Sub-Saharan Africa where PPIAF contributed to the achievement of Sustainable Development Goal 7,

provision of clean energy access to all, by providing knowledge and capacity building to recipient governments and technical assistance related to implement an enabling environment to mobilize private capital in off-grid renewable energy projects. This imperative work is an ongoing effort and in order for PPIAF to continue to be relevant it is important to support reforms, improve the enabling environment, and promote innovation and market development at the local level. More attention is needed to improve access to clean cooking fuels and technologies, to expand the use of renewable energy beyond the electricity sector, and to increase electrification in Sub-Saharan Africa—and PPIAF can have an important role to play.

To continue the successful enablement of PPI, PPIAF can address the use of more blended finance solutions to support policy-makers, donors, and the private sector to design and deploy public finance interventions to crowd-in private sector investment and commercial financial institutions more effectively. To this end, NORAD has recently introduced a new guarantee and risk premium support mechanism to reduce risk and lower capital costs in renewable energy projects. As part of the World Bank Group, PPIAF can also provide valuable knowledge and input to support the Bank's infrastructure investments. PPIAF is working closely with other funds in the Bank, like the Energy Sector Management Assistance Program (ESMAP), also supported by NORAD to achieve universal energy access. Through this type of continued collaboration, PPIAF, a relatively small fund, can have a much larger impact.

*Jannike Berg is a Senior Adviser in the Energy Section of the Norwegian Agency for Development Cooperation (NORAD)'s Department for Climate and Environment*



# A message from one of our beneficiaries, the ECOWAS Commission

The Economic Community of West African States (ECOWAS) has recently developed their 25-year Infrastructure Development Master Plan spanning 2020 to 2045, which will require approximately \$131 billion to serve as a catalyst towards the attainment of the Regional Integration Agenda of ECOWAS and fully implement the pipeline of ambitious regional flagship projects. About 50 percent of the financing requirement is expected to be sourced through private financing mechanisms, which will need the right legal and institutional arrangements at the regional level. Though most of the 15 ECOWAS member states have national-level policies or laws, these are not applicable to regional PPP projects as a result of jurisdictional limitations.

Consequently, the support from PPIAF for the preparation of an ECOWAS Policy and Operational Guidelines to identify, procure, govern, and monitor

public and private financing arrangements for regional PPP projects was both critical and timely. PPIAF supported ECOWAS in successfully identifying and addressing key impediments associated with regional projects by assessing both regional and country members' current PPP frameworks and instituting, for the first time, a tailored regional PPP framework. This also constitutes the first multi-country PPP framework of its kind in Africa.

Intensive capacity building support was also provided to over 150 relevant officials from the sector agencies (transport, energy, water & ICT) and national PPP agencies and sector ministries to strengthen their capabilities, creating a critical mass of trained PPP professionals at both the national and regional levels with preparation and execution knowledge to represent their respective governments in implementing projects through the PPP procurement method. The ECOWAS Commission is confident the new regional PPP framework will facilitate the increased use of PPPs for delivering regional infrastructure and public services, ultimately contributing to the continued growth and development of the ECOWAS region. Furthermore, the harmonized framework, which emphasizes regional infrastructure projects in the sectors prioritized by the Master Plan (i.e., transport, energy, telecommunications & digital, and water resources), will benefit all 15 member countries.

However, more work in the ECOWAS region is required, in particular due to recent shifts in institutional and governmental priorities related to the COVID-19 pandemic, associated inflation resulting from world economic issues, and stability concerns in the region. To ensure the goals set forth in the Master Plan are met, key challenges, particularly with regard to incentivizing private sector participation, will need to be addressed. These include issues such as the high-risk

ratings associated with some ECOWAS governments, the continued growth of both the public and private sector's capacity to ensure commercial and financial close, the excessive delays to procurement and disbursement timelines associated with internal bureaucracies, and the stability and security of the Sahel region, which has already impacted the preparation and execution of PPP projects.

Despite these concerns, the ECOWAS Commission is confident that through our longstanding partnership with PPIAF, we will continue to work toward de-risking projects and accelerate PPP program development and implementation through PPI within the region. As 2023 ushers in the new five-year PPIAF Renew Strategy, the Commission sees significant opportunities for further synergistic collaboration with PPIAF through the ongoing preparation and establishment of a regional PPP pipeline aligned with the Master Plan that results in the piloting of at least two regional projects using the new Regional PPP Policy and Guidelines.

In tandem with working towards regional PPP project procurements, PPIAF's support will also be critical in the sustained review and development of ECOWAS Member States' PPP laws in line with the updated regional policies and relevant emerging trends. The development of specific instruments will also be pertinent for de-risking projects and boosting the region's credit rating around infrastructure projects.

This support should be coupled with additional trainings that focus on building the technical capacity of sector directorates and regional institutions, especially the ECOWAS Project Preparation and Development Unit, to properly employ project financing mechanisms and provide transaction advisory services. The capacity of the private sector will also need to be strengthened as it works to implement the new

ECOWAS Policy and Guidelines for PPP Procurement with particular emphasis on their envisaged role in providing insurance guarantees, infrastructure related financing, and equity contributions.

Ultimately, the ECOWAS Commission envisions the creation of a harmonized regional platform that brings together relevant insurance, banking, and pension fund executives along with ECOWAS personnel, consultants, and representatives from the member states' Ministries of Finance to analyze the infrastructure sector-required investment, its credit enhancement needs, and the current regional capabilities. Such a platform will also work to identify possibilities for cooperation among private financiers to support the development of infrastructure projects in the region. This vision is only possible with PPIAF's continued cooperation to ultimately best position the region to deliver on PPP infrastructure projects necessary for further development and prosperity within the region. We look forward to working towards these objectives with PPIAF in the years to come.

*Chris Appiah is the Ag. Director of Transport for the ECOWAS Commission in Abuja, Nigeria Department of Infrastructure, Energy & Digitalization*





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# OVERVIEW





# A YEAR OF TRANSITION

PPIAF is unique among developmental facilities in that it builds operating frameworks and public sector capacity to promote PPI. Through grant financing for technical assistance and knowledge dissemination, PPIAF has contributed to the fulfillment of infrastructure strategies at both the national and subnational levels. As a result, PPIAF promotes investment in sustainable infrastructure, assists subnational entities in becoming creditworthy without sovereign guarantees, and makes valuable contributions to building knowledge and capacity so governments can better work with the private sector.

The fiscal year 2022 marks the end of PPIAF's five-year *Critical Upstream Strategy, FY18–FY22*. Under that approach, PPIAF played a long game in infrastructure development—we worked to build institutions and the enabling environment to create an ecosystem that encouraged governments to develop bankable infrastructure projects.


During the strategy period, FY18–22, PPIAF funded more than 280 activities with a total grant value of \$68 million. In FY22 alone, 58 activities were approved with a total value of \$15.6 million and an average

PPIAF grant size of \$270,000. Of this amount, \$14 million financed technical assistance programs in low- and middle-income countries, and \$1.5 million was allocated for global knowledge products designed to encourage private sector participation (PSP) in infrastructure projects.

FY 2023 ushers in the beginning of PPIAF *Renew Strategy, FY22–FY27*. The new strategy comes at a time of unprecedented challenges to the global economy in view of Russia's invasion of Ukraine, the global energy crisis, and post-pandemic recovery. In developing this strategy, PPIAF took a forward look at infrastructure investment and PSP considering key trends and the most significant challenges—such as a changing climate and increasing government debt—and opportunities, including the potential for technology and digitalization to “leapfrog” to new service models and new innovative sources of finance. With this context in mind, together with lessons learned from the previous strategy period, PPIAF developed the following four fronts of action to serve as guiding pillars to accelerate the availability of resilient, affordable, and inclusive infrastructure services by improving the enabling environment for PPI.


## Outcome realization reviews of project during this strategy period show strong results:

 **7,500+**  
government officials received training on PPP tools and practices

 **\$9.4 billion**  
mobilized for national and subnational infrastructure projects

 **290 institutions**  
strengthened PPI capacity

 **21 countries**  
developed infrastructure PPP pipelines

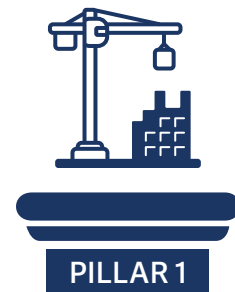
 **558 subnational entities**  
improved capacity to leverage finance without sovereign guarantees or/and strengthened creditworthiness

 **54 countries**  
and regional entities, such as ECOWAS, achieved consensus leading to PPP and market-creation sectoral reforms

# Implementing the Guiding Principles

## The Four Pillars

Throughout the report, we highlight where activities and initiatives have already begun to implement the guiding principles within the FY23–FY27 Renew Strategy. Through the continued implementation and achievement of these four pillars, PPIAF aims to push further into the downstream to strengthen PCM efforts, while maintaining its core mandate of supporting upstream policy and program development. PPIAF will employ lessons from past experiences, increase selectivity, and deploy new implementation modalities that will accelerate the conversion of our results into downstream investments in sustainable and equitable infrastructure.



### Improving competition, efficiency, and accountability in infrastructure

is driven first and foremost by the need to provide universal access to infrastructure and increase consumer welfare. This will be achieved via greater affordability made possible by increased market competition and the continued adoption of novel technology and digitalization both within network infrastructure and off-grid. To accomplish the goals set forth under Pillar 1, PPIAF will promote competition through offering integrative policy and planning support to create markets and providing tools to encourage PPI, ultimately leading to both increased efficiency and affordability. Sustainable development will also be prioritized via Private Capital Mobilization (PCM) for low-carbon growth, underpinned by the World Bank's [Just Transition for All](#) initiative.



### Accelerating PPI program development and implementation

was developed based on key trends observed over the previous strategy period on the evolution of PPP programs, with particular regard to nascent versus mature markets. As such, under Pillar 2, PPIAF will continue to support governments to create the building blocks for successful PPP projects and programs, particularly tailoring initiatives to the level of market maturity. The aim is to accelerate the “conversion rate” of initiatives into capital mobilization and better infrastructure services by tailoring support to build frameworks, capacity, and institutions to deliver projects and mobilize private capital.



### Reducing risks in PPI programs and increasing creditworthiness of public counterparties

builds on the efforts of Pillar 2 while also addressing the key trends observed with respect to debt, worsened by the pandemic, as well as funding and financing. To address the risks arising from high debt burdens and low creditworthiness of public contracting parties, PPIAF acknowledges that it will need to be instrumental in developing PPP debt sustainability through guidance in good project selection, procurement, and oversight while also building capacity on available financing instruments and novel sources of funding. The reform of state-owned enterprises (SOEs) and subnational governments will also be critical to best achieve financial equilibrium and PCM. Ultimately, PPIAF will aim to reduce project risk by optimizing and diversifying the use of government and International Finance Institution (IFI) funding sources to stimulate long-term, local currency financing via the mobilization of sustainable finance for infrastructure.



### Mainstreaming resiliency, equity, and climate co-benefits

is bolstered by the imperative need to increase both climate resiliency and gender equity in privately delivered infrastructure, particularly within fragile countries. Key trends indicate that bankability will be increasingly defined by resilience and sustainability. Accordingly, PPIAF will continue its efforts to mainstream climate mitigation and adaptation principles within its portfolio to meet policy targets as it has done in previous years through the Climate Resiliency and Environmental Sustainability Technical Advisory (CREST). As such, collaboration with industry to explore standard setting for environmental sustainability, climate resiliency and associated financing will be imperative. Concurrently, PPIAF will aim to incentivize gender equity within PPP governance structure, project design, and capacity building.



# KEY ACCOMPLISHMENTS

## Building Stronger Institutions to Deliver PPPs



Building on more than 20 years of experience supporting countries to establish the enabling environment for PPI, PPIAF and the World Bank developed a framework program to better understand the drivers of success for PPP programs and how development partners can best provide support to national governments to establish and build their PPP programs.

The global analysis under the program undertook (i) an analysis and research to identify critical factors for success and failure of PPP programs and ii) a review of tools, resources, and technical assistance provided to develop PPP institutions. Critical factors for successful PPP institutions and programs were identified along with ways to help countries build their national PPP programs. While there is no one-size-fits-all solution that will guarantee success, and the drivers of success for PPP programs are complex and multifaceted, the analysis identified important lessons. Capacity of institutions is a key factor driving the effectiveness of both PPP institutions and the broader government to prepare, implement, and manage PPPs. Legal and institutional frameworks should also be designed to address specific PPP program roadblocks and approaches need to be

tailored for the level of capacity and maturity of the specific country. The findings have been grouped into five key themes: capacity building, legal and institutional frameworks, project preparation, funding and financing, and contract management. These findings have been translated into practices notes around the five themes, complemented with a note that maps tools and products utilized to provide PPP institutional support reviewed as part of the research (<https://ppiaf.org/documents/6116>).

The PPP Institutions Program demonstrated that effective institutional PPP support must be meticulously tailored to a country's context. Therefore, while ongoing and past engagements have helped understand implementation and delivery approaches, the program is also providing comprehensive institutional building support to selected countries funded by PPIAF including:

**In Kenya**, drawing from lessons in PPIAF's programmatic support, the government was successful in bringing a complex project to market (with a 30-year contract, estimated at \$1.6 billion) that required strong stakeholder and market engagement and a project structure that attracted internationally reputable

sponsors. Indeed, PPIAF provided a series of grants towards development and operationalization of the PPP program. Key support areas include a policy basis for the PPP legal framework, guidance in development of the PPP institutional architecture, establishment of the PPP program, delivery of extensive capacity building activities, creation of the PPP pipeline and Project Facilitation Fund, developing PPP guidelines, and development of the PPP disclosure portal. Recent support has strengthened the capacity of government to manage fiscal commitments and contingent liabilities associated with their PPP program.

**In Senegal**, under a programmatic approach to support the implementation of a successful PPP program, PPIAF (i) supported the development of the PPP framework, and (ii) enabled the development of an initial pipeline of PPP projects under the new PPP framework and setting out an action plan for taking those projects forward as well-prepared PPPs, and (iii) provided detailed institutional design and piloting to ensure the proper implementation of the PPP framework. As a result of this first support, a new PPP law was passed in March 2021, establishing high-level principles for the PPP program and an implementing decree was signed in October 2022 to provide more

detail on the processes set out under the law. Under the new framework, a pipeline of 14 projects in a range of sectors has been developed by the Directorate of Financing and Public-Private Partnerships (DFPPP) and the preparation of first-mover PPP projects is now underway. A second PPIAF grant has been mobilized to further operationalize the new PPP framework.

**In Pakistan**, PPIAF has been supporting the government to strengthen the enabling environment for the mobilization of private sector investment into infrastructure. The support addressed challenges across the PPP ecosystem, including project identification and prioritization, government support mechanisms and fiscal commitments and contingent liabilities (FCCL) management, as well as incorporating climate change considerations in project identification and access to climate finance. In addition to advisory and technical support and knowledge sharing in these areas, important capacity building was undertaken. Following the completion of this technical assistance, PPIAF is committed to provide additional funding to help advance work on setting up an infrastructure development fund to support PCM, as well as capacity building activities.





# Supporting Governments Through a Time of Crisis

As the pandemic hit in March 2020, it was clear that countries would face much uncertainty in relation to their operational PPP projects and those under preparation. PPIAF therefore set up the COVID-19 Rapid Response Umbrella in order to mobilize resources in an agile manner and thereby enabling client countries to diagnose risks and find the best available solutions to mitigate the impacts of COVID-19. The program provided technical assistance to nine countries, rapidly deploying support to assess the impact of COVID-19 on their PPP projects and programs and providing international benchmarking and best practice.

In Peru, the program supported the government to develop guidelines on how to deal with the impact of COVID-19 on the \$38.5 billion of PPPs in operation. As a result, the Ministry of Economy and Finance issued the guidelines on *“The State’s response to the COVID-19 Pandemic’s Potential Impact on Public Private Partnerships,”* and it provided the framework for dealing with infrastructure PPP projects experiencing distress and service interruptions.

A very timely and innovative engagement in Haiti included support that prioritized PPP renewable energy projects—critical for the fast implementation of energy supply to support healthcare service delivery in an extremely challenging and fast changing environment. The most significant impact was the creation of the build-operate-adjust-transfer (BOAT) approach that was developed to aid in the urgent health crisis and has already been applied in the procurement of solar PV and battery storage systems for five large rural hospitals in Haiti.

As the pandemic evolved, the program captured real-time lessons learned through a series of [practice notes](#) on the impact of COVID-19 on operational PPPs and projects and programs under procurement. These notes: i) share global evidence gathered under the program; ii) present lessons from a stock-take of 38 developed and developing country PPP market responses to the pandemic; and iii) draw lessons on how to increase the resilience of PPPs to global crises.

The response by PPP markets to the COVID-19 pandemic have provided lessons to help build the resilience of PPP projects and programs in the future. While projects were massively impacted and procurement almost ground to a halt early in the pandemic, the lack of outright cancellations (none were reported in the country stock take) indicate that PPPs have proved relatively robust and flexible during the pandemic. A few notable projects, such as the Sofia Vrazgdebna Airport Concession (\$1 billion), did reach financial close despite the pandemic. Government responses to the pandemic varied widely, often depending on the size of their programs, ranging from national guidance on the treatment of COVID-19 in PPPs—such as in the United Kingdom and India—to sector-specific guidance, e.g., in the Colombia road sector. In many cases the projects hardest hit were those already in distress, highlighting the need for a systematic approach to assess the impact of COVID-19 versus other issues associated with projects. The Partnership ‘P’ in PPPs proved to be the most critical as in most cases governments and investors chose to work together to find a solution to keep services running rather than resort to arbitration and contractual measures. This highlights the importance of having the capacity to make these types of assessments and work through them throughout the project life cycle.

# Enabling Subnational Entities to Develop Bankable and Sustainable Infrastructure

PPIAF’s Subnational Technical Assistance (SNTA) program provides grant funding to help municipalities and state-owned utilities gain the experience, knowledge, and skills necessary to borrow on commercial terms for sustainable infrastructure projects. It helps subnational entities develop bankable infrastructure projects, strengthen financial management systems, and build creditworthiness. Since its launch in 2007, PPIAF’s SNTA program has provided \$42.5 million in funding for 170 activities.

The SNTA program has recently supported a global initiative aimed at improving access to private investment for water service providers to enhance water supply and sanitation (WSS) services. The activities included an assessment on the potential for private capital mobilization (PCM) into WSS programs as well as the design of private financing arrangements for countries with the greatest opportunity for PCM. Under this program, PPIAF supported six knowledge products and country assessments in Uganda, Peru, Somalia, and Kenya, totaling \$990,000.

In Uganda specifically, this SNTA initiative facilitated the technical and financial review for the National Water and Sewerage Corporation (NWSC) to enable the corporation to access the domestic capital finance market. This resulted in the corporation being able to access a 140 billion Ugandan shilling loan in the local market, equivalent to almost \$40 million or roughly one-third of the NWSC annual investment plan.



In Colombia, the SNTA program was utilized to engage private stakeholders in the sustainable development of areas surrounding mass transit stations. This assistance supported

the design of a transaction model that leveraged the development of both the Bogota Metro Line 1 and RegioTram to combine private investment with land value capture (LVC) tools and transform the declining downtown area. The study also identified institutional, contractual, and regulatory barriers to the viability of the transaction model and resulted in recommendations on LVC regulations. The lessons from this study will be directly implemented during the land purchasing for Bogota’s Metro Line 2, which will soon start its technical and financial structuring.

In Cameroon, SNTA funds were implemented to strengthen the financial viability of Port Automone de Douala (PAD) to enable access to non-sovereign lending from development partners and commercial financing. Specific tasks included the assessment of the PAD’s debt and the associated debt environment of Cameroon as well as its shadow credit rating. The analyses resulted in recommendations for a financial recovery plan and corporate governance structure to improve the financial sustainability of the PAD. Six key drivers have been identified and include: (i) the sustainable development of shipping and freight traffic; (ii) the stability and growth of operating cash flow; (iii) a realistic and efficient approach to the investment plan; (iv) debt rationalization; (v) the clarification and stabilization of the financial relationship with the government; and (vi) the establishment of long-term financing.



# Integrating climate mitigation and resilience into PPPs

## Climate Toolkits for Infrastructure PPPs



Climate risk and opportunity screening, particularly at the earliest stages of planning, design, and preparation, is needed not only to ensure infrastructure investments are sustainable and resilient to shocks, but also for the transformation and longevity of PPP investments, given their lengthy contract durations. However, much of the screening for climate adaptation and mitigation risks and prospects is done in an “ad hoc” manner. Indeed, PPIAF’s internal review of climate risk and opportunity screening approaches confirm they include a wide range of—sometimes inconsistent—evaluative criteria and methods that partially cover infrastructure sectors and almost always exclude considerations relevant to private sector investors\*.

To address this in FY22, the PPIAF teamed up with the Global Infrastructure Facility (GIF) and IFC Transaction Advisory Services to release a novel knowledge product, the “Climate Toolkits for Infrastructure PPPs (CTIP3): How to embed climate mitigation and adaptation within infrastructure PPP projects.” An umbrella toolkit focused on cross-cutting application, the CTIP3 is valid for all infrastructure sectors and is designed with the objective of enabling public officials and their advisors to screen potential PPP projects for climate change adaptation and mitigation risks and opportunities. The toolkit includes guidelines, checklists, recommended resources, and decision tree evaluative questions to enable them to immediately embed climate mitigation and adaptation considerations and facilitate increased private sector investment in sustainable infrastructure. The umbrella CTIP3 will be followed up with sector-specific toolkits for the energy, water and sanitation, digital, and transportation sectors that are currently in the works for FY23. By providing more targeted guidance to sectors strategic to emerging market countries, these toolkits will help low-carbon and resilient infrastructure to become an asset class and attract investor interest.

Towards this end, PPIAF has been piloting the umbrella CTIP3 in several countries, including Cabo Verde, Angola, India, Guinea Bissau, Egypt, Mozambique, Nigeria, and Ghana, and has been applying it to frame strategic activities, including the “Turkey Climate Adaptation Pilot” aimed at boosting the climate resilience of the PPP infrastructure pipeline of Turkey and supporting access to green finance. In tandem, PPIAF has implemented an intense dissemination of the umbrella CTIP3 including a workshop that attracted 50 PPP practitioners from 19 PPP agencies across 14 EMDE countries. Conference papers as well as panel discussions and workshops at the ICONHIC Conference have also been delivered. Most recently, the CTIP3 was showcased at a panel discussion and practitioners workshop at the COP27 which was held at Sharm-El Sheikh, Egypt in FY23.

Overall, the CTIP3 seeks to fill the gap in knowledge in planning for climate risks and opportunities in PPP infrastructure projects in EMDE countries. While other toolkits and guidelines provide theoretical guidance or are focused only on certain phases of PPP planning, the CTIP3 includes tools designed for practical use by PPP practitioners that systematically correspond to the typical phases of a PPP project, including selection, appraisal, design, structuring, contract preparation, and tendering. This integrated approach mainstreams climate and biodiversity considerations in every phase of climate-smart PPPs. It also directly addresses an important goal under Pillar 4 of PPIAF’s 2023–2027 Renew Strategy objective—to integrate climate more deeply as a cross-cutting issue.

Access the toolkits here:  
[openknowledge.worldbank.org/handle/10986/37287](https://openknowledge.worldbank.org/handle/10986/37287)

\* With some exceptions such as the Inter-American Development Bank’s Climate Resilient Public-Private Partnerships: A Toolkit for Decision Makers.



# Country Assessment of PPIAF Impact in Rwanda

Every year, PPIAF's Technical Advisory Panel (TAP) conducts country assessments—in-depth reviews of PPIAF's assistance in a given country. Impact assessments explore the links between the outcomes achieved over time by a country in delivering infrastructure services through private participation and PPIAF technical assistance. This involves defining the key critical success or failure factors of the country, and mapping— within these contexts—PPIAF's support in terms of the achieved results. This year's country assessment was carried out in Rwanda.

Since 2001, PPIAF has been actively involved in Rwanda. PPIAF has supported 12 technical assistance activities in the country with total expenditures of approximately \$2.8 million. The sectoral profile of expenditures includes multi-sector (30 percent), transportation (9 percent), energy (14 percent), water and sanitation (37 percent), and telecommunications (9 percent). Furthermore, PPIAF is currently working with the Ministry of Infrastructure and the Rwanda Environment Management Authority to review and identify potential PSP opportunities in municipal solid waste management . This activity, approved in FY22, is expected to close in FY24.

The government of Rwanda has placed a long-standing strategic priority on infrastructure enhancement, privatization and restructuring of SOEs, and on the use of PSP in specific project delivery. PPIAF-supported activities were in line with these strategic priorities through initiatives such as country PPP framework development and program diagnostic reports as well as through programs aimed at reforming and restructuring public entities in the energy and water sectors. Overall, TAP concluded that PPIAF support in Rwanda has been relevant, efficient, and effective, and has helped Rwanda to develop an environment that promotes PPPs/PSP.

The government of Rwanda's initial commitment to use PSP in infrastructure delivery was reflected in the National Public Investment Policy adopted in 2008 and in the release of a PPP handbook by the Ministry of Finance and Economic Planning, but the PPP law

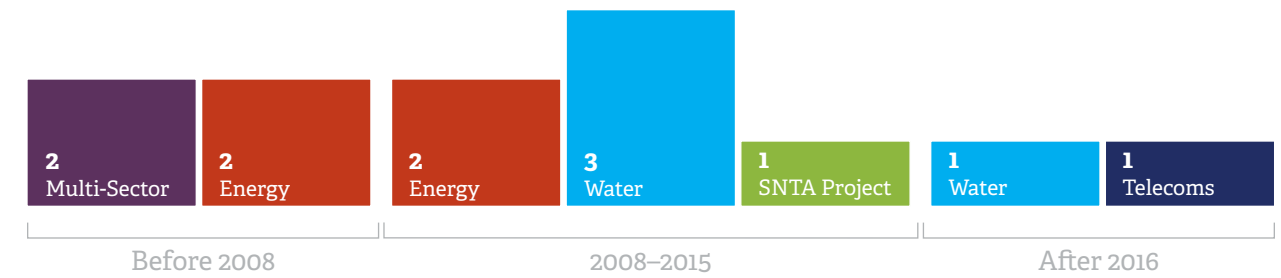
was not enacted until 2016. Before 2008, PPIAF supported two multi-sector and two energy sector activities; between 2008 and 2015, support was provided for two energy sector, three water and sanitation sector, and one SNTA project; and, after 2016, PPIAF has supported an additional water and sanitation sector activity and an activity in the telecommunications sector.

At the **multi-sector** level, PPIAF has supported several activities that reinforce Rwanda's strategic priorities, starting with the Country Framework Report in 2003; a follow-up conference in 2004; two diagnostics of electricity generation investments in 2011 and 2014; a program to reform and restructure the main Rwanda energy and water/sanitation utility; and a program diagnostic of the PPP initiative in the PPP Program Support activity in 2016–18. Although PPIAF support to the enabling environment was highly relevant and in line with Rwanda's priorities, the TAP determined that the new law's application in terms of capacity, impact, and project-specific development has been limited.

PPIAF support to the **water** sector has been highly relevant. PPIAF's initial support was key to restructuring the Water and Sanitation Corporation Ltd. (WASAC)—formerly the Energy, Water, and Sanitation Authority (EWASA)—and the subsequent creation of two separate entities for water and energy. The second phase of assistance supported the preparation of a business and investment plan necessary for the development of WASAC, which was established in 2014. The activity also provided training to government officials, contributing to the effective oversight and management of the ambitious Kigali Bulk Water Supply project that reached financial close in 2017. The Kigali plant is a pilot \$61 million water concession implemented by the Dubai-based Metito Group, an international water management company active in emerging markets. It involves extracting groundwater from the south bank of the Nyabarongo River, building and operating the plant, and supplying 40 million liters of potable water per day to the government-owned water utility, which distributes it to end users to help meet the water demands of Kigali's expanding population

Photo by Metito

PPIAF supported sector activities



of households and businesses. PPIAF's support has been critical to improve the operational and financial performance of EWSA, to mitigate off-taker risk and to ensure that water from the projects is efficiently and cost-effectively delivered to customers.

PPIAF also supported two activities designed to improve the regulatory environment in the **energy** sector and the cost-effectiveness and creditworthiness of the IPPs. The Energy Utility Corporation Limited (EUCL) has conformed to the PPIAF-proposed legislation and has created a PPP unit within the utility. Over the past decade, the financial performance of the EUCL has improved, but the current tariff structure remains inadequate to generate normal returns.

In the **telecommunications** sector, PPIAF's efforts to restructure the broadband market and achieve sustainability have been effective. The joint venture between the government and Korea Telecom shows signs of improved performance, but further adjustments to the market are expected.

In the **transport** sector, the only PPIAF involvement is associated with the redevelopment of the Kigali Bus Terminal, which is unrelated to any broad govern-

mental strategic objectives. The analysis of financing options for the redevelopment of the bus terminal proved to be effective as it informed a decision not to proceed with a project based solely upon commercial financing.

It should be noted that in terms of **sustainability**, the government's use of PPPs, though limited to date, has increased the availability and sustainability of infrastructure. The PPP contractual arrangements used incorporate long-term asset management and rehabilitation.

Overall, PPIAF support in Rwanda was highly relevant, efficient, effective, and impactful. In close alignment with PPIAF's recommendations, the government enacted the PPP law in 2016 and related PPP Guidelines in 2018. While the new enabling framework was under implementation, the Kigali Bulk Water Supply Project reached financial close, incorporating many of the new requirements of the PPP law and guidelines, including a transparent and competitive procurement process. Although there is still room for improvement, Rwanda now has a robust enabling framework that provides a strong basis in the continued achievement of its development goals.



2

REVIEW  
OF FY22

# HIGHLIGHTS OF FY22

Since its inception, PPIAF has funded **1,678 activities in 240 countries.**

**Global & Cross Regional**  
247 Activities

**Europe & Central Asia (ECA)**  
131 Country Activities  
22 Regional Activities

**Middle East & North Africa (MENA)**  
93 Country Activities  
19 Regional Activities

**South Asia (SAR)**  
148 Country Activities  
19 Regional Activities

**Latin America & the Caribbean (LAC)**  
151 Country Activities  
33 Regional Activities

**Sub-Saharan Africa (SSA)**  
469 Country Activities  
128 Regional Activities

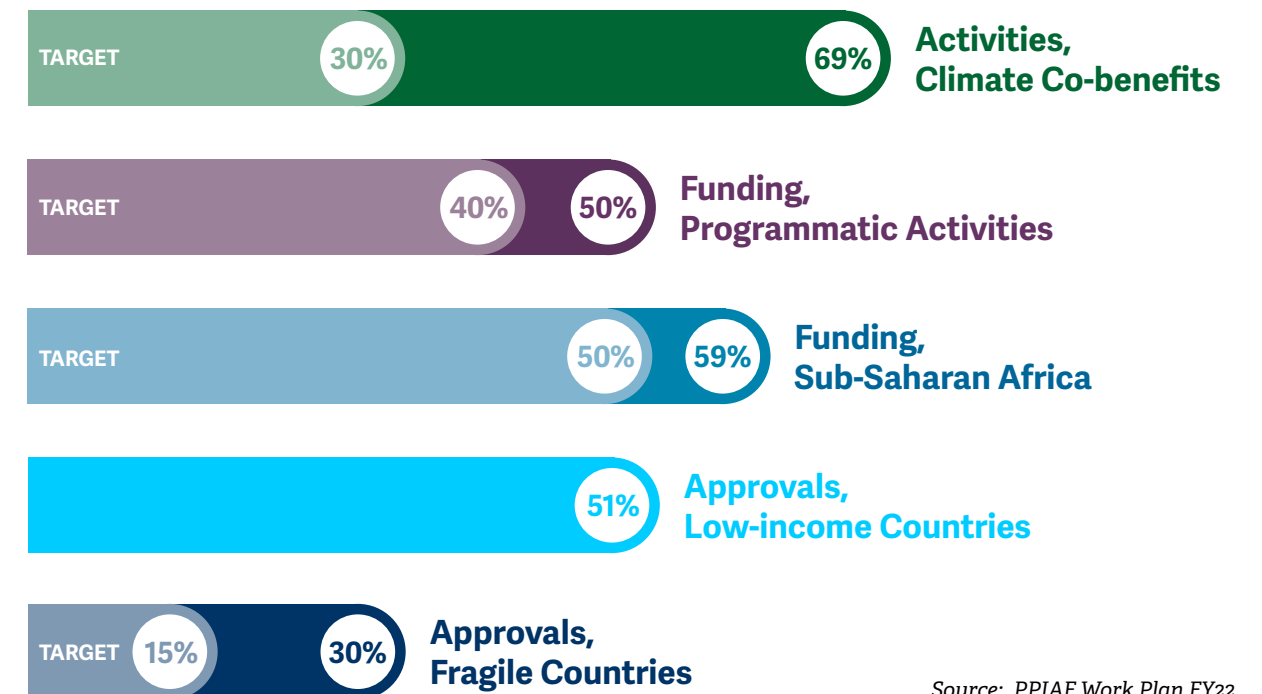
**East Asia & the Pacific (EAP)**  
199 Country Activities  
19 Regional Activities



In FY22, 58 activities were approved by PPIAF with a total value of \$15.6 million.



In FY22, PPIAF exceeded its **annual fund allocation targets.**



Source: PPIAF Work Plan FY22

## Funding Approved in Impact Countries

South Africa was the impact country to receive the most funding in FY22, with \$963,000 approved for three activities. In FY22, 59 percent of the impact countries that received funding were in Sub-Saharan Africa. Impact countries in the Latin America and Caribbean regions were the second-largest beneficiaries, accounting for approximately 14 percent of approved funding. Colombia was the second most funded impact country, receiving \$750,000 for three activities.

IMPACT COUNTRY	TOTAL AMOUNT APPROVED	NUMBER OF ACTIVITIES
Angola	\$ 320,000	1
Colombia	\$ 750,000	3
Djibouti	\$ 300,000	1
Ethiopia	\$ 400,000	1
Haiti	\$ 50,000	1
India	\$ 500,000	2
Indonesia	\$ 300,000	2
Kenya	\$ 350,800	1
Lebanon	\$ 250,000	1
Madagascar	\$ 510,000	1
Morocco	\$ 400,000	1
Nigeria	\$ 400,000	1
Peru	\$ 150,000	1
Rwanda	\$ 350,000	1
Senegal	\$ 250,000	1
Somalia	\$ 431,000	1
South Africa	\$ 963,000	3
Uganda	\$ 350,000	1
<b>Grand Total</b>	<b>\$7,024,800</b>	<b>24</b>

## PPIAF Support Channeled through Global Programs in FY22

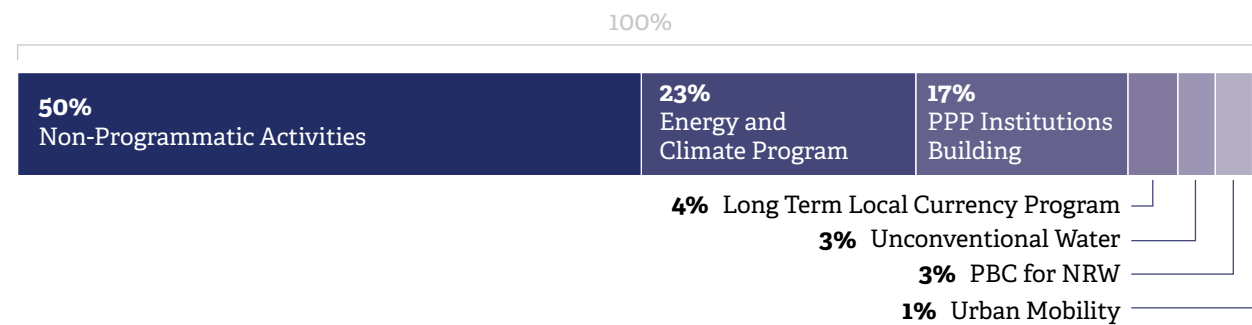
PROGRAM NAME	THEME	KEY PARTNERS (TRUST FUND)	FUNDING	CO-FUNDING
<b>Building stronger institutions to deliver better Public-Private Partnerships</b> Guided by an overarching framework that designates five milestones or key 'markers of progress,' activities supported under this program are tailored to a country's specific PPP needs and designed to help the country work towards progressing on its path to a successful PPP program.	Fragility and Low Capacity countries	World Bank's IPG Group (MDTFII)	\$2,646,800	\$464,000
<b>Unconventional Water Sources</b> Aims to improve the enabling environment for mainstreaming unconventional resources (desalination and reuse) in the water mix to increase water security and resilience and obtain greater value-for-money from desalination and reuse operations in client countries.	Sustainable Infrastructure	World Bank's Water Global Practice (SNTA)	\$400,000	\$90,000
<b>Energy and Climate Program</b> Aims to address and alleviate upstream regulatory, policy, and institutional barriers to the deployment of renewable energy and energy efficiency solutions with private sector participation.	Sustainable Infrastructure	ESMAP (CCTF)	\$3,520,000	\$4,058,500
<b>Urban Mobility Program</b> Aims to channel support complementary to that provided by the World Bank's transport group to help cities improve their institutional, financial, and regulatory frameworks to create conditions more favorable to PPPs in urban mobility — like bus rapid transit projects or metro projects.	Sustainable Infrastructure	World Bank's Transport and Digital Development Global Practices (MDTFII)	\$150,000	\$450,000
<b>Good Performance-Based Contract Practices for Non-Revenue Water Program</b> Catalyzes better practices in the market of performance-based contracts for nonrevenue water.	Sustainable Infrastructure	World Bank's Water Global Practice, International Water Association, IDB (SNTA)	\$400,000	\$223,700
<b>Long Term Local Currency Program</b> Aims to support the development of Local Capital Markets and expand Local Currency Financing for climate and infrastructure finance in key pilot countries.	Sustainable Infrastructure	World Bank's IPG Group (MDTFII)	\$700,000	\$75,000
<b>Total</b>			<b>\$7,816,800</b>	<b>\$5,361,200</b>



# PPIAF Funding Allocation in FY22

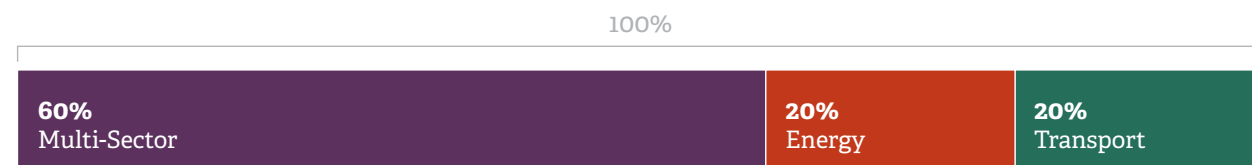
## PPIAF Support By Program

Half of PPIAF's support in FY22 was channeled through global programs. Nearly one-quarter (23 percent) of all PPIAF activities were channeled through the "Energy and Climate Program," which aims to address and alleviate upstream regulatory, policy, and institutional barriers to the deployment of renewable energy and energy efficiency solutions with PSP.



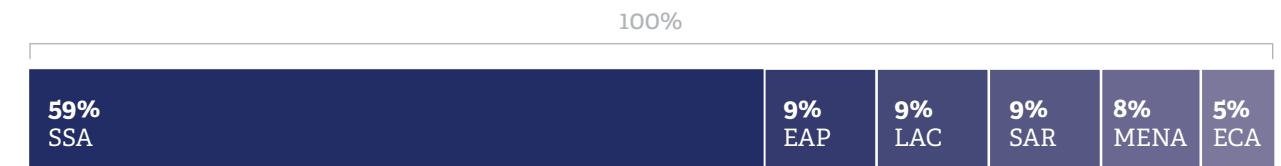
## Global Knowledge Activities by Sector

More than half of the global knowledge product funds approved by PPIAF in FY22 went towards multi-sector studies (60 percent), while the remaining 40 percent combined went towards transport and energy.



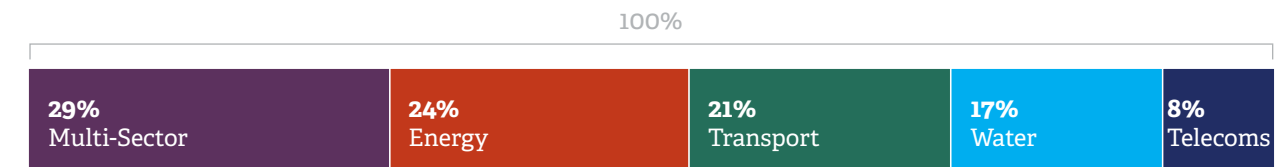
## Technical Assistance by Region\*

The Sub-Saharan Africa region received the largest share of PPIAF support (59 percent). Interestingly, this fiscal year, the distribution of funding for Technical Assistancess between regions almost exactly mirrors the distribution seen in FY21.



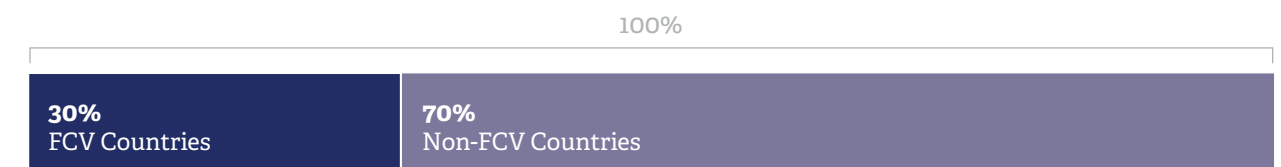
## Technical Assistance by Sector\*

The largest allocation of FY22 project funds was for multi-sector activities (29 percent). The distribution of the remaining funds closely resembles FY21 with the exception of the water sector, which grew this fiscal year by an additional 9 percent.



## Technical Assistance Approved in FCV Countries

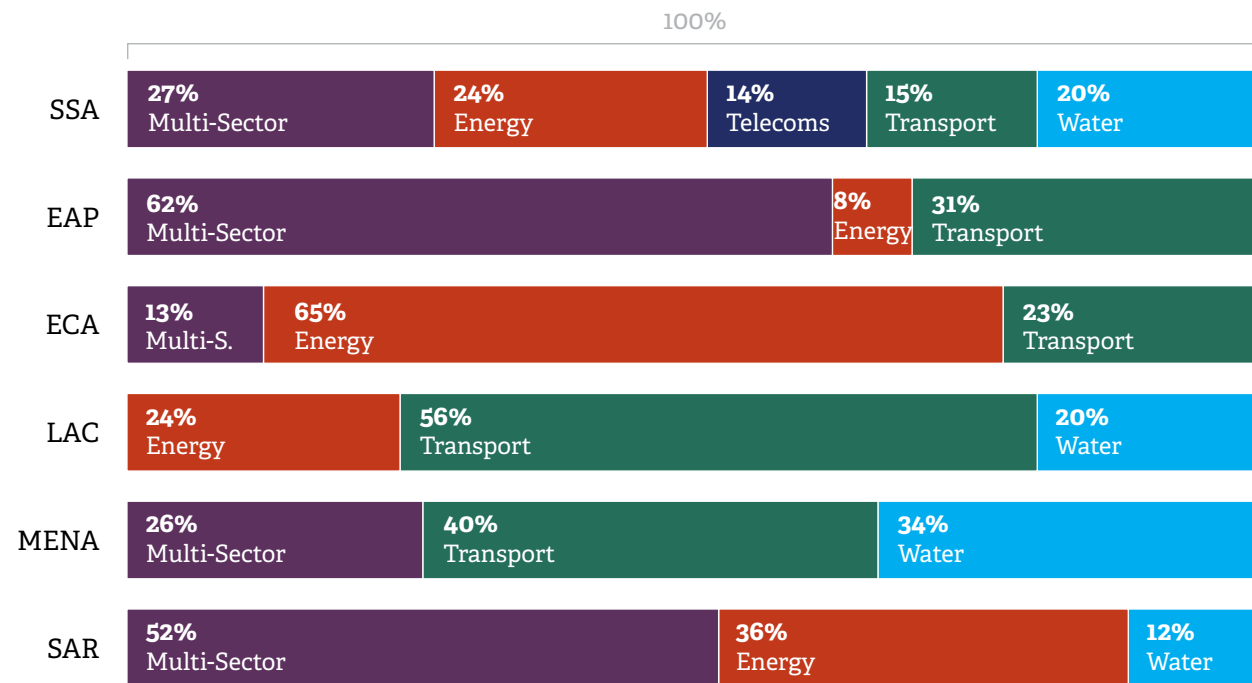
In FY22, 30 percent of funds in country-facing projects were allocated towards FCV economies, exceeding the target of 15 percent. This proportion is in line with the approval in FY21 (31 percent).



\* Due to rounding, numbers presented within this section as indicated with an asterisk may not add up precisely to 100 percent.

## Technical Assistance by Region & Sector\*

A breakdown by region and sector shows that allocation of funds to different infrastructure sectors has varied among PPIAF regions in FY22. Projects in water and sanitation were approved in four of the six regions (SSA, LAC, MENA, SAR). Projects in the energy sector and the transport sector were approved in all but one of the regions (MENA and SAR respectively). Lastly, just as in FY21, only the Africa region saw an approval of a telecommunications project.



## Technical Assistance by Region & Fiscal Year

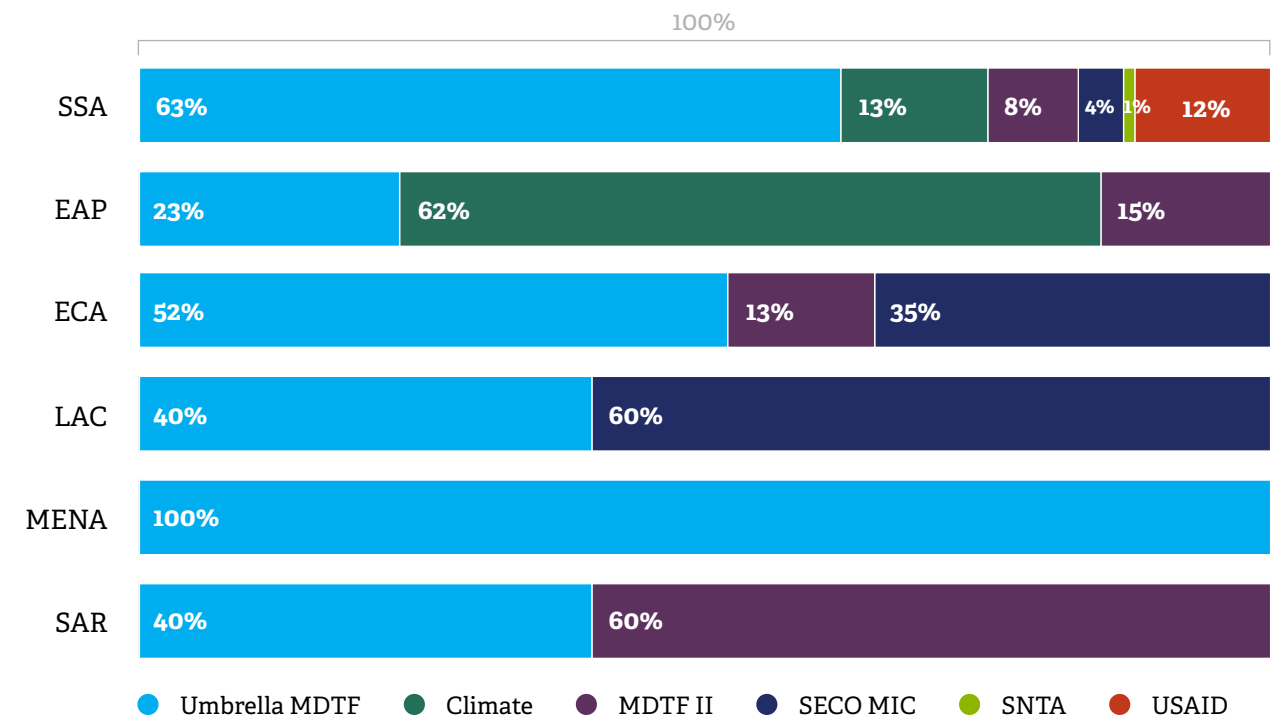
The allocation of funds by region in FY22 was essentially identical to FY21. South Asia was the only region to show slight growth between FY21 and FY22 with an increase in approvals of 1 percent, while the Middle East and North Africa region saw a 1 percent decrease in approvals from the previous year.

\* Due to rounding, numbers presented within this section as indicated with an asterisk may not add up precisely to 100 percent.

REGION	FY21	FY22	DIFFERENCE
Sub-Saharan Africa (SSA)	59%	59%	0%
East Asia and Pacific (EAP)	9%	9%	0%
Eastern Europe and Central Asia (ECA)	5%	5%	0%
Latin America and the Caribbean (LAC)	9%	9%	0%
Middle East and North Africa (MENA)	9%	8%	-1%
South Asia (SAR)	8%	9%	1%

## Technical Assistance by Trust Fund & Region\*

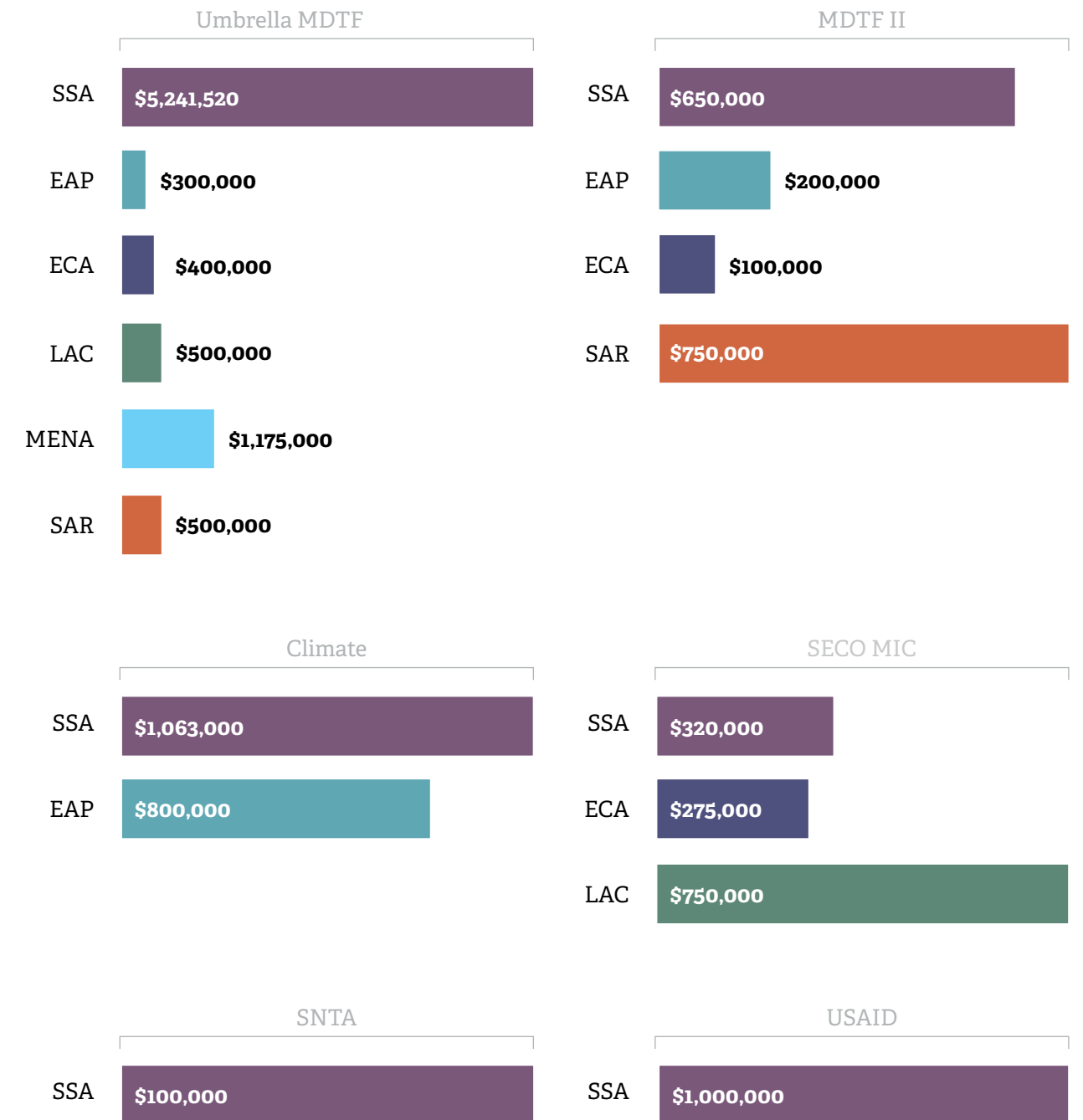
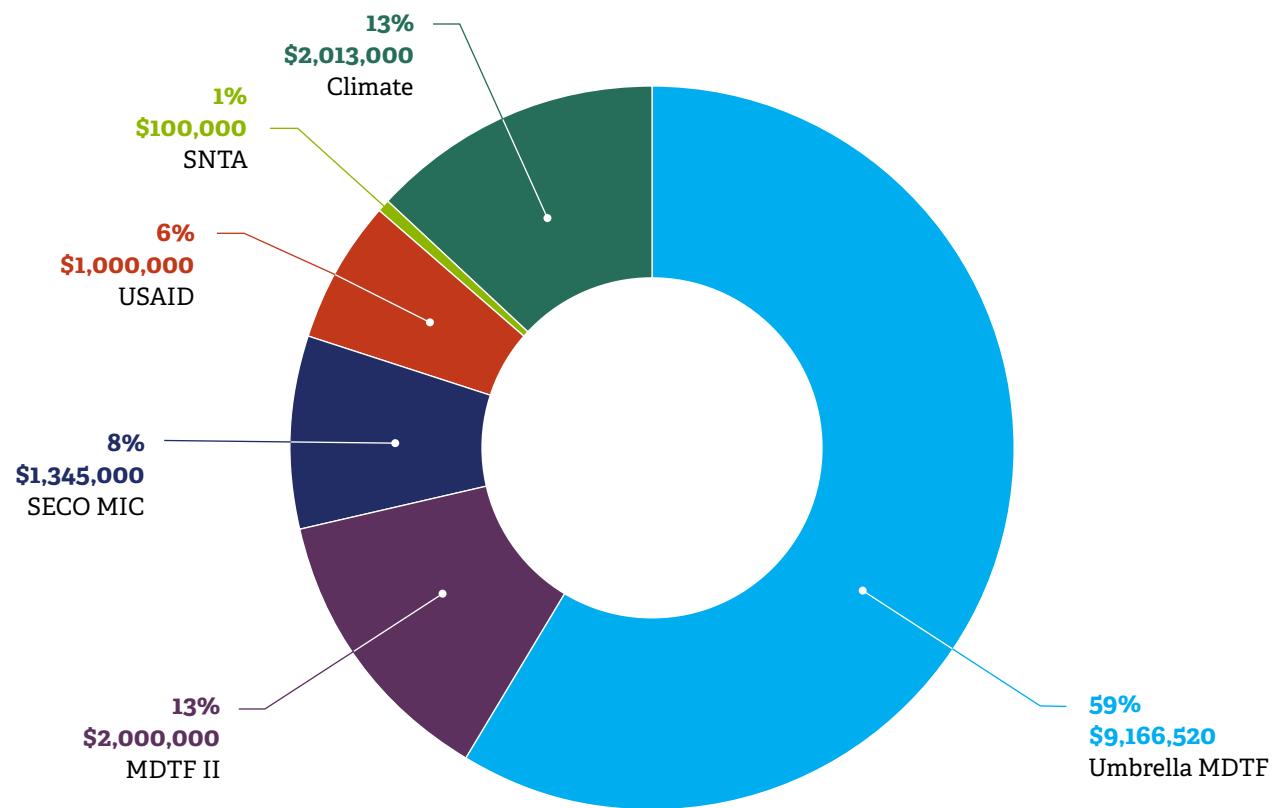
Most technical assistance in FY22 was allocated to SSA. The Umbrella MDTF provided 63 percent of funds for the region. In SAR and EAP, PPIAF provided approximately \$2.6 million in grants—close to 40 percent of this came from MDTFII, while the remaining 60 percent was split evenly between the Climate Trust Fund and the Umbrella MDTF. SECO MIC provided 60 percent of the funding for LAC, while the Umbrella MDTF provided the remaining 40 percent. In MENA, the Umbrella MDTF funded all activities.





## Technical Assistance by Trust Fund & Region

Most of the technical assistance in FY22 went towards Sub-Saharan Africa. As expected, 71 percent of funds going towards SSA came from MDTFII and the new Umbrella MDTF. Furthermore, the amount going towards SSA from MDTFII and the new Umbrella MDTF is more than the total amount (from all funds) going to any other single region.



# KNOWLEDGE PRODUCT HIGHLIGHTS

PPIAF's expansive knowledge portfolio helps governments provide more resilient and sustainable infrastructure and improve service delivery. These resources include publications and online training courses, covering topics such as municipal finance, PPP certification and disclosure, deploying private sector resources to address developmental challenges, and reducing non-revenue water. This year's resources will help governments address infrastructure-related challenges by building their knowledge in relevant areas and applying it where it is needed most.



## Digital innovation to govern and improve informal public transportation in Africa

Public transport in Sub-Saharan African cities is heavily reliant upon informal transit services, which often exhibit poor quality and management. Developed jointly by PPIAF and the World Bank's Digital Development Global Practice, this report aims to improve urban mobility in SSA through building incrementally on the existing paratransit sector. The report, informed by innovative data-driven techniques and diagnostics—such as Global Positioning System (GPS) applications, mobile technologies, and sources of big data—is based on assessments of paratransit undertaken in Gaborone, Botswana, and Maseru, Lesotho, and aims to identify short-term, practical initiatives to improve mobility in these cities through proposing recommendations in policy, regulations, infrastructure, and services in consideration of the local context.

Access the report at <https://openknowledge.worldbank.org/handle/10986/37301>



## Guidance on PPP Legal Frameworks

This guide details why a rigorous legal framework is essential in facilitating successful PPP project development, procurement, and delivery. Drawing on good practice sources and benchmarks, it provides succinct, practical guidance regarding the design and implementation of such a framework. Specifically, it provides guidance on drafting legislation, the legal basis for the establishment and authority of institutions of the broader PPP framework, the interaction between the legal framework and the wider legal system, and the incorporation of key budgetary and environmental and social (E&S) policy objectives to ensure such matters are considered at all stages of a PPP project and that PPPs align with government objectives relating to fiscal sustainability and green, resilient, and inclusive development.

Access the report at <https://ppp.worldbank.org/public-private-partnership/library/world-bank-guidance-ppp-legal-frameworks>



## Establishment and operation of strategic investment funds

Strategic investment funds (SIFs)—which are special purpose investment vehicles backed by governments or public institutions that seek a double bottom line of financial and economic returns—have gained global prominence over the past two decades as governments have increasingly used the investment fund model to further implement their policy objectives. Since 2000, more than 30 SIFs have been formed at the national level to boost economic growth through infrastructure. Particularly amidst the COVID-19 pandemic, governments have turned to sovereign investment vehicles, echoing the emergence of new SIFs in the aftermath of the global financial crisis. However, SIFs are not devoid of challenges, especially in contexts of weaker governance, inadequate rule of law, and limited financial market regulation. *The Strategic Investment Funds: Establishment and Operations* report provides guidance to policy makers considering the SIF model where little practice-based experience has been documented and disseminated.

Access the report at <https://openknowledge.worldbank.org/bitstream/handle/10986/37557/9781464818707.pdf?sequence=4>



## Saving lives through mobilizing private investment for road safety

With over 93 percent of road fatalities occurring in developing countries, they represent one of the biggest obstacles for global development and the fight against poverty. The impacts of road traffic crashes can cost low- and middle-income countries up to 6 percent of their GDP and often result in additional costs such as income loss, increased insurance premiums, and burdens on the health sector. This report examines the potential for the private sector to close this gap and investigates market failure to appropriately account for the cost of road crashes. The report proposes different business models (e.g., PPPs) that can leverage social and sustainability-linked financing (SLFs) to enable private financing towards road safety investment. The report also develops indicators that tie the cost of financing to road safety targets, incentivizing road safety as part of SLFs. The enabling environment for structuring investable road safety projects is also examined in a sample of countries, proposing risk mitigation strategies (e.g., blended finance) for long-term sustainability of road safety investments.

Access the report at <https://openknowledge.worldbank.org/handle/10986/37039>





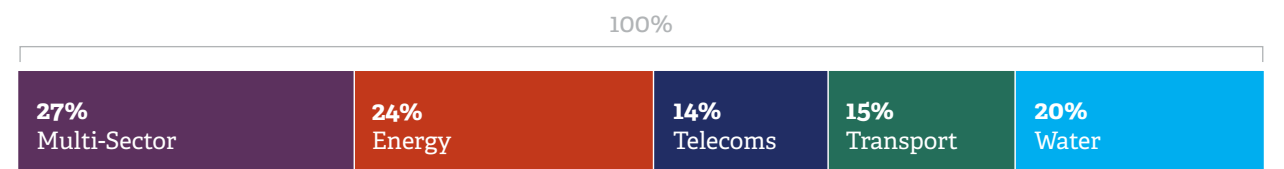
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# REGIONAL HIGHLIGHTS



# Sub-Saharan Africa

FY22	FY21
<b>FUNDS DEPLOYED</b>	
\$8.4 million	\$6.9 million
<b>CO-FUNDING LEVERAGED</b>	
\$5.2 million	\$4.5 million
<b>ACTIVITIES APPROVED</b>	
24	26
<b>ACTIVITIES CLOSED</b>	
18	11



The region received \$8.4 million in support in FY22 (up from \$6.9 million). Almost one-third of the funding went towards seven multi-sector activities, while 24 percent went towards six energy sector activities.



# ECOWAS

## PPIAF supports the West African region's first PPP framework



COVID-19 is having a devastating economic impact in West Africa, exacerbated by a lack of investment funding for infrastructure. Governments in the Economic Community of West African States (ECOWAS) are looking for a regional solution to infrastructure development. The private sector is an increasingly important source of infrastructure finance for ECOWAS, but at present represents only 5 percent of infrastructure financing within the region. To encourage increased PSP, ECOWAS, with support from PPIAF, has established a regional framework for PPPs.

ECOWAS consists of 15 member countries—Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Mali, Liberia, Niger, Nigeria, Senegal, Sierra Leone, and Togo. The World Bank classifies 15 member states as low and middle income and four as fragile countries.

Infrastructure gaps of ECOWAS economies vary widely. For example, Nigeria, which has the biggest economy in Africa, has an infrastructure investment gap of \$221 billion, equivalent to 51 percent of GDP. In contrast, Côte d'Ivoire's infrastructure investment gap stands at \$14 billion, equal to 23 percent of its GDP.

The region has suffered from underdeveloped transport infrastructure and poor physical and digital connectivity, hindering intra-regional trade, and constraining economic growth. The strategy document, [ECOWAS 2050 Vision](#), outlines the region's goals of building an integrated community in a prosperous region with strong institutions and working towards inclusive and sustainable development through the establishment of free trade, a common market, and infrastructure development. In this context, the ECOWAS Commission has identified PPPs as a means to close the infrastructure gap and kickstart social and economic development.

The ECOWAS Commission requested World Bank support to assess regional infrastructure priorities and harmonize the PPP framework. Through a stan-

dardized diagnostic on infrastructure connectivity constraints, the World Bank's Infrastructure Sector Assessment Program concluded that many ECOWAS countries lack fully operational legal and institutional frameworks to support PPPs. These shortcomings are accentuated by poor coordination at the regional level.

To address these limitations, PPIAF supported ECOWAS in reviewing gaps in existing country members' regulations and in successfully developing a comprehensive regional PPP framework. This is a critical first step in enabling inter-country projects to be financed by the private sector, in line with the PPIAF objective to accelerate PPI program development as outlined within the second pillar of PPIAF's 2023–2027 Renew Strategy.

The PPIAF activity consisted of reviewing gaps in existing PPP laws and regulations at both the regional and national levels, which revealed the need for harmonization of member country frameworks, especially in regard to the fiscal management of PPPs. PPIAF also supported the establishment of the roles and responsibilities for preparing and implementing regional PPP projects to further improve coordination between member countries. Additionally, to build the capacity of PPP practitioners, PPIAF provided PPP certification training to officials from the ECOWAS Commission, its agencies, and member states.

ECOWAS's Commission is strongly committed to support countries in the adoption of PPIAF's recommendations to improve and harmonize member countries' legal and institutional frameworks in line with ECOWAS' regional policy and guidelines. ECOWAS country members approved the framework in September 2021. The framework was presented to the ECOWAS Parliament, Council, and heads of state, who [approved resolutions on regional PPPs and associated guidelines](#) in December 2021. This new regional framework will facilitate delivering infrastructure and public services in the ECOWAS region, in turn contributing to growth and development in all member states.







## GHANA

### Reducing climate risk through improved water management in Accra



PILLAR 4

The government of Ghana adopted the Water Sector Strategic Development Plan (WSSDP) with the intention of providing “sustainable water and basic sanitation for all by 2025”. To support this effort, a PPIAF technical assistance grant was approved with the overall objective of reducing non-revenue water (NRW) for the Ghana Water Company Limited (GWCL) through the design and implementation of performance-based contracts (PBCs) for NRW management in selected operation areas of the GWCL. The TA is expected to simultaneously improve network efficiency, service standards, and customer base, ultimately leading to increased revenues.

In addition to the need for safe, affordable, and reliable access to water services, Ghana will also need to address the growing impacts of climate change, which include increased incidence of droughts, high heat, flooding, and landslides as well as fresh water salination along coastal areas associated with sea level rise. To reduce these climate vulnerabilities, a CREST top-

up activity was approved to characterize likely climate risks to the water distribution assets of the PBC and to provide climate-risk-informed recommendations to the design and operations of the PBC that will enhance the GWCL’s capacity to reduce the climate vulnerability of freshwater resources and water distribution infrastructure.

The CREST activity is prioritizing knowledge generation for expanding and diversifying the sector to reduce climate risks. Although the activity is still ongoing, GWCL officials have reported an increase in their knowledge of climate impacts on water distribution infrastructure via their involvement in consultations and capacity building workshops where practical solutions to address impacts are being formulated and discussed. With this level of buy in and engagement, the achievement of the preparation of at least one NRW PBC, which includes climate adaptation recommendations and climate resilient technical standards, is also on track.

## KENYA

### The energy sector makes strides in mainstreaming gender efforts



PILLAR 4

Kenya Electricity Generating Company Limited (KenGen) is East Africa’s largest electricity producer and is among the top 10 geothermal energy producers in the world. In 2016, KenGen founded the Pink Energy Initiative (PEI) to uplift the status of women within KenGen. The initiative has enabled women to make remarkable progress in professionalism, career growth, health and wellness, financial management, parenting, and mentorship. The forum has since advanced to a sectoral platform to encourage other state agencies within the Ministry of Energy. In addition to the PEI, KenGen also formed a gender mainstreaming committee to address gender gaps.

Despite these efforts, the ratio of women at KenGen is still at 23 percent, which is below the statutory requirement of 30 percent, a clear indication that the objective of attaining gender balance needs further work. PPIAF’s technical assistance is therefore aimed at supporting KenGen to accelerate its gender mainstreaming efforts by determining barriers from the national level (e.g., policies and programs that directly address female labor issues in the energy sector) to

the corporate level (HR policies, recruitment and promotion practices, workplace culture). The support will also seek to inform efforts aimed at closing gender gaps in employment through interventions in-country (e.g., female-friendly facilities, school-to-work transition programs, role models and professional networks, quotas and affirmative action interventions, and returning to work). The activity will also support the continued efforts of KenGen’s PEI.

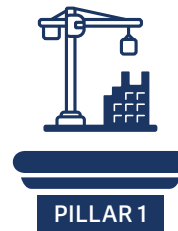
A key output of the support is the development of KenGen’s Gender Strategy, which will help identify gender disparities at the sector-utilities level and inform policy changes that create a more gender-inclusive workplace. The strategy will be guided by a theoretical framework across three areas in employment: i) recruitment, ii) retention, and iii) promotion. In addition, there will be a focus on creating stronger linkages to tertiary institutions and other relevant skills training programs needed at KenGen.





# THE SOUTHERN AFRICAN DEVELOPMENT COMMUNITY

## Expansion of regional rail services through private sector participation



The Southern Africa Development Community (SADC) region is highly diverse but with considerable potential for significant gains from deeper socioeconomic cooperation and integration. The countries of the region range from South Africa, the continent's most advanced economy, with well-developed manufacturing and service industries and superior logistic services, to some of the smallest and poorest, such as Swaziland, Malawi, and the Democratic Republic of Congo (DRC), respectively.

The countries of the SADC region face a number of common problems: the region includes a large number of relatively small states, many of which are land-locked; it is geographically remote from both the mature markets of Europe, the United States, and Japan, and the emerging markets of China, India, Indonesia, and Brazil; and a number of countries have high rates of unemployment and poverty, particularly among the low-skilled. From a global perspective, the region represents numerous disparate and small markets, whose aggregation is complicated by physical and institutional barriers, such as distance, poor quality of infrastructure, and continued intra-regional policy and regulatory discrepancies.

Within the SADC Region, the North-South Corridor (NSC) extends some 3,900 km from Dar es Salaam in Tanzania to Durban in South Africa. The NSC, particularly its southern section, is the most heavily used corridor in the region and improving its efficiency and performance is recognized as a key economic driver for the SADC. The corridor encompasses both road and rail networks, maritime and inland water ports, and is an important strategic trade route.

Previously the New Partnership for Africa's Development (Nepad) Business Foundation and the Development Bank of South Africa, conducted a pre-feasibility study to identify realistic options to sustainably increase the cargo moving by rail on the NSC. The request to PPIAF was to review the prefeasibility study and undertake the next stage in the project cycle.

Consequently, PPIAF's support is expected to improve competition, efficiency, and accountability within the transport sector by enabling the railway corporations in South Africa, Botswana, Zambia, and the DRC to identify and implement viable PPP options for a functioning block train service along the NSC. The activity will help to identify an optimal PPP solution based on a robust analysis of all possible alternatives and prepare preliminary designs and a phased program of investments for a functioning block train service between the ports of the Eastern Cape, and Kolwazi in DRC.

Additionally, the activity holds considerable promise to support climate mitigation through facilitating the shift to a more efficient mode of transportation, from road to rail. NSC could potentially reduce truck trips by over 260,000 per year. This shift will result to a reduction in emissions of greenhouse gases and make a significant contribution to reducing the effects of climate change. The analyses indicate that freight rail has CO<sub>2</sub> emission factors of between 13.6 percent of heavy road vehicles and 0.009 percent of light road transport and that the CO<sub>2</sub> emission factor of rail is less than one-seventh that of road transport.







# East Asia & the Pacific\*

FY22	FY21
<b>FUNDS DEPLOYED</b>	
\$1.3 million	\$1 million
<b>CO-FUNDING LEVERAGED</b>	
\$0.64 million	\$1.7 million
<b>ACTIVITIES APPROVED</b>	
6	5
<b>ACTIVITIES CLOSED</b>	
5	3

100%		
62% Multi-Sector	8% Energy	31% Transport

FY22 support in EAP was primarily directed towards multi-sector activities, followed by the transportation sector. Furthermore, five of the six activities approved in FY22 had a climate component.

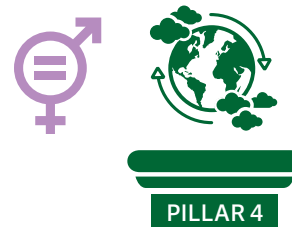
\* Due to rounding, numbers presented within this section as indicated with an asterisk may not add up precisely to 100 percent.





## CAMBODIA

### Gender-informed design of road PPPs



The PPIAF technical assistance “Cambodia: Fostering Private Sector Participation (PSP) in the Road Sector” is part of a \$270 million World Bank Group engagement in the transport sector in Cambodia, which aims to increase PSP in road construction and maintenance through the implementation of output and performance-based road contracts (OPBRC). Specifically, the PPIAF grant is comprised of two components: (i) the review of the regulatory framework and associated policy options for the roadside rest and service areas (RRSA) private sector, and (ii) technical capacity building necessary for implementation and management of OPBRCs.

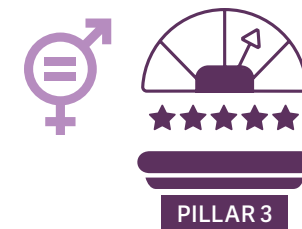
As part of this intervention, an RRSA study and survey were conducted, where gender aspects were among the key considerations in provision of services to road users. A mix of ASEAN and global examples have also been reviewed as international benchmarks to provide perspectives on how different countries

have approached RRSA development. The survey results were disaggregated by gender and found that the majority of low-skilled workers employed in the Cambodia RSSAs are female. Moreover, the study found that female drivers and passengers who use the RRSA are more sensitive to the safety of the RSSAs.

As a result, the study recommended that gender aspects be considered in (i) the planning and service design to improve the personal safety of roadside service and facility users, (ii) the gender-informed solutions for long-distance drivers, families, children, and caregivers and their associated RRSA facility needs; and (iii) measures to enhance benefit accrual from increased private financing of RSSAs to women and local communities. These efforts will support gender inclusivity and community engagement in road sector investments and improve services to all groups of road users.

## INDIA

### Unpacking gender impacts of water services in Punjab cities



This activity is part of a larger World Bank Group program, which aims to support the government of Punjab in accessing financing to improve the provision of water supply. Both the cities of Ludhiana and Amritsar aim to expand their water coverage and service networks and reduce NRW. To increase sustainability, the cities also intend to replace a depleting groundwater source with surface water. Through these interventions, the government aims to improve the quality of water and create fiscal sustainability.

As part of the Bank Group engagement, PPIAF is currently funding support to the Punjab State Finance Commission on inter-governmental transfers to assist the two cities in improving Own-Source Revenues, the Capital Investment Plan, and governance in preparation of a municipal bond and water PPP.

As part of the PPIAF assistance, environmental and social surveys of the two Punjab cities are under development and will include a focus on gender. The

intervention has inherent benefits for women given that health challenges related to water contamination in Punjab disproportionately affect women as primary caregivers for family members and as women are under-represented in local institutions. The survey will facilitate community discussions on the benefits and impacts of the water infrastructure for women and men.

Since the launch of the surface-water schemes in Amritsar and Ludhiana, an additional 87 jurisdictions have requested the inception of such schemes. Furthermore, an Environment and Social Safeguards Management System is under development for all infrastructure sectors, which will ensure that gender safeguards and monitoring become an inherent aspect of project monitoring in the entire state of Punjab.





# LAO PDR

## Improved financial management systems increase creditworthiness in the energy sector



The Lao People's Democratic Republic (PDR) has achieved remarkable progress in the power sector over the past 20 years. In the mid-1990s, the electrification rate was only 15 percent and installed capacity was only 200 megawatts (MW). Today, the electrification rate is 92 percent and installed capacity is close to 10,000 MW. Lao PDR is now able to supply power, not only for domestic use, but also for export to neighboring countries, making it a key driver for economic growth, as well as a source of clean energy for the region.

Private sector investment has played an important role in harnessing the country's energy potential, particularly with respect to hydropower. Foreign direct investment by export-oriented independent power producers have benefited Lao PDR through royalty and tax payments and promoted electrification by mandating power producers supply a small portion of the energy to serve the domestic load. The World Bank-supported Nam Theun 2 Hydropower Project is internationally regarded as a successful example of sustainable hydropower development. However, Lao PDR has also been successful in attracting private investment for smaller hydropower projects, which sell electricity to Électricité du Laos (EDL), the state-owned national power utility. Power from these domestic IPPs is used by EDL primarily to serve domestic demand, but also to export to neighboring countries.

Unfortunately, persistent structural issues in the Lao PDR energy sector governance, planning and business model are now threatening its financial sustainability. These structural issues have resulted in significant financial distress that threatens the macro-fiscal stability of the country. The situation is further aggravated by the economic slowdown due to the COVID-19 crisis.

The Lao PDR power sector is now at a crossroads and will need to take important actions to address the many structural issues. One of the main challenges encountered during the previous and ongoing World Bank engagements with EDL has been the lack of readily available and good quality financial and accounting data. Data collection, aggregation, and updating appears to be a challenge for EDL, due to weak accounting practices, weak corporate governance, inadequate IT systems, and staff capacity.

To address these issues, the World Bank Governance Global Practice, including its macroeconomics team, have been working together with the European Union (EU) and International Monetary Fund (IMF) on supporting the Lao PDR Ministry of Finance in the development of a new Chart of Accounts. EDL top management indicated a strong commitment to improving corporate management and accounting practices and explicitly requested for technical assistance to achieve these objectives. As such, the primary objective of the PPIAF assistance was to assess the adequacy of EDL's current Chart of Accounts and advise on best practices to produce reliable financial statements in line with international standards.

The activity ultimately led to a strengthening of EDL's Financial Management Information System and built staff capacity to effectively use its systems. These outcomes are critical for addressing risks by more effectively managing funding sources to ultimately increase the creditworthiness of EDL. The findings of this work also contributed to a broader assessment of SOEs in Lao PDR. Furthermore, the activity has allowed for the more effective use and distribution of hydropower, ultimately allowing for the export of clean energy to neighboring countries and contributing to the reduction of carbon emissions by helping to optimize the use of renewable resources in the country.

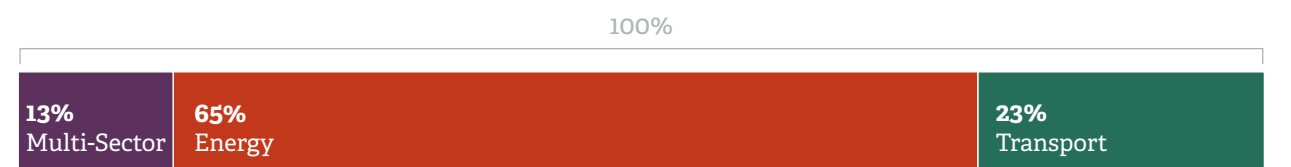






# Europe & Central Asia\*

FY22	FY21
<b>FUNDS DEPLOYED</b>	
\$0.8 million	\$0.9 million
<b>CO-FUNDING LEVERAGED</b>	
\$0.45 million	\$0.87 million
<b>ACTIVITIES APPROVED</b>	
6	6
<b>ACTIVITIES CLOSED</b>	
2	1



In ECA economies, the water and sanitation sector received most of the support (65 percent), followed by the transport sector (23 percent).

\* Due to rounding, numbers presented within this section as indicated with an asterisk may not add up precisely to 100 percent.



# UKRAINE

## Building capacity for increased PPI program development and implementation



Before Russia's invasion of Ukraine in February 2022, PPIAF supported IFC in its efforts to operationalize Ukraine's newly formed PPP Agency and build its institutional capacity. Ukraine, a country with EU accession aspirations, has long sought to build its capacity to develop and implement PPPs to facilitate infrastructure development. PPIAF played an important role in these efforts. The need for stronger PPP capacity took on greater significance following the war, which has significantly damaged Ukraine's critical infrastructure and severely constrained the government's capacity to provide services.

While ambitions for developing and implementing PPP projects are high, the country has a limited track record and low implementation capacity. Additional deterrents for PPI include the current lack of a clear legal framework and policy guidelines that govern successful PPP programs, particularly in the face of greater uncertainty.

To mitigate these shortcomings, the support has focused on aiding Ukraine in attracting private investments by creating an overall strategy and business plan to operationalize the nascent PPP Agency and provide recommendations on governance processes and associated regulations. Additionally, the training and capacity-building efforts provided by PPIAF have instructed on best practices and methodologies across the PPP lifecycle to properly screen, prepare, and deliver PPP projects. The training further discussed specific considerations within PPPs, such as climate and gender, the assessment of unsolicited proposals, and the successful contract management of PPPs during the implementation phase.

Throughout PPIAF's technical assistance, key methodologies to be implemented by the PPP Agency were

developed and codified in the newly established PPP operational manual. These focused on topics such as advisory offerings, fees for advisory services, procurement best practices, and the incorporation of gender principles in PPPs. An additional workshop funded by CREST was carried out to train the agency on the Aligned Indicators for Sustainable infrastructure (AISI).

Due to PPIAF's interventions, the newly developed strategy authorized the PPP Agency, on behalf of the Ministry of Economy, to be the centralized division in charge of the approval of quality PPPs, institutional implementation mechanisms, and the overall monitoring and reporting of the PPP market in Ukraine.

The PPIAF TA also facilitated the successful CP3P certification of the PPP Agency's members. Ukraine's first two concessions, the Olvia and Kherson Sea Ports, highlighted the agency's increased capacity. These concessions provided a learning experience for post-transaction advisory support, where the PPP Agency was trained on contract management and developing monitoring and evaluation systems. Additionally, prior to Russia's invasion of Ukraine, the PPP Agency signed partnership agreements with several cities and ministries such as the Ministry of Infrastructure to aid in developing airports in Lviv, Cernivci, and Rivne.

The progress has stalled due to the war. Future engagements focused on rebuilding will likely include a stock-take of assets to readjust the pipeline in a way that best supports Ukraine's effort to reestablish services and infrastructure for economic development and prosperity. Additional efforts will focus on the continued reform of the PPP framework to allow for necessary streamlining related to PPP procurement, ultimately accelerating PPI program development and implementation.







# Latin America & the Caribbean

FY22

FY21

## FUNDS DEPLOYED

\$1.3 million

\$0.83 million

## CO-FUNDING LEVERAGED

\$1.6 million

\$0.12 million

## ACTIVITIES APPROVED

6

6

## ACTIVITIES CLOSED

9

6

100%

24%  
Energy

56%  
Transport

20%  
Water

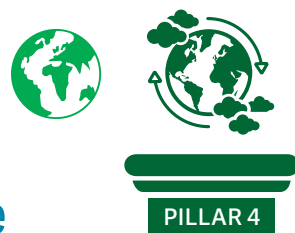
In FY22, six activities worth \$1.3 million were approved in LAC by PPIAF. Just as in FY21, the majority of funding in LAC went towards the transport sector.





## PANAMA

### Mainstreaming climate into PPP project preparation and governance



PILLAR 4

To maintain the current pace of major infrastructure development and economic growth, the government of Panama has revisited its practices and financial alternatives for infrastructure delivery. In doing so, PSP was prioritized as an essential method for fostering sustainable growth, ultimately leading to the development of a new PPP law aimed at improving the management of PSP in the execution of service infrastructure. PPIAF is supporting the government to enhance the new PPP law and the capacity of its implementing agency through technical assistance that provides strategic and operational advice on planning and project management as well as supporting the various stakeholders involved.

The government considers climate hazards as a principal challenge in its ability to deliver quality infrastructure and attract PSP given growing climate risks that could be encountered during the duration of PPP contracts. Having just updated its nationally deter-

mined contributions (NDCs), the government is also keen to account for all qualifying activities that enable it to meet its climate commitments to the Paris Agreement. As such, CREST top-up funding was used to develop a methodology for linking Panama's NDCs to low-carbon, climate-resilient infrastructure financing and development. The CREST activity improved enabling conditions to access climate finance and to act as a broker to connect client countries with diverse sources of infrastructure finance.

By enhancing the clarity of how funding proposals meet investment criteria of different climate financing sources, criteria will be useful in incentivizing PSP in PPP projects that contribute to Panama's NDCs and that are resilient to climate impacts. Based on client feedback, these recommendations are expected to be included in the PPP agency's official guidelines and procedures and reflected in an update to the PPP law.

## PERU

### Enhancing the PPP management process for timely delivery



PILLAR 2

Peru is one of the more mature markets regarding the implementation of PPPs for infrastructure financing and development in Latin America. In the past 10 years, Peru has launched 63 tender processes via the PPP model, and it's expected that this procurement method will continue to be a mainstay in Peru, particularly due to the COVID-19 pandemic and an ever-widening gap in infrastructure needs. This is evidenced within the recently published National Infrastructure Plan for Competitiveness, where many of the identified priority projects are being implemented using PPPs.

Since its introduction in 2008, Peru's PPP regulatory framework has improved significantly due primarily to the addition of recent amendments aimed at establishing and strengthening Peru's various PPP institutions. Notable amendments have included the creation of the National System for Private Investment Promotion (SNPIP), an ecosystem of institutions involved in PPP development. Further pertinent additions have mandated coordination between the Investment Committee and Peru's Private Promotion and Structuring Agency, ProInversión.

Despite Peru's extensive experience and continued effort to strengthen its PPP program, the credibility of the program has suffered in the past years due primarily to the longer-than-average period of taking projects to market. Consequently, ProInversión has suggested the need for strengthening project management as well as addressing delays and loss of value-for-money due to poor project preparation and risk allocation.

Previous World Bank engagements reviewed Peru's PPP program with the aim of outlining an agenda for further improving the results obtained via the PPP model. Outputs of this intervention included a "Roadmap to Relaunch PPPs and Infrastructure

Financing in Peru". Owing to the findings of this report, Peru's Ministry of Economy and Finance requested further support from the World Bank to conduct a high-level assessment of ProInversión and provide support to the agency.

Accordingly, PPIAF funded and implemented this support by performing a review of ProInversión's portfolio that allowed for the development of a set of recommendations in the following five categories: upstream framework, bidding evaluation, risk allocation, environment and sustainability principles, and available government resources. PPIAF support also included the improvement of project management processes resulting in the recalibration of timelines within ProInversión's project pipeline. Additionally, updated terms of reference for use by line ministries and associated project management offices were drafted to better reflect international best practices and private sector feedback. The results of the intervention were recently adopted in amendments to the existing PPP law as well as complementary regulation that will enhance capacity across different ministries to accelerate the ambitious PPP program.

It is expected that the implementation of these results will greatly enhance the management and timely delivery of PPPs throughout their lifecycle, which will be critical in helping Peru meet its ambitious infrastructure plan. This is especially true in the context of one of the most fiscally constrained periods for Peru in the last decades, and in the current scenario of expected climate change impacts on infrastructure. The results of this assistance will greatly aid in mobilizing private capital for infrastructure expansion via the acceleration of PPP program development and implementation, thereby increasing the growth and competitiveness of Peru's economy.



# COLOMBIA

## Fostering innovative approaches to financing in Medellin and Barranquilla



Infrastructure financing is a priority for municipalities across the globe and even more so in the wake of the COVID-19 pandemic, which has impacted not only national but also municipal finances. Accordingly, PPIAF has aligned its priorities, both globally and in Colombia specifically, to better support subnational financing initiatives, often through the evaluation of alternative financing mechanisms.

In a second phase of support to the Colombia Tax Increment Financing (TIF) Technical Assistance that focused on the municipality of Medellin, PPIAF's work leveraged the efforts of the "Sustainable Regional and Urban Development Programmatic Approach," which emphasizes the fostering of innovative methods for city management. The TIF tool leverages future tax revenue gains from real estate value appreciation to finance the development of urban infrastructure. The engagement included a review of city financing instruments and completion of a TIF Innovation District pilot in Medellin. The pilot consisted of a first phase of technical, legal, financial, and real estate market studies to develop TIF instruments for initial implementation in Medellin and in other Colombian cities thereafter. One of the most pertinent achievements of this activity was the incorporation of the TIF legal framework in the 2018–2022 Colombia National Development Plan.

PPIAF subsequently supported the government of Colombia in developing innovative land-based finance tools for urban regeneration and infrastructure for two pilot cases in Medellin and Barranquilla. The analytical work in both pilots included the identification and scoping of the TIF urban redevelopment projects. Analyses performed in this exercise included the quantification of bond-issuance scenarios and the role of TIF as a finance source for urban redevelopment. The results were presented to the government and provided policy recommendations for strengthening, diversifying, and enhancing the process and technical capacity of structuring a TIF instrument.

The pilot project selected for scoping and analysis in Medellin was the Avenida 80 Tram Corridor, which consisted of the development of a 521,000 square meter area over 20 years, presenting an opportunity for a TIF bond-issuance of approximately \$190 million. In Barranquilla, the entire city was identified for potential redevelopment, however, real estate market constraints reduced the development area from over 5 million to 1.6 million square meters over the 20-year lifetime using the TIF instrument. This resulted in a potential TIF bond-issuance of over \$47 million.

In addition to the objectives of the PPIAF assistance, CREST was brought on board to assess the impacts of riverine and coastal climate-induced hazards on the Barranquilla pilot project area. The results were used to develop recommendations to boost the overall climate risk resilience capacity of the TIF investment area and to serve as a robust and sustainable model for application to other areas across Colombia.

Though the results of both PPIAF assistances have already resulted in tangible changes to urban infrastructure financing in Colombia, the PPIAF intervention showed that both cities need to adopt institutional strengthening and land management recommendations before TIF can be successfully implemented. As such, follow-up work may include the provision of guarantees to further mitigate risk, increase creditworthiness, and make the TIF instrument more attractive to investors, as well as the dissemination of these results to other Colombian cities facing similar urban development financing challenges.







# Middle East & North Africa

FY22

FY21

## FUNDS DEPLOYED

\$1.2 million

\$1 million

## CO-FUNDING LEVERAGED

\$1 million

\$0.96 million

## ACTIVITIES APPROVED

4

5

## ACTIVITIES CLOSED

1

2

100%

26%  
Multi-Sector

40%  
Transport

34%  
Water

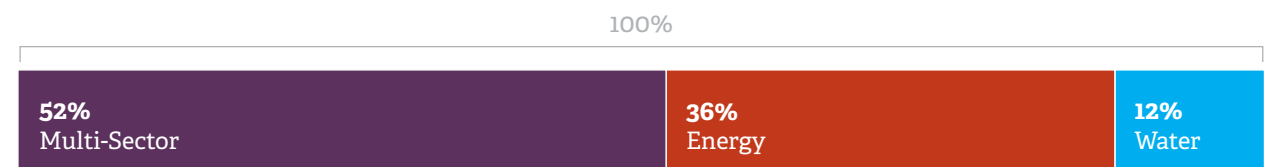
In FY22, the majority of the approved funding was meant for the transport sector, followed by the water and sanitation sector.





# South Asia

FY22	FY21
<b>FUNDS DEPLOYED</b>	
\$1.3 million	\$0.6 million
<b>CO-FUNDING LEVERAGED</b>	
\$0.35 million	\$0.06 million
<b>ACTIVITIES APPROVED</b>	
5	2
<b>ACTIVITIES CLOSED</b>	
4	5



In FY22, PPIAF approved more than double the amount of funding towards SAR compared to FY21. All of the activities approved in SAR were programmatic engagements. Two of the activities (worth \$450,000) were under the Energy and Climate Program, while the other three fell under either the NRW Program, the PPP Institutions Building Program, or the new Long-Term Local Currency Program. More than half of the funding (52 percent went towards multi-sector activities, while 36 percent went towards the energy sector).



# PAKISTAN

## PPIAF supports private capital mobilization through PPP operationalization



While Pakistan is a lower- to middle-income country with a per capita GDP just shy of \$1,500, it has ambitious development objectives that span clean energy, urban development, and social inclusion. To achieve these goals and also moderate growing aggregate demand pressures on the economy, Pakistan entered into an Extended Fund Facility (EFF) arrangement with the IMF in 2019. Though some sectors began to register growth, the onset of the COVID-19 pandemic in February 2020 brought economic activity to a near halt. In light of both the pandemic and rapid population growth, the government of Pakistan decided to invest in infrastructure to stimulate economic development.

The prioritization of infrastructure is aptly highlighted in Pakistan's recently released economic policy framework, *Vision 2025*, which features infrastructure provision as an integral part to empower people. Moreover, the World Bank report "*Pakistan @100: Shaping the Future*" further emphasizes the need for significant investment, including through PSP, to strengthen the country's growth framework and to deliver on *Vision 2025*.

In this context, the World Bank is implementing a \$13.7 billion country portfolio in support of Pakistan's development ambitions, which includes support for reforms that strengthen institutions, fiscal management, and human development. PPIAF funds are supporting the larger World Bank initiative by specifically addressing Pakistan's request to assist in mobilizing private sector investments in infrastructure, particularly through PPPs.

Though Pakistan recently updated its PPP legislation in the PPP Authority Act of 2021 (P3A), the law has not been efficient in operationalizing the PPP framework, resulting in only a handful of projects being delivered via the PPP procurement method. Therefore, PPIAF support was utilized to aid in the development of a

PPP pipeline that successfully attracted PSP to identify and develop government support mechanisms that will further promote private capital mobilization (PCM) and to provide advice on the development of a framework for managing FCCLs.

In addition to these efforts, PPIAF prepared a high-level climate screening questionnaire and green financing report, which aims to improve the attractiveness and bankability of PPP projects by taking climate considerations into account.

As a result of this support, a pipeline of 12 ready to market projects were developed along with 5 project briefs. Three of these projects were selected by P3A officials for accelerated development. A report on government support mechanisms was also produced, which recommended the establishment of a government-backed multi-window financing vehicle. The government of Pakistan endorsed the creation of the multi-window financing vehicle to support PCM, which will support PPP projects through the provision of project development funding, viability gap funding, partial credit guarantees, and refinancing risk support.

The intervention was capped off by the provision of training on PPP pipeline screening, FCCLs, and climate considerations to build the capacity of P3A officials.

Upon final completion of the PPIAF activity, follow-up support is already being planned in partnership with the GIF to help further the development of the multi-window financing vehicle, expand the PPP pipeline to include social infrastructure projects, and provide additional capacity building support.







4

# FY22 ACHIEVEMENTS

# PORTFOLIO PERFORMANCE

Each activity funded by PPIAF is thoroughly monitored from its inception until 24–36 months after the legal closure to safeguard relevant, realistic, and coherent objectives and outcomes, effective and efficient implementation, timely dissemination (for knowledge products), and extraction of lessons learned. Effective and thorough monitoring is key to PPIAF’s achievements highlighted in this chapter. During the strategy period FY18–22, effective monitoring processes allowed PPIAF to timely detect the disruptions to implementation of several activities due to the COVID-19 pandemic. PPIAF was then able to give constructive advice to the teams on how to address issues such as shifted government priorities, unresponsive clients and contractors, as well as the newly imposed travel restrictions.

FY22 marks the end of PPIAF’s five-year Strategy Period. In FY18–22, PPIAF funded 280+ activities with a total grant value of \$68 million. In FY22 specifically, 58 activities were approved with a total value of \$15.6 million and an average PPIAF grant size of \$270,000. Of this amount, \$14 million supported country-facing TAs and \$1.5 million was allocated for global knowledge products related to PPI. The table below illustrates the aggregate performance of PPIAF’s portfolio in FY22 shown in comparison with previous fiscal years. The far-right column shows the annual targets for each indicator set out in the FY22 Work Plan.

Among the country-facing activities supported by PPIAF, \$8.2 million (59 percent of all country-facing TAs) of funding was allocated to Sub-Saharan Africa and \$4.2 million (30 percent) went to countries with FCV status. For the ongoing activities and completed activities, 100 percent of the delivered reports were assessed to be of satisfactory and highly satisfactory quality, compared to the lower rates in previous years.

On the climate resilience front, PPIAF allocated \$1 million to integrate climate adaptation initiatives into PPIAF’s new or ongoing activities through its new Climate Resilience and Environmental Sustainability

Technical Advisory (CREST). As a result, 69 percent of activities approved in FY22 incorporated climate adaptation or mitigation either by meeting the climate co-benefits criteria or by adding a component funded by CREST.

On the global knowledge front, PPIAF released 36 flagship research reports in FY18–22, of which five were published in FY22: the [World Bank Guidance on PPP Legal Frameworks](#) explains why a suitable PPP legal framework is essential and describes mechanisms for designing and implementing such a framework. [Saving Lives Through Private Investment in Road Safety Knowledge Report 2022](#) examines the potential for private capital mobilization to close the \$260 billion funding gap in road safety in the next 10 years. [Establishment and Operations of Strategic Investment Funds](#) draws detailed and practical lessons from six strategic investment funds across the globe. [Improving Paratransit in Maseru and Gaborone: Using Innovative Data Techniques in a Diagnostic Approach to Inform Strategy](#) aims to advance the understanding of how to improve urban mobility in cities in Sub-Saharan Africa through building incrementally on the existing paratransit sector.

Finally, the first of six total toolkits within the [Climate Toolkits for Infrastructure PPPs \(CTIP3\): How to embed climate mitigation and adaptation](#) focuses on cross-cutting infrastructure sector application and seeks to fill knowledge gaps in planning for climate risks and opportunities in PPP infrastructure projects in EMDE countries. In FY22, PPIAF also continued to fund upgrades to the [PPP Legal Resources Center \(PPPLRC\)](#), through publications such as the [COVID-19 and PPPs Practice Notes](#) and the new [“Countries Profile”](#) sections, and on other topics including climate resilience, fragility, and mobilizing finance. In FY22, the PPPLRC generated 1.5 million new views and 446,000 downloads. In July 2022 alone, the site saw an additional 143,000 page views, 84,000 visits, and 67,000 unique visitors.

## Portfolio Performance FY18–FY22

### Summary of Balance Score

APPROVED ACTIVITIES	BASELINE		PERFORMANCE				TARGET
	FY17	FY18	FY19	FY20	FY21	FY22	FY22
Approvals in impact countries	NA	58%	57%	79%	51%	<b>54%</b>	50%
Approvals in fragile, conflict, and violence-affected states	NA	33%	33%	27%	31%	<b>30%</b>	15%
Approvals in Sub-Saharan Africa	42%	54%	51%	54%	61%	<b>59%</b>	50%
Activities with strategic fitness score rated standard or outstanding fit	99%	100%	94%	83%	92%	<b>96%</b>	98%
Programmatic activities	NA	25%	52%	45%	65%	<b>50%</b>	30%
Activities with climate co-benefits	NA	42%	51%	57%	69%	<b>69%</b>	50%

ONGOING ACTIVITIES (as of June 30, each fiscal year)	BASELINE		PERFORMANCE				TARGET
	FY17	FY18	FY19	FY20	FY21	FY22	FY22
Percent of portfolio with slow utilization	NA	NA	12%	6%	2%	<b>14%</b>	<20%
Activities with quality of deliverables rated "satisfactory" or above	95%	94%	97%	100%	98%	<b>100%</b>	95%
Activities "on track"	41%	54%	87%	92%	85%	<b>84%</b>	75%

COMPLETED ACTIVITIES	BASELINE		PERFORMANCE				TARGET
	FY17	FY18	FY19	FY20	FY21	FY22	FY22
Activities with quality of deliverables rated as "satisfactory" or above	64%	40%	98%	100%	100%	<b>100%</b>	95%
Activities "on track" at closing	31%	37%	92%	88%	92%	<b>96%</b>	40%

ACTIVITIES REVIEWED AT POST-COMPLETION*	BASELINE		PERFORMANCE				TARGET
	FY17	FY18	FY19	FY20	FY21	FY22	FY22
Outcome realization evaluations reporting outcome satisfactorily achieved	75%	62%	68%	74%	79%	<b>87%</b>	80%





# RESULTS FRAMEWORK

In FY18–22, PPIAF monitored aggregate performance against the unit’s overall objectives through the Results Framework introduced in the FY18–FY22 PPIAF Strategic Plan. The framework illustrates the logical chain of PPIAF’s results at the Impact, Outcome, Intermediate Outcome, and Intermediate Output levels. The Theory of Change (ToC), which underpins the Results Framework, proposes that the improvement of lives through access to improved infrastructure services can be accelerated through PSP and that PPI is best executed when governments and public counterparts have sufficient capacity to engage in this process.

PPIAF’s FY18–22 Results Framework focuses on developing client countries’ capacity to identify, assess, and enable PSP opportunities, adopt appropriate policies

and regulations, and put institutions in place that catalyze PSP infrastructure delivery. At the subnational level, PPIAF focuses on supporting the governing entities’ capacity to access market-based financing without sovereign guarantees and through improving their administrative, technical, and fiscal capacity to raise finance. The most direct changes to client governments resulting from PPIAF grants are seen in the interim outcomes, which bridge regulatory, institutional, and technical gaps so that private sector investment in infrastructure can be unlocked. Once activities have closed, we conduct outcome realization assessments 24–36 months after their closing date to measure progress towards the anticipated interim outcomes, learn from both positive and sub-par experiences, and close the feedback loop with evidence-based design of our new grants.

**IMPACT: Increase in available infrastructure in PPIAF Impact Countries**

1

Cumulative number of PPP transactions reaching financial close in PPIAF Impact Countries.

2

Cumulative amount of total investments in infrastructure (energy, digital development, transport and water sectors) through PPPs in PPIAF Impact Countries.

**OUTCOME: Governments in PPIAF impact countries are systematically adopting policies, regulations, and programs that improve the investment climate for private participation and subnational financing.**

Number of PPIAF Impact Countries that are improving their PPP enabling environment score.

**INTERIM OUTCOMES**

1

**PPP capacity and reform consensus** — Public institutions in PPIAF client countries are better able to identify, assess and enable private sector participation opportunities.

Percentage of PPIAF-funded activities that are effective in meeting their objective of supporting countries to better identify, assess and enable private sector participation opportunities. (Target: 80 percent)

Percent of PPIAF-funded activities in fragile countries that are effective in meeting their objective of supporting countries to better identify, assess and enable private sector participation opportunities.

Percent of PPIAF-funded activities that are effective in meeting their objective of supporting countries to better identify, assess and enable private sector participation opportunities in sustainable infrastructure/climate.

2

**Policies and Institutions** — PPIAF client countries adopt policies, regulations and institutions that catalyze private sector participation in infrastructure service delivery.

Percentage of PPIAF-funded activities that are effective in meeting their objective of supporting countries adopt policies, regulations and strategic plans that catalyze private sector participation. (Target: 80 percent)

Percent of PPIAF-funded activities in fragile countries that are effective in meeting their objective of supporting countries adopt policies, regulations and strategic plans that catalyze private sector participation.

Percent of PPIAF-funded activities that are effective in meeting their objective of supporting countries adopt policies, regulations and strategic plans that catalyze private sector participation in sustainable infrastructure/climate.

**INTERIM OUTCOMES**

3

**Subnational Financing** — Subnational entities (in countries with higher capacity) are able to access increased financing in infrastructure without sovereign guarantees.

Cumulative financing without sovereign guarantee to subnational entities that result from SNTA supported activities. (US\$ millions)

Number of transactions without sovereign guarantee to subnational entities that result from SNTA supported activities per year. (Target: 2–3)

4

**Subnational Entities** improve their administrative, technical and fiscal capacity and increased capability to raise finance.

Percentage of SNTA activities that are effective in meeting their objective of improving the credit-worthiness and capacity of subnational entities achieve the intended immediate outcomes per individual activity indicators and targets. (Target: 80 percent)

**OUTPUTS**

**TECHNICAL ASSISTANCE**

High quality technical advice on private sector investment in infrastructure delivered to client country satisfaction.

Percentage of the completed PPIAF supported technical assistance activities for which the quality of the final outputs is rated highly satisfactory or satisfactory by the PPIAF sectoral/regional experts.

**KNOWLEDGE**

High quality knowledge products on private sector investment in infrastructure prepared and shared to demonstrate how private sector investment in infrastructure can add value.

Percentage of the completed PPIAF supported knowledge products for which the quality of the final outputs is rated satisfactory or highly satisfactory by PPIAF sectoral/regional experts.

Number of global knowledge products produced by PPIAF on PPPs that are relevant for, and used by the international PPP community.



# RESULTS

## FY22 Highlights

### Interim Outcome 1

PPP capacity and reform consensus — Public institutions in PPIAF client countries better identify, assess, and enable private sector participation opportunities.

### Interim Outcome 2

Policies and institutions — PPIAF client countries adopt policies, regulations, and institutions that catalyze private sector participation in infrastructure service delivery.



### NIGER Improving the Management of Essential Sanitation Services in Niamey (\$350,000)

According to the Niger National Institute of Statistics, more than three-quarters of the country's population lacked access to essential sanitation services in 2016. The capital city of Niamey lacked basic sanitation management with no system in place for the treatment of fecal matter. In partnership with the World Bank, Niger explored options to construct a sludge treatment plant (STP) in Niamey to address the fecal sludge management (FSM) issue. The city implemented the project through an O&M/affermage PPP but required further support to ensure smooth project execution.

PPIAF supported the development and pilot of a model for the provision of domestic FSM services by small-scale private firms. PPIAF delivered options on financing scenarios, updated the tender strategy, proposed regulations, and built a business model exploring the feasibility of bundling collection and treatment services and minimizing subsidy requirements. More than 100 stakeholders attended a PPIAF-funded workshop series, which built the city's capacity to act as a granting authority.

With PPIAF's support, a five-year \$517,000 PPP contract was signed between Niamey and the joint venture company Groupement NHA/PRESSE for managing the FSM plant in May 2018. The plant has improved sanitary conditions for 500,000 households in Niamey. Today, the World Bank continues to assist the development of the FSM infrastructure in Niamey under the "Niger Integrated Water Security Platform Project."

PPIAF also supported the establishment of a clear legal process for transferring rural water supply assets to private institutions. This work has strong potential for replication in other cities in Niger, with demand also growing throughout the region, making the lessons learned both timely and relevant.

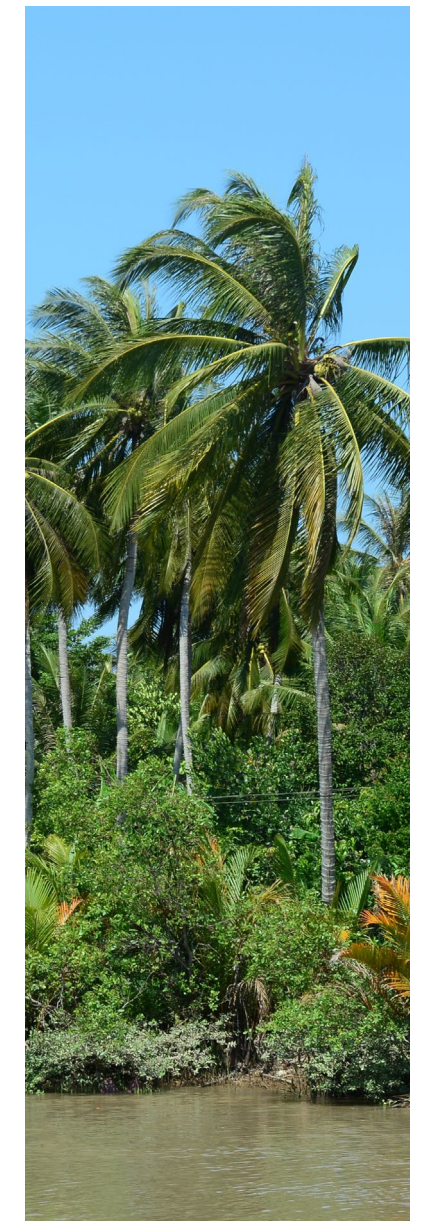
### VIETNAM Improving Sanitation Sustainability in Vietnam's Coastal Cities (\$350,000)

Vietnam's tourism sector is strategic to its sustainable development, already contributing 8 percent of GDP and projected to grow to 14 percent by 2030. However, the coastal cities of Dong Hoi, Quy Nhon, Nha Trang, and Phan Rang Thap Cham have become increasingly affected by flooding, which overwhelms the cities' still-developing wastewater and sewerage treatment systems.

PPIAF's *Coastal Cities Sustainable Environment* activity looked at this issue, helping local governments assess the performance, operation, and maintenance of public sanitation facilities and screening cities' vulnerability to climate and disaster risks. PPIAF delivered an assessment of the state and provincial institutional arrangements relating to wastewater management services (WMS), an evaluation of the project's service performance, an O&M contract template, a model to calculate WMS costs and tariffs, and several relevant workshops and trainings.

PPIAF support addressed key success factors for a market-based commercial agreement. The support also created an enabling environment conducive for PSP in public services and provided clarity and robustness to service/PPP contracts, particularly with regard to responsibility and risk allocation, and capacity of implementing parties. PPIAF recommended improvements in utility equitization, service contracts, and institutional arrangements, allowing the cities to deploy resources quickly, both improving quality of life and securing sustainable income from the tourism industry.

All four cities have seen a movement towards competitive bidding. Nha Trang has implemented a management contract issued through competitive bidding, and the other three cities were on track in 2022 to issue management contracts when construction was complete. This work is continued through the World Bank's "Coastal Cities Sustainable Environment Project".





## Interim Outcome 3

Subnational Financing — Subnational entities are able to access increased financing in infrastructure without sovereign guarantees.



### INDONESIA Strengthening Subnational Fiscal Capacity for Infrastructure Financing (\$370,000)

In 2013, PPIAF funded support for credit rating and financial management assessments in five subnational governments: the cities of Surabaya (East Java), Balikpapan (East Kalimantan) and Semarang (Central Java), and the provinces of Yogyakarta and East Kalimantan. This follow-on PPIAF activity supported DKI Jakarta, East Kalimantan, Balikpapan, Surabaya, and Semarang with post-rating advisory services and capacity building with the eventual goal of municipal bond issuance. PPIAF developed recommendations around bond markets, regulatory frameworks, institutional arrangements for bond issuance, debt and revenue management, infrastructure project preparation, and project feasibility studies. PPIAF also identified a pipeline of bankable projects that municipal debt could help finance.

From the pipeline of projects identified by PPIAF, those which materialized include the introduction of Jakarta Metro Rail Transit and Light Rail Transit, the Jakarta Regional Drinking Water Supply System, and the Jakarta Sewerage System Project. DKI Jakarta, West Java, Central Java, and East Kalimantan established debt management units, and a new regulation on subnational borrowing was passed in January 2022 based on the PPIAF recommendation around regulatory frameworks and institutional arrangements. Municipal bond issuance from the new debt management units is expected in late 2022.

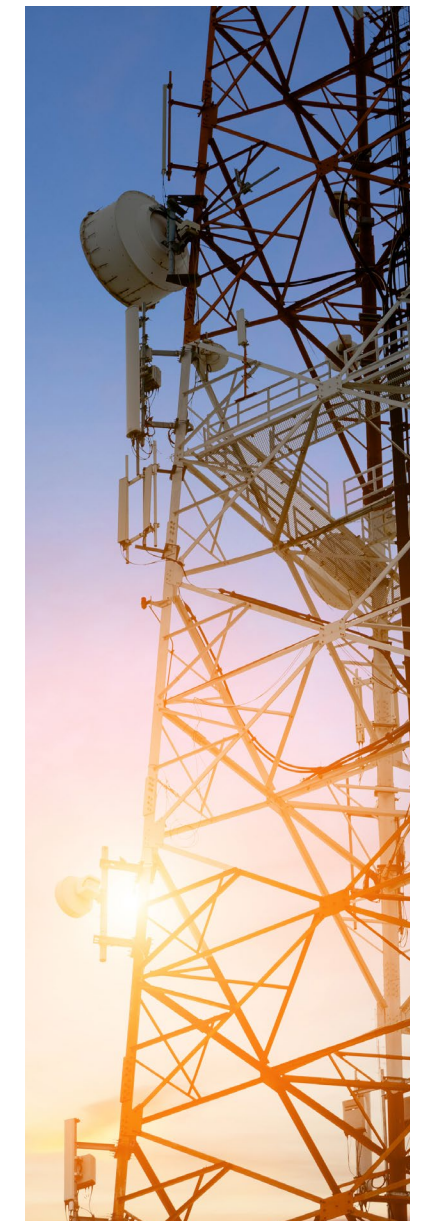
## Interim Outcome 4

Subnational Capacity and Creditworthiness — Subnational entities improve their creditworthiness, administration, technical and fiscal capacity to increase their capability to raise finance.

### THE GAMBIA Transforming State-Owned Communications Infrastructure to Promote Financial Investment and Sustainable Growth (\$300,000)

PPIAF supported the government of the Gambia in identifying and evaluating potential options for transforming the financially struggling telecommunications SOEs, Gamtel and Gamcel, for future growth and value creation in the digital sector. The final report included an overview of ICT sector challenges in Gambia alongside recommendations on how to address them. PPIAF also outlined options to restructure the two SOEs. For Gamtel, the recommended options included (i) the transfer of shares or assets from Gamcel to Gamtel and to privatize Gamcel, or (ii) to put Gamcel into liquidation if alternative restructuring options or privatization were not feasible. For Gamcel, the options were (i) to divest Gamtel shares or assets to another operator and facilitate Gamtel management buy-out, or (ii) to spin off Gamtel cost centers as separate enterprises. Additionally, options were provided for the fiber backbone assets and included the establishment of a separate entity as a wholesale provider, or divestment under either a private cable model or a consortium cable model linking capacity and membership.

Following PPIAF support, the Gambian Ministry of Finance and Economic Affairs supported by the World Bank under the “Gambia Fiscal Management Development Project,” hired a transaction advisor under a competitive process to implement PPIAF recommendations and outlined options for Gamtel and Gamcel for the restructuring and privatization of telecommunications assets. The 12-month advisory contract was awarded in July 2021 to a consortium made up of Alpha Economics and Challenge One Associates. In early 2022, Gambia reported an increase of 4G penetration from 3 percent to 5 percent under the World Bank project, with a target of 18 percent of 4G penetration by December 2022.





# FULL SUMMARY OF RESULTS

In FY22, PPIAF reviewed 22 activities, comprising 50 percent of all activities closed in FY19 with a total value of \$7 million. Among these reviewed activities, 86 percent achieved their intended outcomes or are on track to achieve the outcomes within a short period of time.

This year's highlights include the strengthened capacity of 110+ institutions and 1,700 government officials to prepare, select, and manage PPP projects. PPIAF's support to national and subnational infrastructure projects in ECOWAS (Côte D'Ivoire) and Honduras leveraged \$434 million in private and multilateral development bank (MDB) financing for the Ferkessedougou Dry Port and water supply project in Tegucigalpa.

In ECOWAS, PPIAF's comprehensive UEMOA Regional Policy and Guidelines informed PPP laws in several West African countries such as the first PPP law in Benin, which established a PPP unit in 2018. Guinea-Bissau also introduced a PPP law in 2021, creating the country's first institutional and legal framework for PPPs. Senegal also introduced a new PPP law in 2021, which revamped its PPP institutional framework and introduced specific measures to foster PSP between Senegalese and UEMOA companies. Several of the PPP priority projects identified in the pipeline due to PPIAF's recommendation have seen progress. For example, the Ferkessedougou Dry Port in Côte d'Ivoire is currently under construction by the China National Complete Plant Import & Export Group.

In Honduras, PPIAF developed a business plan with a robust financial model for the municipal Tegucigalpa service provider (UMAPS) to inform its short-, medium- and long-term actions while providing a clearer

vision on how to improve its operational, commercial, and financial situation. The PPIAF-funded business plan informed the World Bank's follow-on support "Tegucigalpa: Water Supply Strengthening Project," which received \$50 million in financing from the International Development Association (IDA). This project will operationalize the UMAPS as per the recommendations of the PPIAF-funded business plan and improve infrastructure and resource management tools for better efficiency and reliability of water services in selected areas of Tegucigalpa.

In FY18–22, PPIAF reviewed 198 activities completed two to three years prior to the review date. The total grant value of the reviewed activities is \$61 million. Based on the review, PPIAF has achieved the following results over the five-year Strategy Period:

- Over 7,500 government officials received training on PPP tools and practices
- 288 institutions strengthened PPI capacity
- 558 subnational entities improved capacity to leverage finance without sovereign guarantees or/and strengthened creditworthiness
- 54 countries and regional entities, such as ECOWAS, achieved consensus leading to PPP and market-creation sectoral reforms
- 21 countries developed infrastructure PPP pipelines
- \$9.4 billion mobilized for national and subnational infrastructure projects

The overall PPIAF rate of outcome realization in FY18–22 stands at 76 percent, which favorably compares to peers and is higher than the 60 percent average success rate for IFC Advisory projects (FY17: 47 percent and FY19: 74 percent) as per [IEG's RAP 2021](#).



## Results in FY22 and FY18–22

Total Results	FY17 (baseline)	FY22	FY18–22
Activities reviewed	26	22	201
Total grant amount of reviewed activities (\$USD, millions)	5.1	7	55.5
Activities ranked "satisfactory" and above	17	19	152
Success rate (% of activities rated "satisfactory" and above)	65%	86%	76%
<b>Interim Outcome 1: PPP capacity and reform consensus — Public institutions in PPIAF client countries better identify, assess, and enable private sector participation opportunities.</b>			
Total # of activities	7	4	49
# of activities "satisfactory" and above	6	4	35
% of activities "satisfactory" and above (80% target)	86%	100%	71%
# of participants/government officials whose capacity is enhanced*	711	1,740	7,681
Total # of activities leading to consensus achieved on PPP reforms	8	11	54
PPP pipeline developed	1	5	21
PPP knowledge/information developed	4	2	57
<b>Interim Outcome 2: Policies and institutions — PPIAF client countries adopt policies, regulations and institutions that catalyze private sector participation in infrastructure service delivery.</b>			
Total # of activities	15	10	98
# of activities "satisfactory" and above	9	13	78
% of activities "satisfactory" and above (80% target)	60%	85%	80%
Institutions created/strengthened	27	102	288
Policies adopted, legislation passed/amended, or regulation issued/revised	2	9	77
Plans/strategies adopted or implemented	3	6	59
PPP transaction supported that materialized	8	1	51
Value of transactions (US\$, millions)	900	433	9,386
<b>Interim Outcome 3: Subnational Financing — Subnational entities are able to access increased financing in infrastructure without sovereign guarantees.</b>			
Total # of activities	1	2	17
# of activities "satisfactory" and above	1	2	14
% of activities "satisfactory" and above	100%	100%	82%
Financing projects developed (8–12 [2–3 per year] target)	1	1	23
Financing leveraged without sovereign guarantee (US\$, millions)	53	0.5	105.8
<b>Interim Outcome 4: Subnational Capacity and Creditworthiness — Subnational entities improve their creditworthiness, administration, technical and fiscal capacity to increase their capability to raise finance.</b>			
Total # of activities	3	3	34
# of activities "satisfactory" and above	1	3	28
% of activities "satisfactory" and above (80% target)	33%	100%	82%
Subnational entities whose capacity was strengthened/creditworthiness improved	2	11	558
Plans/strategies adopted by subnational entities towards enhancing access to finance	2	2	23
Number of credit ratings produced for subnational entities	0	9	18





# PPIAF RENEW STRATEGY

## FY23–27 Results Framework

In the new strategy period, PPIAF will continue to rely on its robust monitoring and evaluation system based on its updated Results Framework, which tracks results at the Output, Outcome, Interim Outcome, and Impact levels.

At the Impact level, PPIAF will continue focusing on accelerating universal access to infrastructure services through private participation, with a new focus on climate-smart infrastructure.

At the Outcome level, PPIAF will monitor the progress of its client countries in terms of the volume of private investment in infrastructure and the number of PSP transactions with a new focus on infrastructure that is universally aligned with the Paris Agreement.

PPIAF's new four Interim Outcome pillars will encompass reporting results against four new focus areas of the FY23–27 Renew Strategy. PPIAF will continue

using the Outcome Realization process to report on whether activities achieved the intended outcomes under each of the four Interim Outcome pillars and to collect data against secondary outcome indicators listed in the Table "FY23–27 Results Framework: Secondary Indicators."

At the Output level, PPIAF will continue to review knowledge products and recommendations of the technical assistance to assure that the quality of the reports is in line with World Bank standards and suited to the context of the client. PPIAF will collect data on the number of government officials who partake in the trainings and workshops, including a breakdown by gender. Within both knowledge and technical assistance products, PPIAF will monitor (1) whether advice on engaging the private sector is delivered in a manner that supports climate resilience and environmental sustainability and (2) whether gender analysis is incorporated in the final deliverables.



**OBJECTIVE: Accelerated universal access to infrastructure services through private participation, in particular in climate-smart infrastructure**

TARGET  
20/35

1

Number of "PPIAF Impact Countries" (ICs) with acceleration in the availability of water, transport, energy and communications infrastructure

2

Number of ICs with acceleration in the access to and use of renewable energy sources

**HIGHER LEVEL OUTCOME: Accelerated PPI investment in infrastructure in ICs, in particular in climate-smart infrastructure.**

TARGET  
5.5%\*

PPI investment volume in ICs (\$US, millions)

Number of PPI projects in Universally Paris Aligned infrastructure sub-sectors in ICs

TARGET  
6%\*

Number of PPI projects in ICs which reached financial close

PPI investment volume in Universally Paris Aligned infrastructure sub-sectors in ICs (\$US, millions)

**OUTCOME: Governments in PPIAF impact countries are systematically able to, and are adopting policies, regulations and programs that improve the enabling environment for private participation in infrastructure**

TARGET  
24/35

Number of ICs which are improving their PPP enabling environment score

**INTERIM OUTCOMES**

1

PPIAF improves competition, increases efficiency and accountability, and further opens infrastructure markets to private participation.

Governments adopt policies, plans and regulations to promote open to private participation markets, increased competition, adoption of technology and digitalization, and greater efficiency and accountability.

Percentage of PPIAF-funded activities that are effective in meeting their outcomes.

TARGET  
71%

2

PPIAF supports PPP upstream policy and program development, and builds capacity of PPI ecosystem actors.

PPIAF accelerates PPP program development and implementation, strengthening capacity and PPP institutions along the way.

Governments introduce and improve PPP institutional frameworks accelerating capital mobilization.

Ecosystem actors enhance their capacity to manage PPI programs through training, access to knowledge, tools and scalable platforms.

Percentage of PPIAF-funded activities that are effective in meeting their outcomes.

TARGET  
81%

**INTERIM OUTCOMES**

3

PPIAF helps to increase creditworthiness of contracting authorities and supports program development for long-term local currency financing.

Governments diversify sources of funding for infrastructure services by (1) improving SOE and municipal creditworthiness and (2) developing long-term local currency financing.

Percentage of PPIAF-funded activities that are effective in meeting their outcomes.

TARGET  
82%

4

PPIAF mainstreams resiliency, equity and climate co-benefits in PPI Programs.

Governments adopt policies, plans and regulations for greater resiliency, equity and climate co-benefits in privately delivered infrastructure.

Percentage of activities with climate co-benefits that are effective in meeting their outcomes on climate adaptation or mitigation.

TARGET  
74%

**OUTPUTS**

**TECHNICAL ASSISTANCE**

High quality technical advice on private sector investment in infrastructure is delivered to client country satisfaction.

High quality technical advice on engaging the private sector in a manner that supports climate resilience and environmental sustainability is delivered to client country satisfaction.

Gender analysis is incorporated in the final TA.

TARGET  
97%

**KNOWLEDGE**

High quality knowledge products on private sector investment in infrastructure prepared and shared to demonstrate how private sector investment in infrastructure can add value.

High quality knowledge product on engaging the private sector in a manner that supports climate resilience and environmental sustainability successfully passed the World Bank's review process.

Gender analysis is incorporated in the final knowledge product.


TARGET  
93%

\* Percentage per year compound interest

# FY23–27 Results Framework: Secondary Indicators

The table below provides a comprehensive list of secondary indicators that PPIAF will collect and report under Interim Outcome pillars 1–4 based on its Outcome Realization process.

**SECONDARY INDICATORS**



**Pillar 1**


PPIAF improves competition, increases efficiency and accountability, and further opens infrastructure markets to private participation.

**Outcome Pillar**

Governments adopt policies, plans and regulations to promote open to private participation markets, increased competition, adoption of technology & digitalization, and greater efficiency and accountability.

**Secondary Indicators**

- Number of Institutions created/strengthened (national level)
- Number of sector-specific policies adopted, legislation passed/amended, or regulation issued/revised
- Number of times consensus is built on market creation/liberalization



**Pillar 2**

PPIAF supports PPP upstream policy and program development & builds capacity of PPI ecosystem actors.

**Outcome Pillar**

Governments introduce and improve PPP institutional frameworks accelerating capital mobilization.

**Secondary Indicators**

- Number of PPP Institutions created/strengthened (national level)
- Number of PPP policies adopted, legislation passed/amended, or regulation issued/revised
- Number of times consensus is built on PPP reforms
- Number of PPP pipelines developed

PPIAF accelerates PPP program development and implementation, strengthening capacity and PPP institutions along the way.


**Outcome Pillar**

Ecosystem actors enhance their capacity to manage PPI programs through training, access to knowledge, tools and scalable platforms.

**Secondary Indicators**

- Number of stakeholders (gov-t officials, civic group representatives) trained to prepare, procure and manage PPI projects
- Number of women trained to prepare, procure and manage PPI projects
- PPP knowledge products/tools/platforms developed
- Number of PPP transactions supported that materialized
- \$ value of transactions (in millions, USD)

**SECONDARY INDICATORS**



**Pillar 3**


PPIAF helps to increase creditworthiness of contracting authorities & supports program development for long-term local currency financing.

**Outcome Pillar**

Governments diversify sources of funding for infrastructure services by (1) improving SOE and municipal creditworthiness and (2) developing long-term local currency financing.

**Secondary Indicators**

- \$ of Financing leveraged without sovereign guarantee (in millions, USD)
- Number of sub-national financing projects developed
- Plans/strategies adopted by sub-national entities towards enhancing access to finance
- Number of credit ratings produced for sub-national entities
- Number of sub-national entities whose capacity was strengthened/creditworthiness improved (sub-national level)



**Pillar 4**

PPIAF mainstreams resiliency, equity and climate co-benefits in PPI programs.

**Outcome Pillar**

Governments adopt policies, plans and regulations for greater resiliency, equity and climate co-benefits in privately delivered infrastructure.

**Secondary Indicators**

- Number of countries which adopted the climate toolkit
- Number of clients who adopted PPIAF recommendations to meet their climate adaptation and mitigation policy targets. *Examples: NDC, Long Term strategies — LTS plans, National Adaptation Strategy — NAS/NAP*
- Number of climate resilient or low carbon PPI transactions resulting from PPIAF activities
- \$ amount of climate resilient or low carbon PPI transactions resulting from PPIAF activities
- Cumulative financing from climate funds to sub-national entities that result from PPIAF activities
- Number of national and sub-national entities which introduced dedicated climate resilience and mitigation building personnel/units/offices
- Number of sub-national entities which improved their administrative, technical and fiscal capacity to improve eligibility for climate finance
- Number of Paris-Aligned WB/ MDB projects informed by PPIAF assistance



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# PROGRAM FINANCES



## Balance Position in FY22

INFLOWS (US\$, millions)	
Beginning Cash Balance FY22	15.01
Donor Receipts in FY22	13.52
Investment Income	0.06
Reflows	4.30
<b>Total Inflows</b>	<b>32.88</b>
OUTFLOWS (US\$, millions)	
Transfer to Programming Activities	16.44
Transfer to PMU FY22 Budget	2.17
Transfer to PMU FY23 Budget	1.28
Umbrella MDTF Admin Fee	0.01
<b>Total Outflows</b>	<b>19.90</b>
<b>Cash Balance @ End of FY22</b>	<b>12.98</b>
CALLS ON BALANCE* (US\$, millions)	
Umbrella MDTF Admin Fee Liability	0.71
Activities Pending Grand Funding Request	7.65
<b>Total Calls on Balance</b>	<b>8.36</b>
<b>Cash Balance (Net of Calls of Balance) @ End of FY22</b>	<b>4.62</b>
ACTIVITY LEVEL USES (US\$, millions)	
Program Activity Disbursements	12.94
PMU Expenses, including indirects	3.03
<b>Total Disbursements</b>	<b>15.97</b>
Program Activity Commitments	5.19
PMU Commitments	0.30
<b>Total Commitments</b>	<b>5.49</b>
Program Activity Available Balance	14.94
PMU Available Balance	-
<b>Total Available Balance</b>	<b>14.94</b>

\* Calls on Balance refer to the funding amounts for the approved activities by the donor which haven't been transferred out or are still pending for Grant Funding Requests (GFR) to set up disbursing-level TFs, and their associated admin fee for approved activities under the Umbrella MDTF.



# Member Contribution Receipts

CORE MDTF II/PARALLEL/UMBRELLA	FY21	FY22	TOTAL SINCE FY00 (US\$, thousands)
● Australia (DFAT)	—	(674)	25,930
● Austria	—	—	2,740
● Canada	—	—	2,130
● European Commission	—	—	1,255
● France (AFD)	824	—	5,012
● Germany	—	3,522	13,739
● IFC	—	—	4,200
● Italy	—	—	1,179
● MCC	250	250	4,000
● Netherlands	4,460	6,610	23,151
● Norway (NORAD)	—	—	5,200
● Sweden (SIDA)	2,269	1,163	20,560
● Switzerland (SECO)	—	—	17,079
● United Kingdom (DFID)	—	—	91,043
● United States (USAID)	—	—	1,000
<b>Grand Total</b>	<b>7,783</b>	<b>10,871</b>	<b>218,216</b>

SNTA DONOR CONTRIBUTIONS	FY21	FY22	TOTAL SINCE FY07 (US\$, thousands)
● Australia (DFAT)	—	—	2,032
● France (AFD)	824	—	2,688
● IFC	—	—	4,100
● Italy	—	—	647
● Switzerland (SECO)	—	—	13,545
● United Kingdom (DFID)	—	—	16,751
<b>Grand Total</b>	<b>824</b>	<b>—</b>	<b>39,762</b>

NON-CORE TFs	FY21	FY22	TOTAL SINCE FY99 (US\$, thousands)
● ADB	—	—	2,188
● Australia (DFAT) Climate Change	1,505	—	1,505
● Japan	—	—	17,380
● Netherlands	—	—	4,286
● Norway Climate Change	—	994	7,869
● Switzerland (SECO) MIC & Others	3,000	1,000	30,680
● United Kingdom (DFID)	—	—	49,692
● United States (USAID) Water	658	658	8,000
<b>Grand Total</b>	<b>5,162</b>	<b>2,652</b>	<b>121,600</b>

● Active ● Inactive (most recent three years) ● Exited

6

ANNEXES



# ANNEX 1: ACTIVITIES APPROVED IN FY22

## Sub-Saharan Africa

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Angola	Water PPP Program Development	\$320,000	Umbrella MDTF
Cabo Verde	Development of Cabo Verde's PPP Program: Phase I — Strengthening PPP institutions' capacity and PPP Pipeline Development	\$315,000	Umbrella MDTF
Cross-Regional	Strengthening the Legal, Institutional and Commercial Framework for the WAPP-CLSG Regional Power Interconnector: Assessment, Lessons Learned and Recommendations	\$100,000	SNTA
Cross-Regional	West Africa Regional Digital Integration Project	\$400,000	MDTF II
Ethiopia	Supporting innovative electrification activities	\$400,000	Umbrella MDTF
Ghana	Design of an effective private sector participation model for the electricity distribution utility	\$320,000	SECO MIC
Ghana	PPP program support – PPP Framework Strengthening and pipeline development	\$350,000	Climate
Guinea-Bissau	Support the establishment of a FSM model in the capital city Bissau	\$350,000	USAID
Kenya	Strategic Business Plan for operationalizing the Viability Gap Funding and Contingent Liabilities windows of the PPP Project Facilitation Fund	\$350,800	Umbrella MDTF
Liberia	Support for the Restructuring, Management Transition, and Governance Reforms of the Liberia Electricity Corporation	\$500,000	Umbrella MDTF
Madagascar	PSP in Infrastructure Development	\$510,000	Umbrella MDTF

## Sub-Saharan Africa

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Mauritania	Regional Electricity Access and Battery Energy Storage Technology (BEST) Project's activities support for BEST in Mauritania	\$300,000	Umbrella MDTF
Niger	Supporting the restructuring of Niger Telecoms	\$400,000	Umbrella MDTF
Nigeria	Nigeria Programmatic ASA — Support Deployment of Rooftop and Grid-based Solar	\$400,000	Climate
Rwanda	Strengthening Public-Private Partnerships in Municipal Solid Waste Management	\$350,000	Umbrella MDTF
Senegal	PPP Program Support: Phase II — Operationalization of the PPP unit	\$250,000	Umbrella MDTF
Sierra Leone	Strengthening the Enabling Policy and Legal/Regulatory Environment for Improved Digital Infrastructure and Digital Service	\$350,000	Umbrella MDTF
Somalia	Somaliland Unlocking Sectoral Investment Project Component 2 — Establishing PPP legal and institutional framework for Private Sector Participation	\$431,000	Umbrella MDTF
South Africa	Country Assessment for unconventional water sources	\$400,000	USAID
South Africa	Technical Support to Department of Public Enterprises on SOE Reform and Restructuring Plans for Eskom and Transnet	\$250,000	MDTF II
South Africa	Transnet Green Freight Strategy	\$313,000	Climate
Togo	Non-Revenue Water	\$250,000	USAID
Uganda	Uganda PPP program support phase 2	\$350,000	Umbrella MDTF
Zambia	Development of PSP options for road infrastructure	\$417,720	Umbrella MDTF
<b>Sub-Total</b>		<b>\$8,374,520</b>	

## East Asia & the Pacific

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Cambodia	Assessment to Incentivize Private Investment in Electrified Mobility in Cambodia	\$300,000	Climate
Fiji	Fiji INF Development for Post-Tourism recovery project	\$300,000	Climate
Indonesia	Assessing the feasibility of a Clean Green Fund (CGF)	\$100,000	MDTF II
Indonesia	Support to Indonesia Infrastructure Finance Facility(IIFF) to screen and quantify impact of climate and social investments	\$200,000	Climate
Mongolia	Support to the Development of Transport Intermodal Projects in Mongolia	\$300,000	Umbrella MDTF
Timor-Leste	Procurement of a Project Management Consultant for the Dili Airport PPP	\$100,000	MDTF II
<b>Sub-Total</b>		<b>\$1,300,000</b>	

## Europe & Central Asia

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Armenia	Support the Government of Armenia's High Voltage Electric Networks (HVEN) to improve their creditworthiness	\$150,000	Umbrella MDTF
Georgia	Support to Georgia CPSD	\$100,000	Umbrella MDTF
Kyrgyz Republic	Energy Sector Financial Sustainability	\$100,000	MDTF II
North Macedonia	Support for scaling up rooftop solar in North Macedonia	\$150,000	Umbrella MDTF

## Europe & Central Asia

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Serbia	Support the Government of Serbia to improve the regulatory and institutional framework and unlock investments in sustainable energy solutions by small-scale energy users	\$100,000	SECO MIC
Tajikistan	Support to the Aviation Sector Reforms in Tajikistan	\$175,000	SECO MIC
<b>Sub-Total</b>		<b>\$775,000</b>	

## Latin America & the Caribbean

	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Colombia	Support for LVC's agenda with FDN	\$150,000	Umbrella MDTF
Colombia	Support the Government of Colombia in the identification and prioritization of next-generation multimodal transport infrastructure projects.	\$350,000	SECO MIC
Colombia	Support for the regional water market structuring in municipality clusters in Colombia — Phase II - Bogota-Cundinamarca	\$250,000	SECO MIC
Cross-Regional	Supporting the design of a proposed new financing and risk mitigation facilities to scale up private sector investment in utility scale RE projects in Jamaica and ECCU countries	\$300,000	Umbrella MDTF
Haiti	Support for the regulatory assessment of the use of drones in Haiti to support health transportation (medical supplies)	\$50,000	Umbrella MDTF
Peru	Supporting Private Sector Finance for Smart Traffic Management Systems in Lima	\$150,000	SECO MIC
<b>Sub-Total</b>		<b>\$1,250,000</b>	



## Middle East & North Africa

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Cross-Regional	Regional Railway Connectivity in MENA: Between GCC and Mashreq countries and beyond	\$225,000	Umbrella MDTF
Djibouti	Support to PPP Framework	\$300,000	Umbrella MDTF
Lebanon	Support to the reconstruction efforts of the Beirut Port	\$250,000	Umbrella MDTF
Morocco	Toward enhanced sustainability and private sector participation in the Morocco Municipal Solid Waste Management	\$400,000	Umbrella MDTF
<b>Sub-Total</b>		<b>\$1,175,000</b>	

## South Asia

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Bangladesh	Enhancing Renewable Energy Investments and Access to Land in Bangladesh	\$300,000	MDTF II
Bangladesh	PPP models for plastic management in Bangladesh	\$150,000	Umbrella MDTF
Bangladesh	Strengthening the PPP Institutional and Regulatory Framework	\$300,000	MDTF II
India	Developing a Compressed Bio-Gas roadmap in India	\$150,000	MDTF II
India	Odisha's Asset Monetization (AM) and Asset Recycling (AR) program	\$350,000	Umbrella MDTF
<b>Sub-Total</b>		<b>\$1,250,000</b>	

## Global Knowledge

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Global	Consolidation of Private Participation in Infrastructure data in EMDEs	\$150,000	Umbrella MDTF
Global	Global PPP Certification Program 2.0	\$200,000	Umbrella MDTF
Global	Improving Private Solutions in Hydropower Projects	\$150,000	Climate
Global	Infrastructure in fragile and conflict-affected economies	\$200,000	Umbrella MDTF
Global	Long Term Local Currency Finance program Long Term	\$350,000	Umbrella MDTF
Global	Shrinking Economic Distance	\$300,000	MDTF II
Global	Sustainable performance tracking framework for power utilities	\$150,000	Umbrella MDTF
<b>Sub-Total</b>		<b>\$1,500,000</b>	

# ANNEX 2: DETAILED RESULTS FY18–22

## Detailed Outcome Realization Results FY18–22

	FY17 (baseline)	FY18	FY19	FY20	FY21	FY22	FY18–22
Total activities reviewed	26	56	52	33	38	22	201
Total grant amount of reviewed activities (US\$, millions)	5.1	10.5	14.6	9.9	13.5	7	55.5
Total activities ranked "satisfactory" and above	17	35	39	29	30	19	152
Success rate (% of activities "satisfactory" and above)	65%	63%	75%	88%	79%	86%	76%
<b>Interim Outcome 1: PPP capacity and reform consensus —</b> Public institutions in PPIAF client countries better identify, assess, and enable private sector participation opportunities.							
Total # of activities	7	13	11	9	12	4	49
# of activities "satisfactory" and above	6	7	6	7	11	4	35
% of activities "satisfactory" and above	86%	54%	55%	78%	92%	100%	71%
# of participants/government officials whose capacity is enhanced*	711	1,484	1,311	1,038	2,108	1,740	7,681
Total # of activities leading to consensus achieved on PPP reforms	8	13	13	7	10	11	54
PPP pipeline developed	1	1	5	7	3	5	21
PPP knowledge/information developed	4	13	18	14	10	2	57
<b>Interim Outcome 2: Policies and institutions —</b> PPIAF client countries adopt policies, regulations and institutions that catalyze private sector participation in infrastructure service delivery.							
Total # of activities	15	27	21	19	21	10	98
# of activities "satisfactory" and above	9	17	15	17	16	13	78
% of activities "satisfactory" and above	60%	63%	71%	89%	76%	85%	80%
Institutions created/strengthened	27	41	66	23	56	102	288
Policies adopted, legislation passed/amended, or regulation issued/revised	2	9	17	8	34	9	77
Plans/strategies adopted or implemented	3	9	3	17	24	6	59
PPP transaction supported that materialized	8	2	23	3	22	1	51
Value of transactions (US\$, millions)	900	279	4,833	336	3,505	433	9,386

	FY17 (baseline)	FY18	FY19	FY20	FY21	FY22	FY18–22
<b>Interim Outcome 3: Subnational Financing —</b> Subnational entities are able to access increased financing in infrastructure without sovereign guarantees.							
Total # of activities	1	5	8	1	1	2	17
# of activities "satisfactory" and above	1	2	8	1	1	2	14
% of activities "satisfactory" and above	100%	40%	100%	100%	100%	100%	82%
Financing projects developed	1	5	15	2	0	1	23
Financing leveraged without sovereign guarantee (US\$, millions)	53	71	34.3	0	0	0.5	105.8
<b>Interim Outcome 4: Subnational Capacity and Creditworthiness —</b> Subnational entities improve their creditworthiness and capacity to raise finance.							
Total # of activities	3	11	12	4	4	3	34
# of activities "satisfactory" and above	1	9	10	4	2	3	28
% of activities "satisfactory" and above	33%	82%	83%	100%	50%	100%	82%
Subnational entities whose capacity was strengthened/creditworthiness improved	2	352	183	6	6	11	558
Plans/strategies adopted by subnational entities towards enhancing access to finance	2	4	13	3	1	2	23
Number of credit ratings produced for subnational entities	0	1	5	3	0	9	18



# ABBREVIATIONS

COVID-19	Coronavirus Disease 2019	NORAD	Norwegian Agency for Development Cooperation
CREST	Climate Resilience and Environmental Sustainability Technical Advisory	NRW	Non-Revenue Water
CTIP3	Climate Toolkits for Infrastructure PPPs	P3A	PPP Authority Act of 2021
DRC	Democratic Republic of Congo	PCM	Private Capital Mobilization
EAP	East Asia and the Pacific	PPI	Private Participation in Infrastructure
ECA	Europe and Central Asia	PPIAF	Public-Private Infrastructure Advisory Facility
EDL	Électricité du Laos	PPP	Public-Private Partnership
ESMAP	Energy Sector Management Assistance Program	PPPLRC	PPP Legal Resources Center
EU	European Union	PSP	Private Sector Participation
FCCL	Fiscal Commitment and Contingent Liabilities	SAR	South Asia Region
FCV	Fragility, Conflict, and Violence	SECO	State Secretariat for Economic Affairs (Switzerland)
FSM	Fecal Sludge Management	SNTA	Subnational Technical Assistance
FY	Fiscal Year	SOE	State-Owned Enterprise
GDP	Gross Domestic Product	SSA	Sub-Saharan Africa
GIF	Global Infrastructure Facility	STP	Sludge Treatment Plan
IDA	International Development Association	TAP	Technical Advisory Panel
IDB	Inter-American Development Bank	TF	Trust Fund
IFC	International Finance Corporation	TIF	Tax Increment Financing
INDC	Intended Nationally Determined Contributions	ToC	Theory of Change
IPCC	Intergovernmental Panel on Climate Change	WMS	Wastewater Management Services
LAC	Latin America and the Caribbean	WSA	Wastewater Management Services
Lao PDR	Lao People's Democratic Republic	USAID	United States Agency for International Development
LVC	Land Value Capture		
MDB	Multilateral Development Bank		
MDTFII	Multi-Donor Trust Fund II		
MENA	Middle East & North Africa		
MIC	Middle-Income Country		
MW	Megawatts		

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While PPIAF operates by giving grants, our value-added extends far beyond the funds provided.

**SETTING THE FOUNDATION:** By building institutions, strengthening the capacity of counterparties, and reducing policy, regulatory, and institutional risks, PPIAF enables governments to generate a pipeline of bankable projects.

**BUILDING PARTNERSHIPS:** PPIAF is a neutral and trusted partner. This helps ring various stakeholders, such as governments and private investors, to the same page when addressing complex issues related to infrastructure development.

**FOCUSING ON IMPACT:** PPIAF's strong development impact assessment capacity ensures that projects with PPIAF involvement are sound and have been thoroughly vetted.

**CAPTURING AND SHARING KNOWLEDGE:** PPIAF's knowledge system ensures lessons learned from one project are collected and applied to future ones as well as shared through a multitude of global platforms.

**CONVENING POWER:** As part of the World Bank Group, PPIAF is integrated into the expertise, experience, and convening power of the organization.





**PPIAF**  
Enabling Infrastructure Investment