

Public Disclosure Authorized

QII ANNUAL REPORT 2024

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GLOBAL DIRECTOR

PERSPECTIVE FROM
THE MINISTRY OF
FINANCE, JAPAN

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ANNUAL REPORT 2024



Quality Infrastructure
Investment Partnership



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Quality Infrastructure Investment Partnership

The World Bank and the government of Japan established the Quality Infrastructure Investment (QII) Partnership to scale up attention to the QII Principles endorsed by the G20. Adhering to these principles maximizes the economic, social, environmental, and development impact of infrastructure operations. The QII Partnership accomplishes these goals through technical assistances that support World Bank-funded infrastructure projects in developing countries and by raising awareness of the QII Principles through research, analyses, and knowledge dissemination.

Follow us on LinkedIn at [linkedin.com/company/qii-partnership](https://www.linkedin.com/company/qii-partnership)

Learn more at [worldbank.org/qii](https://www.worldbank.org/qii)

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Acronyms

CRPD	Convention on the Rights of Persons with Disabilities
EAP	East Asia and Pacific Region
ECA	Europe and Central Asia Region
ECOWAS	Economic Community of West African States
G7	Group of Seven
G20	The Group of 20 (a group of the world's major economies)
GFDRR	Global Facility for Disaster Reduction and Recovery
GIF	Global Infrastructure Facility
IMF	International Monetary Fund
IFD	Infrastructure Finance Department
JICA	Japan International Cooperation Agency
JIT	Just-In-Time
LAC	Latin America and the Caribbean Region
M&E	Monitoring and Evaluation
MDB	Multilateral Development Bank
MENA	Middle East and North Africa Region
NDCs	Nationally Determined Contributions
PBC	Performance-Based Contract
PPIAF	Public-Private Infrastructure Advisory Facility
PPP	Public-Private Partnership
QII	Quality Infrastructure Investment
SAR	South Asia Region
SDGs	Sustainable Development Goals
SSA	Sub-Saharan Africa Region
TDLC	Tokyo Development Learning Center
UNDP	United Nations Development Programme
WB	World Bank
ZTIA	Zero Trust Infrastructure Architecture

All dollar amounts in this report are in U.S. dollars unless otherwise indicated.

The boundaries, colors, denominations, and any other information shown on maps do not imply, on the part of the World Bank Group, any judgment on the legal status of any territory, or any endorsement or acceptance of such boundaries.

Foreword from AISHA WILLIAMS



One of the main barriers preventing development efforts from reaching those who need them most is a lack of infrastructure. Infrastructure is essential for achieving **92 percent** of the Sustainable Development Goals' targets and around 80–90 percent of climate change targets. Yet, progress on these goals has stalled, with people in developing regions bearing the consequences: **one billion people** live more than two kilometers from an all-season road, **675 million** lack access to electricity, and nearly **four billion** lack internet access.

Without substantial infrastructure investment, global progress is constrained. Financing must rapidly increase to meet this growing demand. Addressing infrastructure challenges requires an annual investment of about **4.5 percent of GDP** for low- and middle-income countries, which does not account for the additional costs catalyzed by climate change and natural disasters. For instance, natural hazards and inadequate maintenance result in disruptions that cost these countries up to **US\$ 300 billion** annually. However, this demand comes at a time of record-high

Infrastructure Finance
Global Director, World Bank

One of the main barriers preventing development efforts from reaching those who need them most is a lack of infrastructure.

global public debt, projected to reach **US\$ 100 trillion**, making public funding scarce.

The QII Partnership, with support from the Government of Japan, tackles these global challenges by applying G20 Principles to World Bank operations, strengthening economic, social, and environmental benefits across infrastructure sectors such as energy, transport, water, digital development, urban and governance. Through targeted technical support, the Partnership advances solutions that are resilient, inclusive, and efficient, driving long-term impact while aligning with G7 and G20 priorities and the [World Bank's Global Challenge Programs](#).

The growing demand for partnership support is clear. Since its inception, the initiative has made a substantial impact, approving 296 technical assistances totaling US\$ 76.1 million and facilitating over US\$ 64 billion in World Bank projects. This impressive leverage model, where each dollar of funding influences over US\$ 900 in project financing, has enabled transformative projects that drive climate action, harness digital transformation, encourage private sector engagement, strengthen regional connectivity for sustainable growth, and

promote inclusive infrastructure that bridges the gaps in access, equity, and human development.

In addition to providing targeted technical assistance to countries, QII drives thought leadership in quality infrastructure development. Its research and analytical activities help expand the global knowledge of quality infrastructure principles, establishing the partnership as a leader in sustainable infrastructure best practices. In collaboration with the Government of Japan, other World Bank global partnerships, and external partners, the partnership is scaling activities, sharing expertise, and applying Japanese insights across areas such as climate adaptation, inclusive infrastructure, and digital transformation.

The progress highlighted in this report reflects the steadfast commitment of the Government of Japan. As global challenges continue to evolve, Japan's ongoing support inspires confidence as the partnership enters its third phase. Together, we are poised to make a meaningful impact in addressing global infrastructure needs while promoting environmental and social sustainability.

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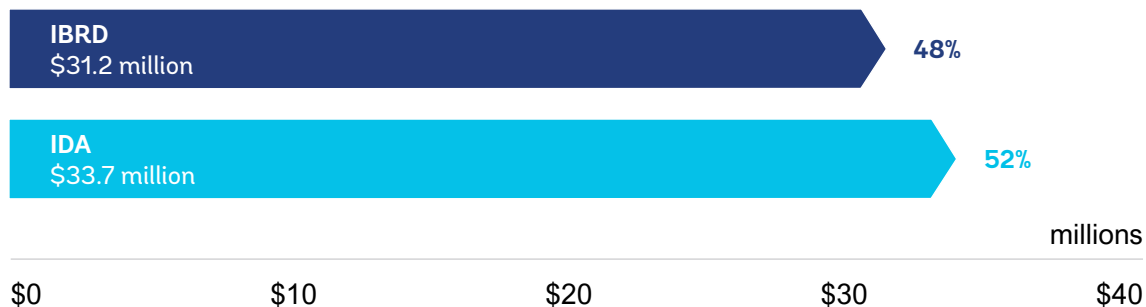
Quality Infrastructure Investment (QII) is essential for achieving social stability, sustainable growth, and environmental protection. Resilient roads and bridges that withstand natural disasters, as well as efficient water and power infrastructure that adhere to environmental and social standards, serve as the foundation of our daily lives and economic activities. However, particularly in developing countries, the lack of infrastructure constrains improvements in quality of life and economic development. In this regard, it is crucial not only to expand infrastructure quantitatively but also to enhance its **quality** from a long-term perspective. QII delivers long-term value by promoting economic efficiency, disaster resilience, and environmental sustainability.

Japan has been actively advancing these principles through concrete initiatives, including the **QII Partnership** Trust Fund, established in collaboration with the World Bank in 2016. Over the years, numerous high-quality infrastructure projects have been implemented across various countries. In 2024, the initiative incorporated cybersecurity considerations to enhance infrastructure safety. For instance, in Senegal, West Africa, support was provided to assess cyber risks in power supply systems and develop protective measures, including emergency response plans. Furthermore, efforts have been made to strengthen cybersecurity in port facilities and to develop strategic tools for addressing cyber challenges at

Perspective from
The Ministry of
Finance, Japan
DAIHO FUJII



QII TECHNICAL ASSISTANCE SUPPORT FOR IDA VS. IBRD COUNTRIES



the urban level. Through these advanced knowledge-sharing activities, the World Bank's infrastructure projects have been reinforced, with the engagement of JICA and Japanese experts, leveraging the **World Bank Cybersecurity Multi-Donor Trust Fund**, in which Japan is also a biggest donor.

The **QII Partnership** will enter its third phase in 2025, embarking on new challenges that build on past experiences. Specifically, it will enhance training and workshop initiatives, strengthen project performance measurement indicators, and establish flexible support frameworks tailored to different regions. By sharing successful case studies from various countries, the initiative aims to further improve quality and expand its impact globally.

In December 2024, donors, including Japan, committed a historic \$100 billion to support low-income countries under the 21st replenishment of the World Bank Group's International Development Association (IDA). Infrastructure has been included as one of the five priority areas, with a strong commitment to advancing the **G20 QII Principles**. This initiative is expected to accelerate the widespread adoption of QII principles, contributing to the sustainable development of developing nations.

The **Ministry of Finance of Japan** extends its deepest appreciation to all stakeholders engaged in the **QII Partnership** and remains committed to working closely with the World Bank, JICA, partner governments in developing countries, and other key partners to promote sustainable development and inclusive prosperity worldwide.

Deputy Vice-Minister of Finance
for International Affairs at the
Ministry of Finance, Japan

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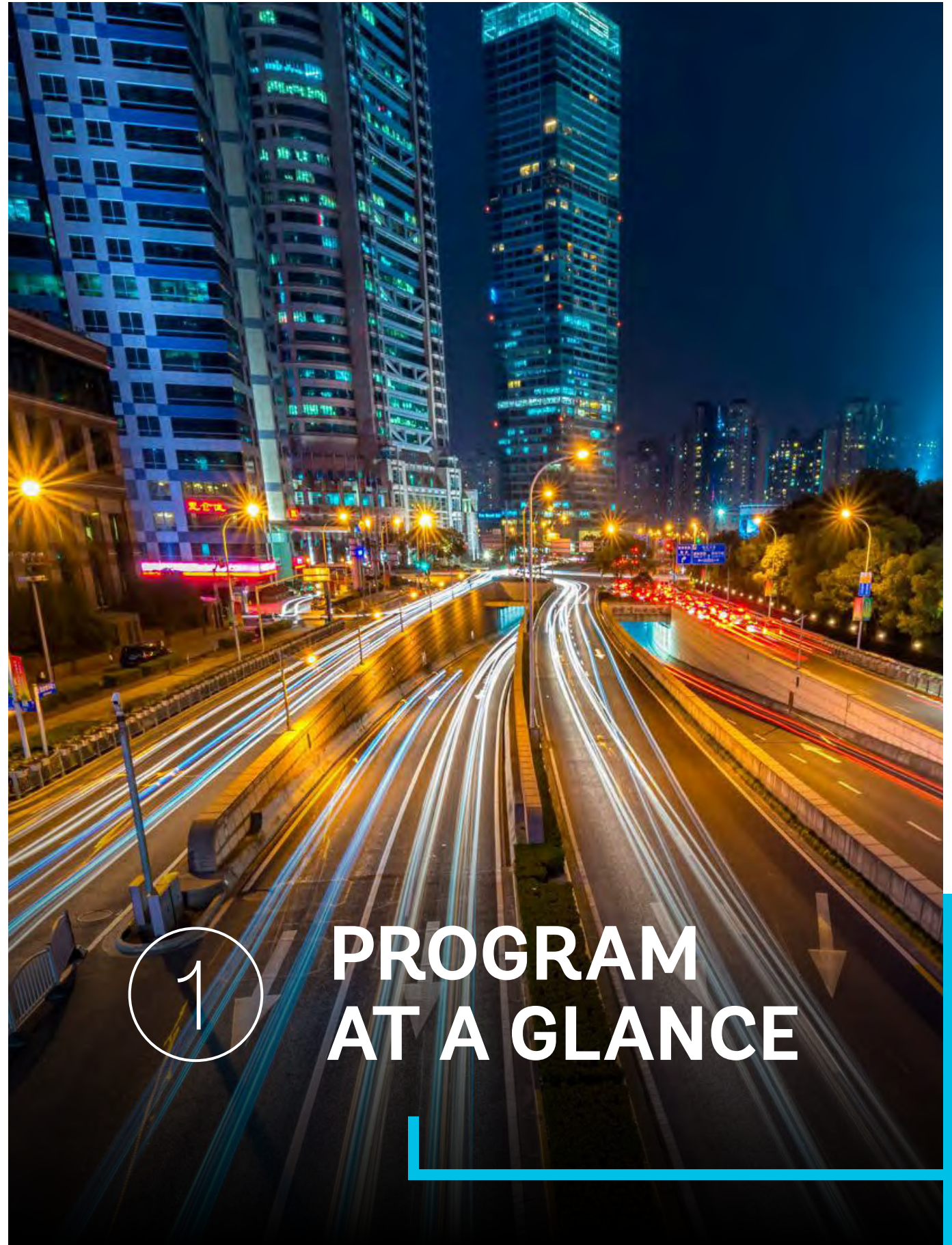
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The Quality Infrastructure Investment (QII) Partnership

Established in 2016, the QII Partnership is a collaboration between the World Bank and the Government of Japan to integrate QII Principles into World Bank infrastructure projects and raise awareness on quality infrastructure development. As a single-donor trust fund managed by the World Bank, the Partnership has received US\$ 84 million in contributions from Japan's Ministry of Finance to support its initiatives.¹ Japan, which provides strategic guidance for the Partnership's activities, recently reaffirmed its commitment as the Partnership enters its third phase. This phase will emphasize innovative approaches to infrastructure quality, global knowledge development, and the dissemination of best practice implementation of the QII Principles.

Infrastructure plays a pivotal role in advancing the World Bank's mission of eradicating extreme poverty and fostering sustainable, shared prosperity on a livable planet. The QII Partnership has gained increasing importance as it aligns with the priorities of the G7, G20, and the [World Bank's Global Challenges Programs](#)—a strategic suite of initiatives designed to tackle critical development challenges with greater speed, scale, and impact. By integrating the QII Principles into infrastructure planning, implementation, and management,

the Partnership bolsters the effectiveness of World Bank operations and knowledge sharing, particularly in low- and middle-income countries. This approach supports a sustainable future, fostering inclusive development benefitting communities worldwide.

The QII Partnership drives impact through country engagements, delivering technical interventions during project preparation and early implementation phases. It also provides targeted funding for short-term, or “Just in Time” activities that promote the QII Principles. The Partnership also advances global analytics and knowledge by supporting independent research and analyses to deepen the understanding and application of the QII Principles.

With these efforts, the QII Partnership mobilizes expertise and resources to embed quality and resilience into infrastructure, fostering projects and advancing knowledge that drives sustainable growth. It promotes sound governance practices which increase economic efficiency, and mainstreams environmental and social considerations in infrastructure development.

¹ Adding new commitments through FY28.

SINCE INCEPTION



296
ACTIVITIES &
KNOWLEDGE



\$76.1
MILLION IN
FUNDING

IN SUPPORT OF QUALITY INFRASTRUCTURE DEVELOPMENT

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QII Partnership Impacts

IMPACT SINCE INCEPTION



**\$76.1
MILLION**
in QII funding
provided



**\$64
BILLION**
in infrastructure
investment influenced

TECHNICAL EXPERTISE

259 **\$68.5**
ACTIVITIES MILLION
in support of World Bank
infrastructure operations

GLOBAL KNOWLEDGE

37 **\$7.6**
ANALYTICAL MILLION
ACTIVITIES TOTAL
to promote increased capacity in
quality infrastructure development

SECTOR FOCUS

28%
URBAN

24%
TRANSPORT

11%
ENERGY

7%
DIGITAL

EXPANDING FOCUS

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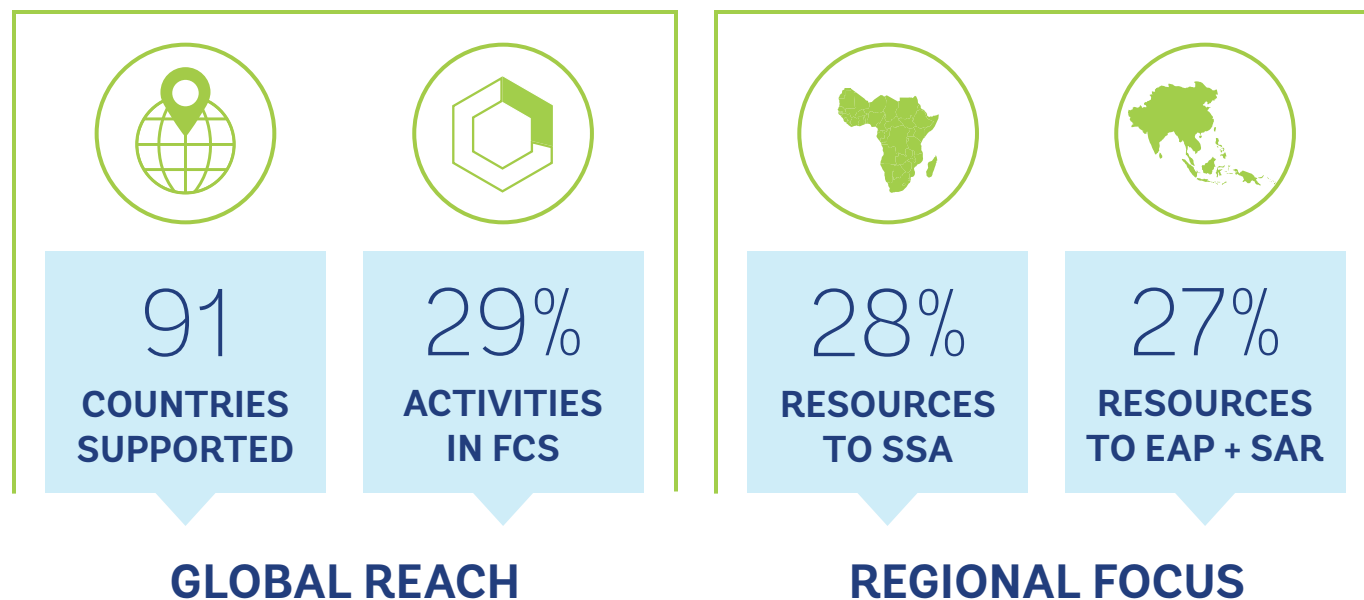
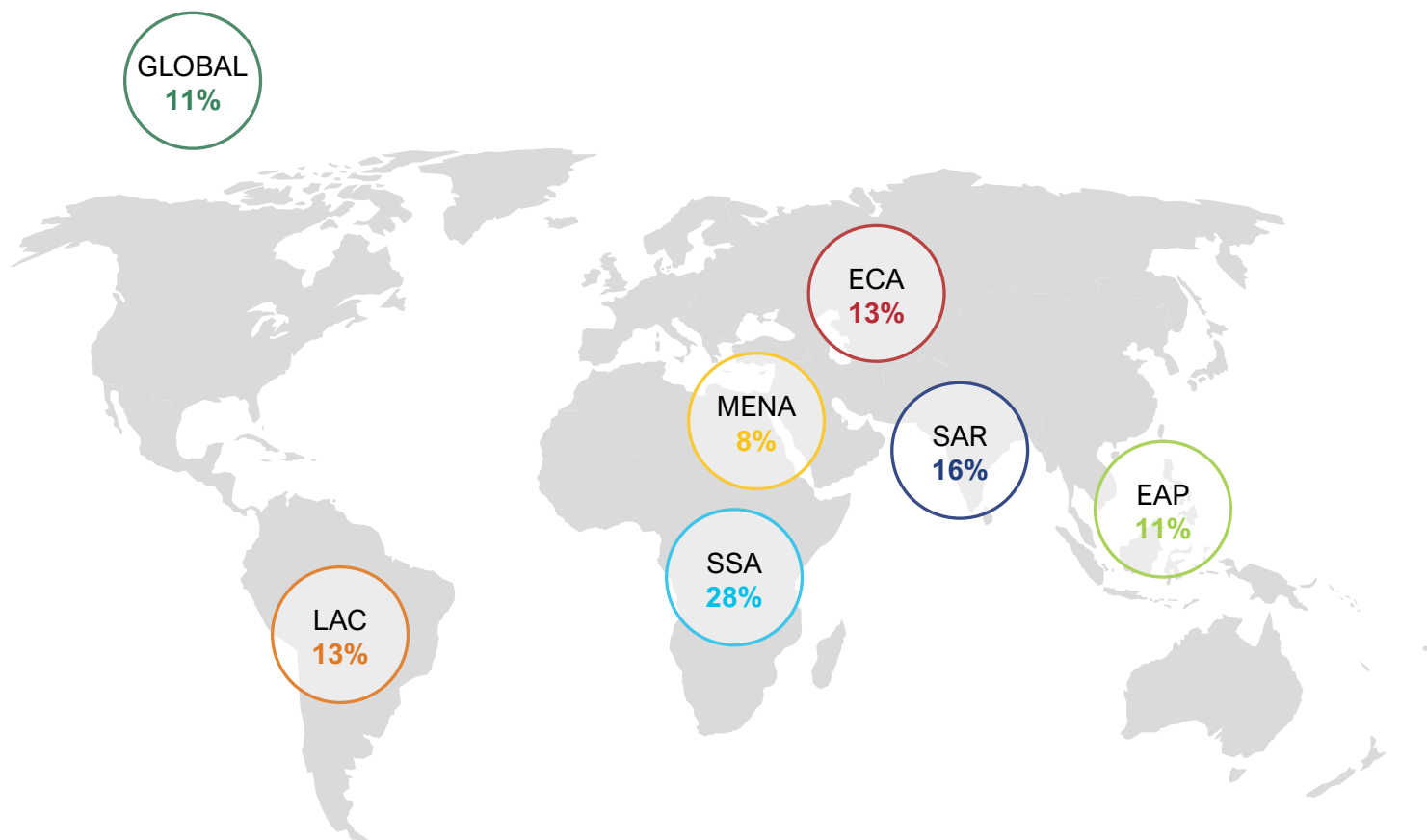
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Advancing Standards for Quality Infrastructure

The QII Principles



These voluntary guidelines enable countries to make investments that maximize infrastructure's economic, social, environmental, and developmental benefits.

QII.1

Maximizing the positive impact of infrastructure to achieve sustainable growth and development

Infrastructure investment drives economic growth by creating jobs, fostering technology transfer, and building capacity, which in turn boosts productivity and attracts private sector investment. This approach promotes sustainable development, strengthens connectivity, and aligns with national development strategies and global commitments, including the Sustainable Development Goals (SDGs).

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QII.2

Raising economic efficiency in view of life-cycle costs

Cost-effectiveness is a cornerstone of quality infrastructure investment, taking into account the total lifecycle costs of an asset, including construction, operations, and maintenance. Applying principles like QII.2 emphasizes the value of incorporating innovative technologies while assessing potential risks, such as delays and cost overruns, and opportunities, such as private sector participation, that can impact project outcomes.

QII.3

Integrating environmental considerations in infrastructure

Infrastructure projects must carefully consider impacts on ecosystems, biodiversity, and climate. Transparent disclosure of environmental information promotes the use of green financial instruments, fostering accountability and encouraging sustainable investment.

QII.4

Building resilience against natural disasters and other risks

In infrastructure design, it is essential to incorporate strategies to manage natural disasters and human made risks. Integrating robust technical measures such as nature-positive engineering approaches, thorough disaster risk assessments, innovative financing and insurance mechanisms encourages the development of resilient infrastructure, ensuring long-term sustainability.

QII.5

Integrating social considerations in infrastructure investment

Infrastructure projects should strive to deliver social and economic benefits to all segments of society, with particular focus on vulnerable, excluded groups and remote communities. Ensuring open access to services, prioritizing safety, and integrating gender considerations are essential components for fostering inclusive and equitable infrastructure development.

QII.6

Strengthening infrastructure governance

Promoting good governance—through transparent procurement, robust anti-corruption measures, and accessible information and data—strengthens the positive impact of infrastructure projects. Ensuring infrastructure sustainability at both national and project levels is equally essential, fostering long-term benefits and resilience.

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QII Principles in Practice

Innovative Pathways to Sustainable and Inclusive Infrastructure Development

As climate-related events become more frequent and severe, integrating climate adaptation and resilience into infrastructure projects has become increasingly critical. Natural hazards and inadequate maintenance result in disruptions that cost low- and middle-income countries up to **US\$ 300 billion** annually. By promoting climate-resilient infrastructure, QII plays a key role in helping these regions mitigate risks and safeguard economic development.

To address these challenges, the Partnership focuses on both mitigation and adaptation strategies. QII supports decarbonization efforts and the transition to a net-zero future (**QII.3**), while simultaneously enhancing resilience to climate risks and natural disasters (**QII.4**). This dual approach ensures that infrastructure projects are sustainable and equipped to withstand future challenges.

At the heart of the Partnership's work is the recognition of infrastructure's essential role in advancing human development. By expanding access to essential services and addressing exclusion and inequality (**QII.5**), QII ensures that infrastructure investments foster inclusive growth, enabling marginalized communities to benefit from improved services and opportunities.

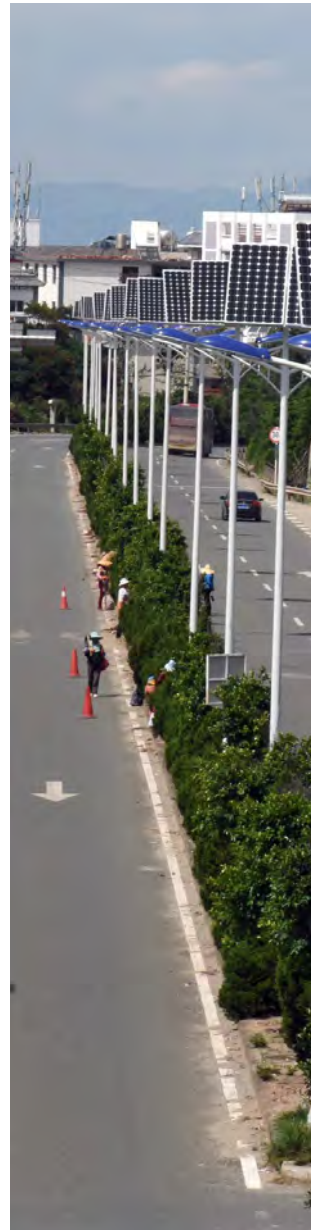
In addition to promoting inclusivity, QII strengthens regional and global connectivity, improving accessibility and driving sustained economic growth (**QII.1**). This focus on

connecting regions helps strengthen integration and contributes to broader development goals, reinforcing the importance of infrastructure as a catalyst for economic progress.

To ensure responsible and sustainable infrastructure management, the Partnership actively promotes the use of robust Infrastructure Governance Frameworks (**QII.6**), which incorporate critical principles such as debt sustainability. These frameworks are vital in ensuring that infrastructure projects are financially sound and contribute to long-term economic stability.

Digital transformation is another key priority for QII. The Partnership recognizes the transformative potential of digital solutions in increasing the economic efficiency of utilities and services (**QII.2**). Furthermore, QII bolsters infrastructure resilience by prioritizing cybersecurity and data privacy (**QII.4**), while simultaneously fostering greater transparency in governance (**QII.6**).

Finally, QII promotes economic efficiency in infrastructure investments by encouraging innovative approaches like life-cycle costing (**QII.2**). The Partnership also focuses on mobilizing private capital (**QII.1**) and encourages increased private-sector participation in the development of quality infrastructure (**QII.6**). These efforts ensure that infrastructure projects are not only sustainable but also attract the necessary financing for long-term success.



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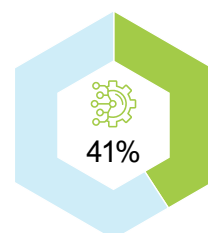
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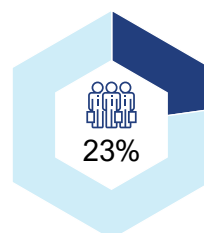
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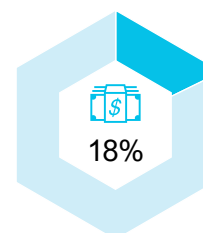
**NUMBER OF PROPOSALS LINKED TO RESPECTIVE
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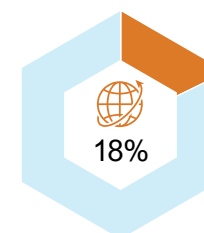
**Digital
Transformation**
19 Technical Assistancess



**Human
Development Outcomes**
11 Technical Assistancess

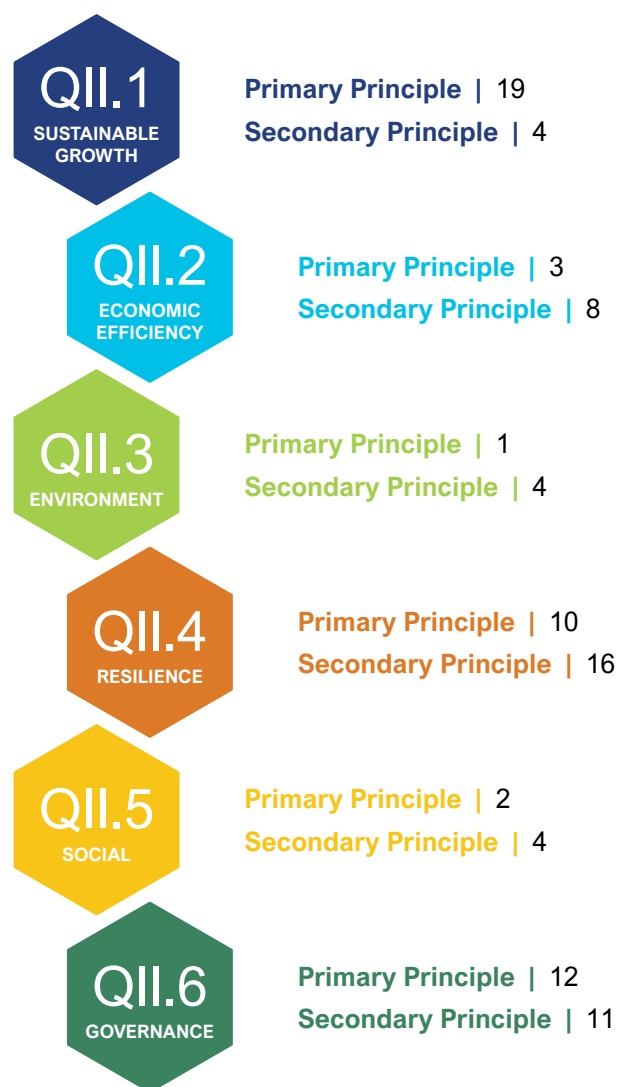


**Accelerating Private
Sector Participation**
8 Technical Assistancess



**Regional and/or
Global Connectivity**
8 Technical Assistancess

**NUMBER OF PROPOSALS LINKED TO RESPECTIVE
PRIMARY & SECONDARY QII PRINCIPLES, FY24**



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Advancing the Economic, Social, and Environmental Impact through Technical Assistance in Developing Countries

The global infrastructure landscape is confronting an array of escalating challenges, including climate change, slowing economic growth, declining investment, and rising debt, all while the demand for essential services continues to grow.

The QII Partnership is tackling these global challenges by promoting sustainable infrastructure development. The Partnership's strategic focus is closely aligned with G7 and G20 priorities, as well as the World Bank Group's [Global Challenge Programs](#). In FY24, over 60 percent of QII interventions facilitated digital transformation and helped to mobilize private capital for infrastructure investments. In addition, more than 90 percent of QII-supported projects achieved positive outcomes in climate mitigation or adaptation efforts.

Demand for QII support is growing rapidly. Since its inception, the Partnership has made significant contributions to World Bank operations, approving 296 activities totaling US\$ 76.1 million. These interventions have facilitated over US\$ 64 billion in World Bank

projects, showcasing the tremendous leverage of QII's model, where every US\$ 1 of funding influences US\$ 946 in project financing.

In addition to its direct financial support, QII drives thought leadership in sustainable infrastructure development through research and analytical activities that expand the global understanding of QII Principles. This positions the Partnership as a leader in advancing global knowledge and best practices in sustainable infrastructure. Through knowledge exchanges and flagship products, QII fosters innovation and promotes the adoption of sustainable principles, ensuring that infrastructure development aligns with cutting-edge practices and long-term sustainability goals.

As global challenges continue to evolve, the Partnership remains steadfast in its commitment to promoting sustainable infrastructure solutions that foster resilience, inclusivity, and lasting growth. Through its financing, knowledge sharing, and partnerships, QII is playing a pivotal role in helping countries meet their infrastructure needs while advancing environmental and social sustainability.

QII IMPACT RATIO



\$1
OF QII FUNDING
INFLUENCES



\$946
WB OPERATION
FINANCING

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NEPAL

Strengthening Road Infrastructure for Connectivity and Climate Resilience

Nepal, a landlocked South Asian country, faces significant challenges in maintaining an efficient and resilient road infrastructure. The country relies heavily on its strategic road network, which comprises 13,000 kilometers of roads and over 2,000 bridges, to facilitate physical and economic connections. In addition to serving as vital lifelines for trade, mobility, and economic development—especially for remote communities—the road network also provides vital connections to the country's main trading partners: India and China.

However, the performance of these critical corridors has been limited because of poor maintenance, vulnerability to natural disasters, and inefficient management. These challenges have led to serious safety issues and hindered Nepal's economic development.

The World Bank has been working with the Nepali government to improve the quality and performance of the road system. The [Nepal Strategic Road Connectivity and Trade Improvement Project](#) aimed to build resilient

infrastructure, improve transport efficiency, and promote safe mobility. The project focused on introducing best practice contracting methods, ensuring environmental sustainability, and conducting safety assessments to improve road safety, lower maintenance costs, and ensure the corridors could withstand climate-related risks.

QII provided key inputs to support the World Bank operation's efforts with an expanded scope, focusing on four main activities:

1. Developing a contracting strategy for highway operations and maintenance.
2. Conducting network-level road safety surveillance.
3. Formulating a greening strategy
4. Piloting a highway vulnerability assessment using a new modeling tool.

The Partnership's engagement integrated several QII principles to the project:

- [QII.1: Maximizing the positive impact of infrastructure to achieve sustainable](#)

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growth and development. The project aimed to enhance the overall impact of infrastructure on economic growth and community development by focusing on key sections of the East-West Highway as well as the road connecting Kathmandu with the southern border, which is vital for trade and economic activity.

- **QII.2: Raising economic efficiency in view of life cycle costs.** The scope included developing guidance material to introduce the Hybrid Annuity Model, which uses PPPs to combine the strengths of public sector financing and private sector efficiency. Introducing such a model will ultimately optimize the road network's economic efficiency by reducing cost and time overruns and ensure sustainable maintenance.
- **QII.3: Integrating environmental considerations in infrastructure investment.** The greening strategy and environmental assessments aimed to minimize the ecological footprint of the road infrastructure and

promote sustainable development. Suggested interventions in the strategy include the performance of cumulative impact assessments focused on Valued Environmental and Social Components (VECs) and the integration of biodiversity conservation and resilience-building measures into engineering designs and corridor investments, and the overall alignment of these efforts with World Bank standards, international best practices, and national laws.

- **QII.4: Building resilience against natural disasters.** The vulnerability assessment identified critical areas for climate risk mitigation, namely associated with road-adjacent slopes that had experienced historical disturbances, were actively being altered by rivers, or had undergone changes to their steepness and drainage patterns. Addressing these areas will ensure that road corridors are more resilient to landslides, floods, and other climate-related challenges.
- **QII.5 Integrating social considerations in infrastructure investment.** The project included introducing proactive road safety measures, including their enforcement via the use of information technologies and the strengthened support for post-crash management, to improve safety outcomes for all road users and ultimately reduce fatality rates on key road corridors and segments.

QII's interventions have had a transformative impact on Nepal's road infrastructure. The Partnership has helped create efficient, high-quality roads while also strengthening institutions and government capacity in road safety assessment and asset management. Additionally, QII's support for environmental and social sustainability measures will enhance Nepal's road system's resilience to climate change and natural disasters.

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STRATEGY IN ACTION

Driving Climate Action through Mitigation and Adaptation

The relationship between the climate and infrastructure is becoming increasingly vital in the face of climate change. Infrastructure plays a dual role: it contributes significantly to greenhouse gas (GHG) emissions and is also vulnerable to climate-related risks. The QII Partnership addresses these challenges by embedding environmental considerations into infrastructure projects (QII.3) and advancing green infrastructure to promote low-carbon, climate-resilient development (QII.4). This approach aligns climate and development objectives, prioritizing transitions to a low-carbon future while fostering innovative financial solutions to support sustainable growth.

The Partnership focuses on designing infrastructure that reduces environmental impacts and builds resilience throughout the entire asset life cycle. New projects incorporate comprehensive risk management strategies that factor in sustainability from the outset. By ensuring infrastructure is climate-adapted and resilient, the QII Partnership is driving transformative economic development in low- and middle-income countries. This work is underscored by the World Bank's Climate Change Action Plan and Evolution Roadmap, which commit to incorporating climate and resilience considerations into all infrastructure investments.

To meet the growing challenge of climate change, QII.3, which integrates environmental considerations into infrastructure, is essential.

As climate impacts intensify, infrastructure projects must be designed to mitigate and adapt to these risks. Key actions include enhancing the collection and disclosure of environmental data, leveraging green finance instruments alongside private capital, and aligning projects with national strategies and nationally determined contributions (NDCs). These measures ensure that infrastructure reduces its contribution to GHG emissions and supports countries' efforts to meet their Paris Agreement obligations.

QII.4 emphasizes building resilience against natural disasters, which is increasingly relevant in today's climate. Infrastructure must be designed to withstand extreme weather, sea-level rise, and shifting climate patterns. By focusing on climate resilience, infrastructure projects can lower long-term costs related to repairs and ensure the continuity of essential services, ultimately protecting communities and fortifying economies against climate-induced disruptions.

As infrastructure continues to have a significant impact on GHG emissions, governments, private developers, and financiers must protect and climate-proof infrastructure investments, while seeking new environmentally sustainable opportunities.

The QII Partnership's work on advancing green infrastructure is exemplified by several projects.

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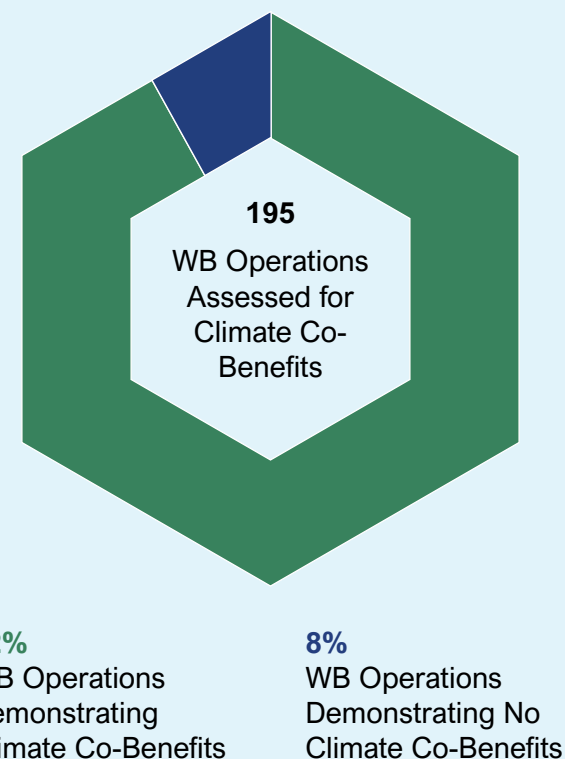
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In [India](#), QII supported the [Assam Integrated River Basin Management Project](#). The project, which is supported by QII guidelines for integrated flood risk management, strengthens flood resilience in vulnerable river basins such as Beki and Buridehing. The project will also protect approximately 100,000 people by providing improved flood forecasting, early warning systems, and safer evacuation shelters. QII also facilitated the creation of an institutional roadmap and hosted workshops on knowledge sharing for water resource management across the Brahmaputra-Jamuna Basin, providing critical tools to enhance the state's ability to respond to climate risks.

Similarly, support to the [Chennai City Partnership](#) highlights QII's focus on sustainable urban services and inclusive growth. In collaboration with the Government of Tamil Nadu, this US\$ 150 million program aims to strengthen institutions, improve financial health, and enhance the quality of services in water supply, sanitation, transportation, and solid waste management for the city's 10.9 million residents. QII provided technical assistance to develop [performance-based contracts](#) (PBCs), enabling better service delivery and revenue generation for water utilities. The program accelerates Chennai's transition to a low-carbon, resilient growth path, ensuring the city's infrastructure meets the demands of climate adaptation while fostering more sustainable urban development.

In the [Dominican Republic](#), where communities are highly vulnerable to climate and geological hazards, the QII Partnership has provided critical support to develop [water and sanitation solutions](#) that incorporate life cycle costing and innovative wastewater systems. These efforts, designed to reduce non-revenue water losses and improve utility governance, align with national water policies to enhance efficiency and sustainability.

THE PROPORTION OF WORLD BANK
OPERATIONS SUPPORTED BY THE QII
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CO-BENEFITS



Through these initiatives, the QII Partnership is integrating resilience measures to combat environmental and financial risks. This is also driving the transition to a net-zero future and supporting the broader social and economic transformation of low- and middle-income countries. By prioritizing sustainability, resilience, and inclusivity, the QII Partnership is shaping a future where infrastructure serves as a foundation for climate action and equitable growth.

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In Cambodia, water resources are under intense pressure, leaving the country increasingly vulnerable to climate change. Persistent droughts, coupled with deforestation and unsustainable agricultural practices, have put the country's water security, agricultural productivity, and economic potential at significant risk. To address these challenges, the World Bank, through its [Water Supply and Sanitation Improvement Project](#), is working with Cambodia to build more resilient water infrastructure. This project combines nature-based solutions (NBS)—such as sediment traps, wetland treatments and afforestation to enhance soil retention capacity—with traditional infrastructure improvements.

Support from the QII Partnership has further strengthened the project, extending integrated solutions across five provinces and benefiting over 100,000 people. QII support was specifically used to develop technical reports that provided recommendations on the following:

1. Integrating NBS into Cambodia's water supply investments, inclusive of environmental and social considerations.
2. A cost-benefit analysis and specific operations and maintenance requirements for each suggested NBS.

QII interventions also led to the development of a policy note which provided an overview of existing legislation in support of NBS, and entry points for NBS to be embedded in various policy documents. This deliverable involved a broad stakeholder consultation, which included key partners from

the Ministry of Industry, Science, Technology, and Innovation, as well as the Ministries of Water Resources and Environment, Forestry and Fisheries, and Finance.

This intervention is aligned with Cambodia's national goals for climate resilience, social inclusion, and sustainable development. It also applies several QII Principles. It enhances economic efficiency by reducing life cycle costs through sustainable green infrastructure (QII.2) and addresses environmental priorities by promoting watershed management, reducing erosion, and conserving ecosystems (QII.3). Climate resilience has been fortified by combining natural and engineered solutions to mitigate drought and flood impacts (QII.4). Social inclusion was also a priority, with local communities engaged in protecting water sources and maintaining green infrastructure (QII.5).

It also benefited from significant contributions from Japanese expertise via active participation from the Japan International Cooperation Agency (JICA) throughout the engagement and collaboration with the Tokyo Development Learning Center to organize study tours with ministry officials. Therefore, QII support has not only addressed immediate water supply challenges but also laid the foundation for sustainable, long-term practices. By integrating NBS, it is expected to improve water reliability, bolster climate resilience, and reduce infrastructure costs. Furthermore, upcoming World Bank projects are set to adopt these green-grey infrastructure approaches, extending their impact across Cambodia.

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STRATEGY IN ACTION

Leading the Way for Digital Transformation in Infrastructure

The QII Partnership is driving digital transformation across emerging economies by embedding innovative technologies into infrastructure development and addressing critical challenges such as cybersecurity, data privacy, and social inclusion. This approach ensures that digital infrastructure accelerates economic growth and fosters resilience, environmental sustainability, and equitable access. In FY24, the QII Partnership allocated over US\$ 2.1 million to support interventions in the digital development sector, with 61 percent of its interventions across all sectors incorporating digital components to enhance aspects infrastructure delivery, such as governance and service provisions.

In **Tajikistan**, QII supported expanding broadband access and developing [e-government services](#) to address disparities in digital infrastructure. A key focus of the intervention is improving connectivity in rural areas and among marginalized groups, including women, who face limited access to broadband services. QII's efforts included a report outlining best practice cybersecurity models with practical recommendations for strengthening national data protection frameworks. The Partnership also convened a high-level workshop with international experts to build capacity among senior government officials. QII also supported an analysis of the potential climate impact of digital infrastructure expansion, offering recommendations to align the country's digital growth with environmental objectives.

In **Latin America**, the QII Partnership launched an initiative to integrate advanced data analytics into urban transport planning. Working with city transport and mobility departments in Buenos Aires (Argentina), Medellín (Colombia), and Lima (Peru), QII supported the development of a regional transport platform that leverages big data to forecast travel demand, monitor infrastructure use, and enhance mobility planning to help revive ridership in mass transit systems after the COVID -19 pandemic. The initiative promotes social inclusion by using data to ensure vulnerable populations—such as low-income groups, women, and the elderly—have equitable access to jobs, healthcare, and education. The platform also strengthens infrastructure governance by improving transparency and decision making through data-driven insights. As part of this effort, QII supported the adoption of data strategy framework and facilitated agreements between cities and private data providers to ensure long-term collaboration.

The QII Partnership's efforts underscore the transformative potential of digital infrastructure in building sustainable and resilient societies. Its interventions align with QII.1 by maximizing the impact of infrastructure through technology transfer and innovation, while QII.4 ensures that cybersecurity and data privacy enhance resilience. Furthermore, QII.5 integrates social considerations into infrastructure investment, ensuring that digital transformation benefits all social groups and promotes inclusive growth.



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Mongolia is undergoing a rapid digital transformation to modernize the government and public services and expand its digital economy. The country has achieved significant progress in the past years, through updates and offerings such as their e-Mongolia national portal, which has facilitated the provision of more than one thousand public services to citizens and businesses. However, this shift to digitalization has also exposed Mongolia to significant cybersecurity risks that threaten critical infrastructure—including finance, energy, and emergency services. While the government has made impressive strides in digital governance, its cybersecurity frameworks and skilled workforce remain underdeveloped, making it essential to secure its digital infrastructure for sustainable growth.

To address these challenges, the World Bank, in partnership with Mongolia's Ministry of Digital Development, Innovation and Communications, launched the Smart Government II Project with a cybersecurity initiative supported by the QII Partnership. This project introduces the Zero Trust Infrastructure Architecture (ZTIA), a cutting-edge and strategic cybersecurity approach that secures organizations by eliminating implicit

trust, enabling the principle of least privilege and continuously validating every stage of digital interactions. Through ZTIA, Mongolia can better defend against increasing cases of malware and sophisticated cyber threats and protect its expanding digital infrastructure, aligning with Mongolia's Vision 2050 strategy to advance economic growth and improve public service efficiency through digital innovation.

The QII Partnership supported the design of a ZTIA model customized for Mongolia, along with a learning curriculum to train government officials, technical experts, and academic stakeholders. Capacity building workshops, developed in coordination with the Japan International Cooperation Agency (JICA), informed Japan's expertise in Zero Trust principles and prepared these stakeholders with technical knowledge and a smooth transition. Supporting multiple QII principles, the initiative fortifies Mongolia's digital economy, advances infrastructure governance, and builds resilience across critical sectors. These efforts are expected to influence Mongolia's national cybersecurity strategy, ensuring a resilient and sustainable digital economy for citizens, businesses, and government.

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STRATEGY IN ACTION

Accelerating PSP in Quality Infrastructure Investment

The QII Partnership is driving infrastructure development by leveraging private sector participation and introducing innovative financing strategies to accelerate sustainable growth. This approach ensures investments are fiscally responsible and environmentally sound, while strengthening governance and fostering collaboration with private entities.

In **Bangladesh**, QII is advancing the [Western Economic Corridor and Regional Enhancement Program](#), a multi-phased initiative to upgrade 48 kilometers of the Jashore-Jhenaidah road into a four-lane highway, rehabilitate 600 kilometers of rural roads, and develop rural markets. The program incorporates fiber-optic installation along the highway to improve internet connectivity and intends to generate 1.3 million days of employment for local workers during the first two years. These improvements will boost regional connectivity, stimulate economic growth, and enhance service delivery across four districts: Jashore, Jhenaidah, Magura, and Chuadanga.

QII is playing a fundamental role in incentivizing private sector participation with the financing of the corridor's rehabilitation. A key element of the intervention in Bangladesh is supporting the creation of a road maintenance fund to secure sustainable financing for the country's road network. This mechanism ensures consistent funding for routine and preventive maintenance. QII developed a road map for the fund's implementation, conducting lifecycle cost analyses, and providing training sessions to enhance road asset management.

QII's engagement also highlighted the need for a national public-private partnership (PPP) program to complement the road maintenance fund, encouraging private sector participation. Drawing on India's successful PPP model

implementation, QII identified challenges in fund implementation and proposed strategies to enhance its management. These initiatives align with QII.1 by maximizing infrastructure impact through financing mechanisms and effective governance. In addition, QII.5 promotes social inclusion by creating economic opportunities for local communities through employment and improved access to essential services.

QII is also working to advance infrastructure governance in **Serbia**, where the Partnership is helping improve local transport services and foster resilience. QII supported the World Bank's [Local Infrastructure and Institutional Development Project](#) that focuses on strengthening institutional capacities to implement existing planning and regulatory frameworks, with an emphasis on sustainable urban mobility. In strengthening these frameworks, Serbia's transport sector will be better positioned to access alternative sources of finance, particularly those from the private sector. The Partnership's work will be crucial to informing the operation's forthcoming *Roadmap for Improved Access to Financing*, which will require the robust decision-making framework developed by QII to best assess, structure, and finance infrastructure investments. The Partnership has also facilitated complementary initiatives, including an analysis of the economic impact of recent infrastructure investments and developing a predictive economic model. Moreover, QII has established a data platform to assess the impact of infrastructure investments on local economies and developed a digital tool to support decision making at the local level. These efforts were complemented by training sessions, engaging over 200 stakeholders from local governments and international partners such as UN-Habitat, SECO, GIZ, and UNDP.



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MOZAMBIQUE

Shaping Maputo's Urban Future with Sustainable Infrastructure and Financing

Mozambique's capital, Maputo, serves as the country's economic engine, but rapid urbanization and aging infrastructure present challenges to sustainable growth. To support Maputo's role as an economic hub, the World Bank, with QII's assistance, is investing in urban infrastructure and services while driving essential reforms. Central to these efforts is the [Maputo Urban Transformation Project](#), which seeks to improve infrastructure efficiency, quality, and sustainability. Key initiatives include constructing the city's first sanitary landfill and implementing an urban plan for KaTembe Municipal District, where much of Maputo's future growth is anticipated. This plan incorporates land demarcation, priority infrastructure, and affordable housing for low-income families, aiming to improve solid waste management, support informal waste pickers, and promote recycling. Additional investments in water and sanitation are also expected to bolster public health outcomes.

QII's involvement has introduced innovative approaches in resilient urban infrastructure, providing technical guidance on green infrastructure and ecological protections. Specific contributions include planning and designing sustainable drainage systems for Baixa, a dense urban area. It also includes developing guidelines to maintain the drainage and solid

waste management systems—two crucial infrastructure sectors for Maputo. In KaTembe, the urban plan integrates environmental regulations to protect floodplains and other ecological areas. A technical note was also created to establish sustainable drainage practices suited to Maputo's unique requirements.

Efforts to secure private financing for Maputo's urban infrastructure are ongoing, with QII helping to refine land-based finance regulations and enhance local revenue generation. Recommendations on the Land Value Capture for Downtown Maputo and KaTembe are supporting the municipality in using this tool as a sustainable funding approach, which leverages increased land values from public investments and encourages property owners and developers to contribute toward infrastructure costs and reinvest in community growth.

Following discussions with finance, infrastructure, and urban planning teams, QII is helping to identify the most suitable Land Value Capture instrument for Mozambique's regulatory framework. As a result, three viable options were proposed, allowing property owners and developers to contribute to public infrastructure financing by capturing the added value generated through these investments.

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STRATEGY IN ACTION

Advancing Regional Connectivity and Integration in Infrastructure

Strengthening regional and global connectivity is crucial for promoting sustained economic growth and accessibility, especially in developing countries. Improved connectivity enables countries to "leapfrog" toward more integrated and efficient economies, expanding trade, facilitating market access, and fostering cross-border cooperation. Yet, these advancements come with challenges, such as unequal access, cybersecurity risks, and environmental impacts due to rising energy demands. The QII Principles provide a framework to address these challenges, offering strategic guidance on investment, inclusive growth, and sustainable solutions to maximize connectivity's benefits.

The QII Partnership is driving transformative [World Bank efforts](#) in the **Central African Republic** and the **Republic of Congo** to improve transport and trade efficiency while promoting climate resilience and socio-economic inclusion. The Central African Republic, a landlocked nation, relies heavily on road transport and the Congo-Ubangi waterway for regional trade. However, inadequate road conditions, low road density, and limited waterway maintenance hinder economic integration and growth. Although the Congo-Ubangi corridor facilitates 70 percent of trade in the region, its potential is limited

by factors such as inefficiencies, high costs, and inadequate infrastructure. Women traders, who dominate cross-border trade, face additional barriers such as insufficient facilities and restricted access to trade information, compounding inequalities.

To address these challenges, QII supports four targeted studies. The first explores sustainable financing mechanisms for maintaining roads, ports, and waterways, such as performance-based contracts and public-private partnerships. The second focuses on climate-resilient waterway practices, including green dredging and material reuse, to inform a Green and Resilient Ports and Waterways Development Strategy. The third examines local trade along the Congo-Ubangi corridor, identifying constraints and designing interventions to boost livelihoods and stimulate economic activity. The fourth analyzes social dynamics and cooperative models to empower local traders, particularly women, by addressing issues of safety, inequality, and exclusion.

Similarly, in **Ghana**, QII supports the World Bank's [Transport Sector Improvement Project](#), which rehabilitates key road links and constructs 200 kilometers of feeder roads to strengthen agricultural value chains and regional economic growth. This includes



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Balancing economic growth with environmental stewardship, the QII framework is helping shape a more connected, prosperous, and sustainable future.



upgrades to reduce travel times, expand market access, and improve institutional capacity through Performance-Based Contracting. Tailored Standard Bidding Documents guide procurement, while workshops validate key inputs for project design. A study on Performance-Based Management of Roadway Infrastructure resulted in an action plan and the establishment of a Road Asset Management System to improve planning and sustainability.

In [Djibouti](#), QII advances the [Djibouti-Addis Road Corridor Project](#) by modernizing infrastructure and building client capacity to assess the potential for different modalities of private sector participation and their relevance to country's context (such as, road funds, availability of payment mechanisms, contracts for rehabilitation and maintenance, and tariff management of tolls). Djibouti's strategic location as a trade hub for Ethiopia has been constrained by aging infrastructure, limiting trade efficiency. With QII's support, a strategy was developed to focus on climate-resilient infrastructure and effective governance, including life cycle cost assessments, a social impact study, and a governance framework for road management. This collaboration, involving the Government of Djibouti, the Roads Agency, and Japanese technology, introduced innovations like 360° cameras to improve road assessment accuracy and efficiency.

Across these initiatives, QII demonstrates its commitment to economic efficiency, social inclusion, and sustainability. These projects aim to improve trade flow, reduce transport costs, and enhance safety in the short term, while delivering long-term impacts such as job creation, support for small businesses, and empowerment of women. Balancing economic growth with environmental stewardship, the QII framework is helping to shape a more connected, prosperous, and sustainable future.

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ECUADOR

Revitalizing Quito's Historic Center through Sustainable Infrastructure, Mobility, and Community Engagement

The QII Partnership continues to advance transformative initiatives in Quito to improve public transport infrastructure and increase the use of non-motorized transportation, yielding numerous benefits such as improved productivity, reduced vehicle operation costs, enhanced road safety, and positive health outcomes. This initiative also supports the optimization of public spaces and mixed-use infrastructure.

These efforts aim to revitalize Quito's historic center, transforming it into a vibrant and safe destination that promotes non-motorized transport and enhances metro accessibility. This transformation is expected to boost ridership, attract private investment, and create new economic opportunities. Improved accessibility, increased security, and the growth of local enterprises are key to fostering long-term sustainable urban development.

The QII Partnership has played a pivotal role in supporting the Quito Metro project, a flagship

initiative for the Government of Ecuador, to unlock its potential in revitalizing the Historic Center of Quito. By leveraging the Quito Metro's operations, the project aims to transform the historic center into a dynamic hub of social and economic activity. Enhancements in accessibility and safety around stations are expected to increase daily ridership, reduce reliance on polluting transport modes, and deliver significant time and cost-saving benefits. This revitalization will stimulate economic, social, and cultural opportunities, fostering new demand for the Quito Metro and enhancing the center's vibrancy. Moreover, the project strengthens local capacity and institutional frameworks to ensure the sustainability of these interventions.

These efforts are part of a broader, multi-faceted approach to revitalizing Quito's historic center. A comprehensive repository of studies was established to streamline stakeholder access and facilitate informed decision making. A diagnosis and gap analysis report provided

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an in-depth understanding of the area, identifying information gaps and analyzing mobility, public space use, and land utilization. These findings, supported by over 40 stakeholder interviews and on-site visits, offer critical insights to guide effective revitalization strategies.

The Partnership also supported the development of a zonal plan for the historic center, outlining short-, medium-, and long-term interventions to integrate it with the broader urban landscape through public space enhancements and improved connectivity. This includes a ten-year revitalization strategy: "**Understanding the Historic Center**" that analyzed risks, opportunities, and governance, while another report: "**Shaping the Historic Center for the Future**" proposed strategies for economic development, habitat improvement, and public space transformation to ensure a sustainable future.

A summary presentation synthesized international best practices with tailored proposals for Quito. Workshops and models were developed to address the city's unique needs, while a series of prioritized pilot projects focuses on enhancing public spaces to improve mobility, safety, and economic vitality.

Community Engagement and Communications Strategy

A stakeholder engagement matrix and comprehensive communications strategy were developed to ensure meaningful citizen participation. More than 40 meetings were conducted to gather insights from community members, experts, and stakeholders involved with the historic center. Additionally, a civil society group, led by a Mayoral appointee, was tasked with leading the transformation of the Quito historic center. The Municipality has just finished initial works under a first pilot phase for implementation and is continuing to work with the World Bank on identifying financing strategies for full implementation, along with the extension of the Quito Metro. This high level of civil engagement and leadership has fostered a strong sense of community ownership.

Looking ahead, the City Council will lead the strategy's public dissemination, supported by a video summary that captures feedback from users of the historic center. These efforts are designed to build pride and alignment among stakeholders, establishing a solid foundation for sustainable urban regeneration in Quito's historic heart.



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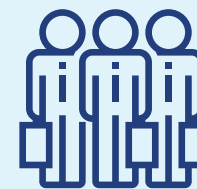
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STRATEGY IN ACTION

Inclusive Infrastructure that Bridges Access, Equity, and Human Development



Infrastructure is essential to human development, expanding access to vital services and fostering inclusive growth. Investments in transportation, energy, water, and digital technology are foundational, enabling communities to access healthcare, education, and clean water to improve quality of life. However, marginalized populations, such as the elderly and disabled, often encounter barriers to these services, and infrastructure-related jobs are frequently male-dominated. The QII Principles offer a framework for ensuring that infrastructure investments promote equity, with QII.5 emphasizing inclusive access to basic services, jobs, and markets to address social and geographic disparities.

In **Senegal**, QII supported a [World Bank project](#) assisting over 900 households—nearly 10,000 people—displaced or at risk of displacement due to coastal erosion and flooding in Saint Louis. This five-year initiative engages communities throughout the relocation process to build resilience, strengthen networks, and foster local ownership. In **Yemen**, another [World Bank project](#) supported by QII addresses urgent issues like uncollected waste and untreated sewage, road conditions, and electricity for essential services. The project, which is expected to benefit 1.2 million Yemenis, improves water and sanitation, restores energy generation, repairs roads, and creates employment, with community input guiding project priorities and ensuring transparency.

QII has also organized workshops with clients and stakeholders in Senegal and Yemen, including persons with disabilities. These workshops assessed local needs, identified gaps,

and co-designed solutions. Outputs, such as reports, presentations, and videos, captured lessons for future engagements, raising local awareness of Universal Accessibility principles and generating interest for their wider implementation. This engagement has enriched project design and capacity building, with new facilities like public spaces in Saint Louis and the Sana'a multisport facility expected to incorporate these principles, inspiring best practices in similar projects.

In southern **Madagascar**, QII supported a [project](#) to improve infrastructure, livelihood opportunities, and local governance, with a strong focus on women and youth. This community-led initiative strengthens local governments, promotes citizen engagement, and funds essential infrastructure for basic services. With 91 percent of the population living in poverty, particularly among female-headed households, the project prioritizes support for women, youth, and other vulnerable groups. To foster long-term resilience, QII conducted workshops on resilient infrastructure standards and provided training for women and youth to participate in infrastructure work across three southern regions.

Well-planned infrastructure promotes sustainable development by improving access to clean energy, eco-friendly urban solutions, and efficient public transportation. The QII Partnership plays a crucial role in advancing these goals, supporting a more connected, equitable future. By embracing socially inclusive infrastructure development, the QII Partnership ensures that economic growth leaves no one behind.

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YEMEN

Practical Guide to Mainstreaming Universal Accessibility in Urban Infrastructure

An estimated five million people—about 15 percent of Yemen's population of 34.5 million in 2023—live with at least one form of disability. Therefore, Yemen has made initial strides toward accessibility by ratifying the Convention on the Rights of Persons with Disabilities (CRPD) and enacting the Welfare and Rehabilitation of Disabled Persons Act No. 61 of 1999. However, translating these commitments into a reality where everyone, including persons with disabilities, can fully participate in daily life remains challenging. Conflict and instability have hindered these efforts, limiting funding and institutional capacity, widening existing inequalities, and restricting access to public spaces, jobs, health and education services, and humanitarian aid for persons with disabilities.

As Yemen undertakes the task of rebuilding its physical and social infrastructure, there is a unique opportunity to “Build Back Better” by integrating accessibility from the outset. Universal accessibility is achievable when embedded across all aspects of the environment—from housing and workplaces to public

spaces such as streets, parks, transportation, and social amenities.

QII supported the development of a practical guide to mainstream Universal Accessibility in Yemen's reconstruction efforts, advancing the rights of persons with disabilities and fostering an inclusive urban environment for all.

Key Takeaways for Mainstreaming Universal Accessibility in Urban Infrastructure Projects

- **“Quick win” solutions with visible benefits** can effectively build stakeholder support, such as adding cost-effective accessibility features to building designs and public spaces.
- **Timing is critical:** introducing Universal Accessibility as early as possible in project cycles maximizes impact.
- **Professionals across fields**, including design, engineering, and architecture, are eager to engage with Universal Accessibility principles.
- **Encouraging cross-sector dialogue** and actively involving persons with disabilities

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QII.1

SUSTAINABLE
GROWTH

QII.2

ECONOMIC
EFFICIENCY

QII.5

SOCIAL

and their organizations ensures that accessibility and inclusion are fully integrated into regulatory frameworks, policies, and project designs.

Integrating Universal Accessibility into Urban Rehabilitation through the World Bank's Urban Services Project in Yemen

Since 2016, the [Yemen Integrated Urban Services Emergency Project](#) has worked under the World Bank's reengagement efforts in Yemen, totaling US\$ 2.4 billion in financing to support food security, resilience, livelihoods, and essential services. The project's [second phase](#), launched in 2021, aligns with the World Bank's goals of reducing poverty, addressing climate change, and promoting sustainable prosperity. The United Nations Office for Project Services (UNOPS) is leading project design, procurement, and implementation in collaboration with agencies such as the Public Works Project, the Urban Water Project Management Unit, and the Road Maintenance Fund. While key project elements include rehabilitating roads, roundabouts, sidewalks,

parks, and public facilities, initial assessments revealed limited incorporation of Universal Accessibility principles. As such, this phase is receiving support from the QII Partnership to ensure the integration of Universal Accessibility principles within these infrastructure upgrades.

The work includes engagement with a broad range of stakeholders across 16 cities from local authorities and NGOs to international and humanitarian organizations. It also represents a unique opportunity to incorporate cost-effective Universal Accessibility enhancements and provide valuable lessons for future phases. For instance, the Al-Wahdah youth club sports facility in Sana'a was chosen to model Universal Accessibility principles through a collaborative design process, setting a strong foundation for mainstreaming these principles in Yemen's urban projects.

Access the full guide at bit.ly/yemen-universal-accessibility.

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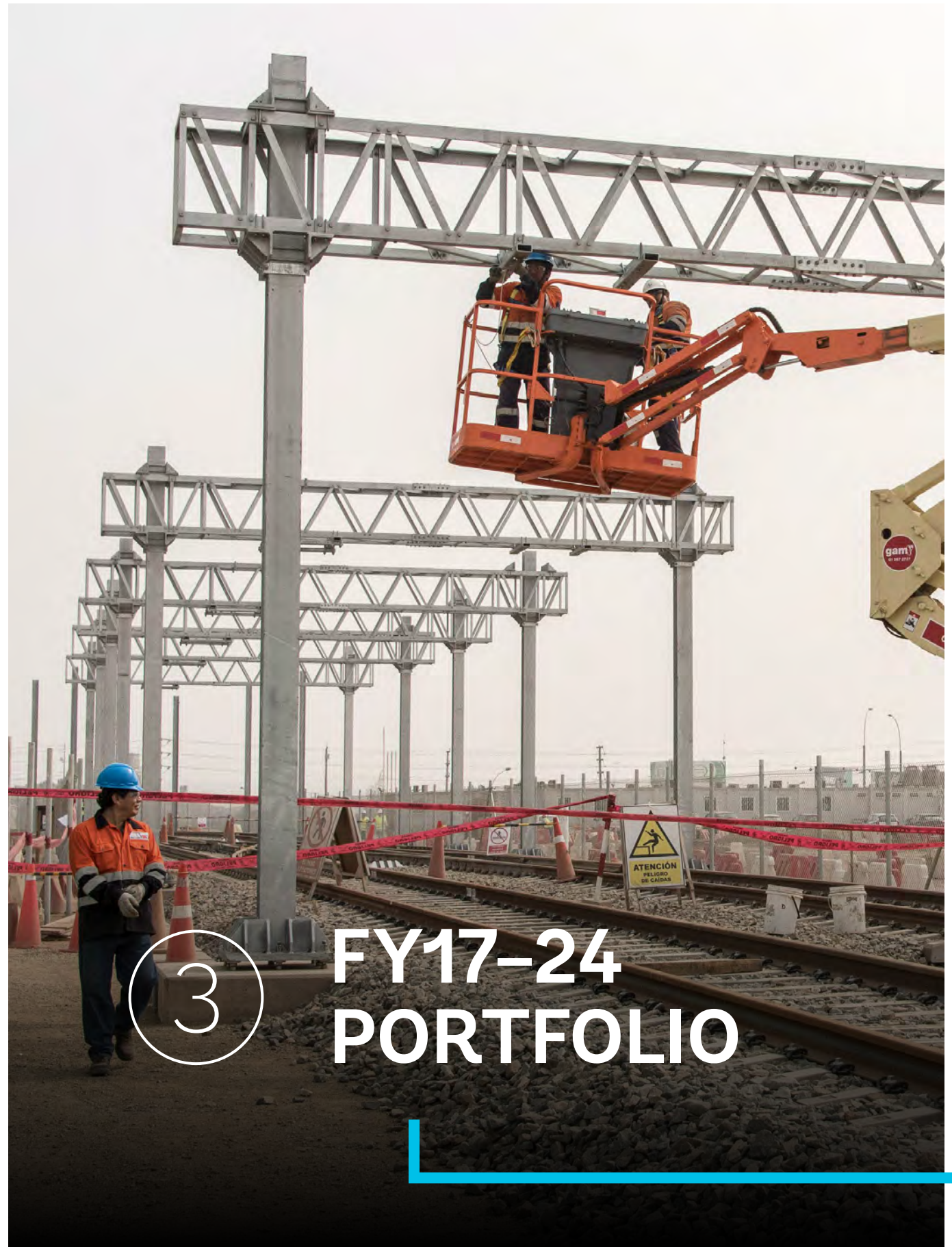
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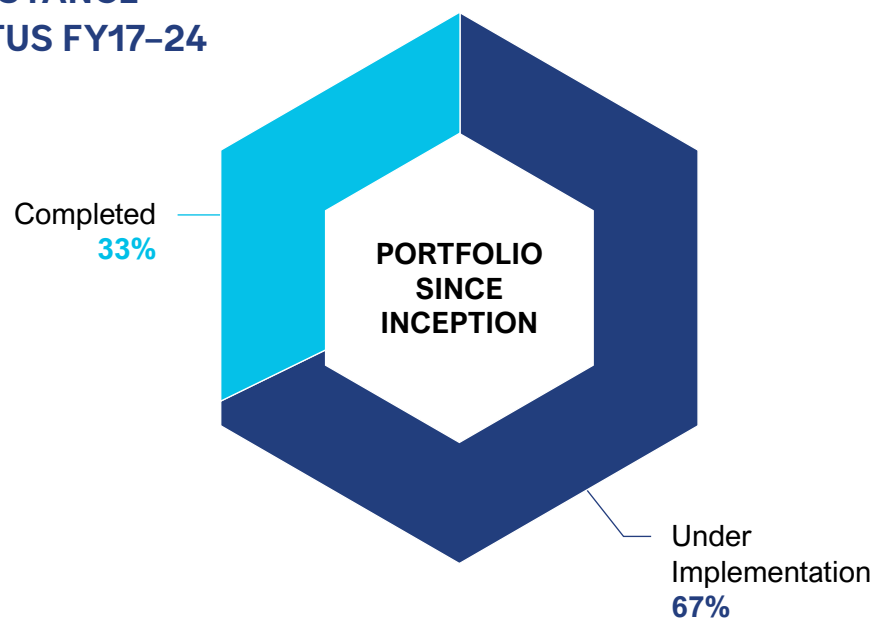
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Portfolio Overview

Demand for QII Partnership support remains strong. By the end of FY24, 296 interventions totaling US\$ 76.1 million were approved, reflecting a robust pipeline with broad sectoral reach. QII support places significant emphasis on the urban (28 percent) and transport (24 percent) sectors while continuing to expand into areas such as energy and digital development.

QII TECHNICAL ASSISTANCE PORTFOLIO BY STATUS FY17-24



GLOBAL IMPACT



91
COUNTRIES
SUPPORTED



29%
FCS REGION
ACTIVITIES

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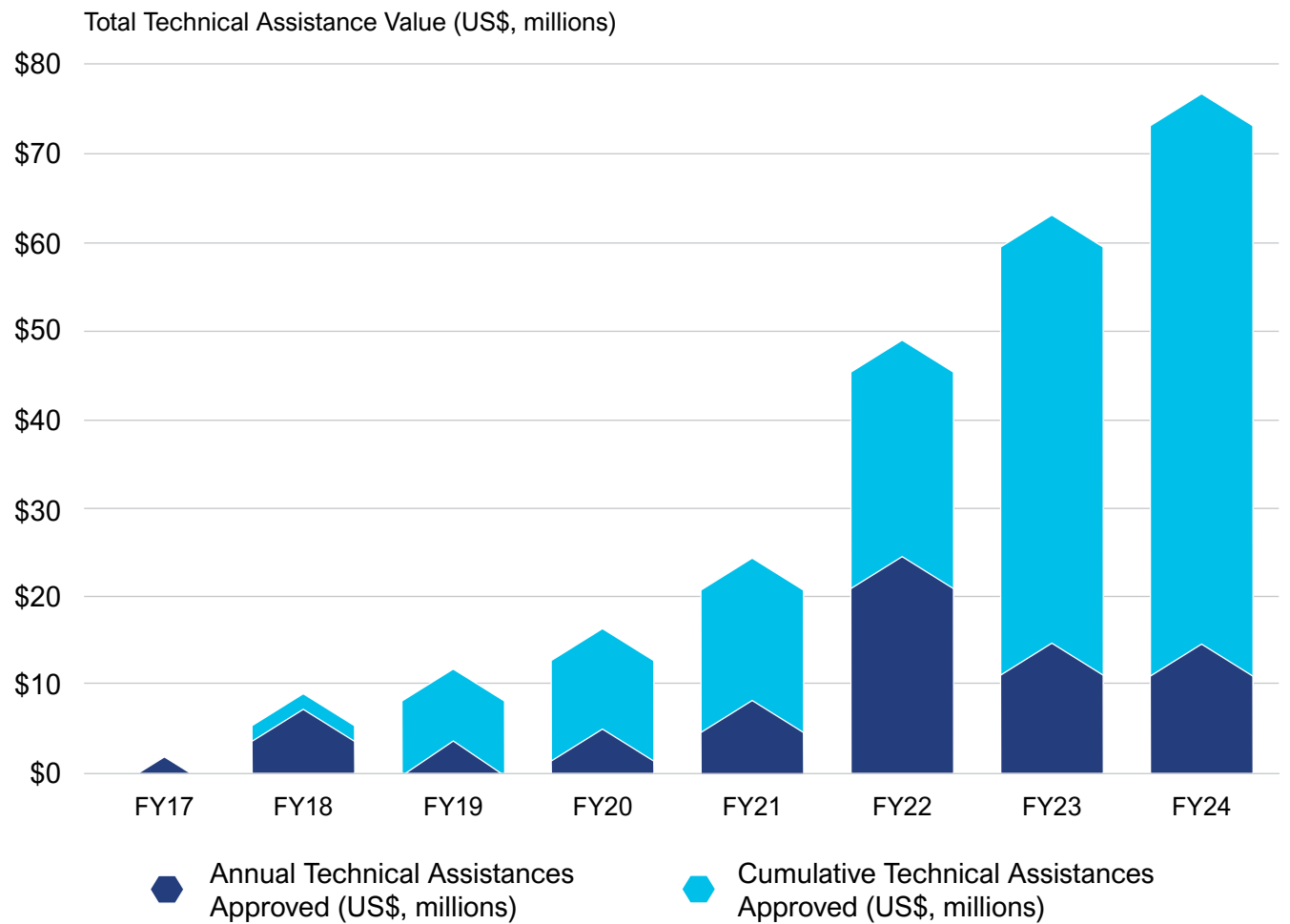
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QII TECHNICAL ASSISTANCE PORTFOLIO VALUE FY17-24



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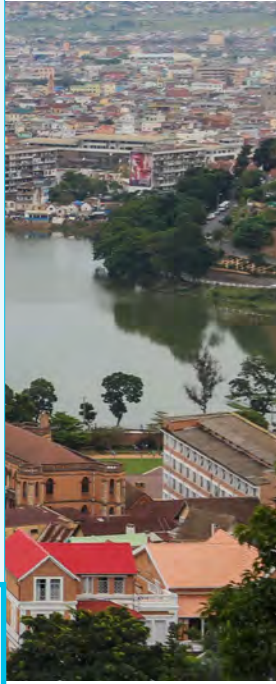
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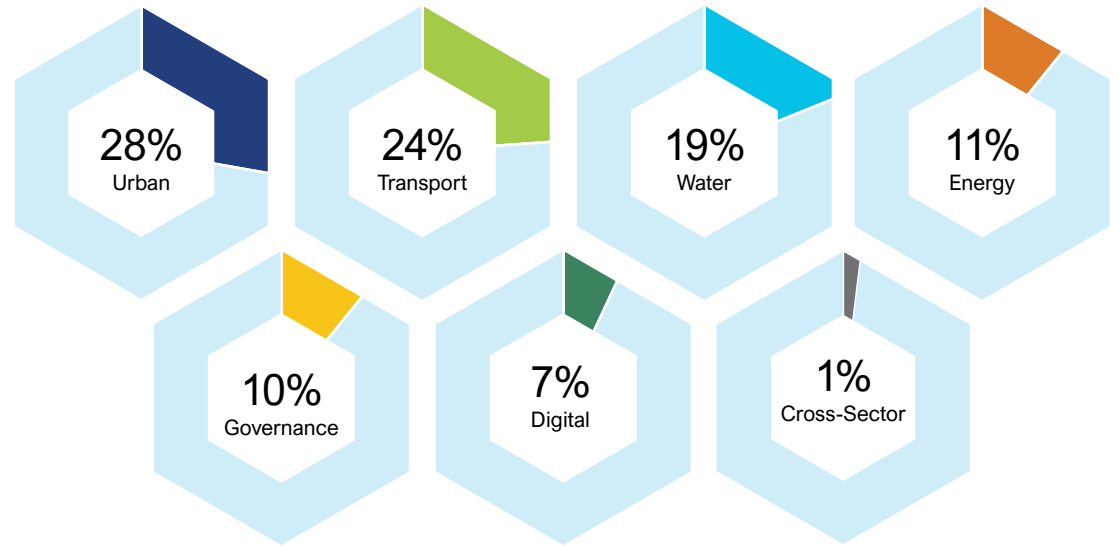
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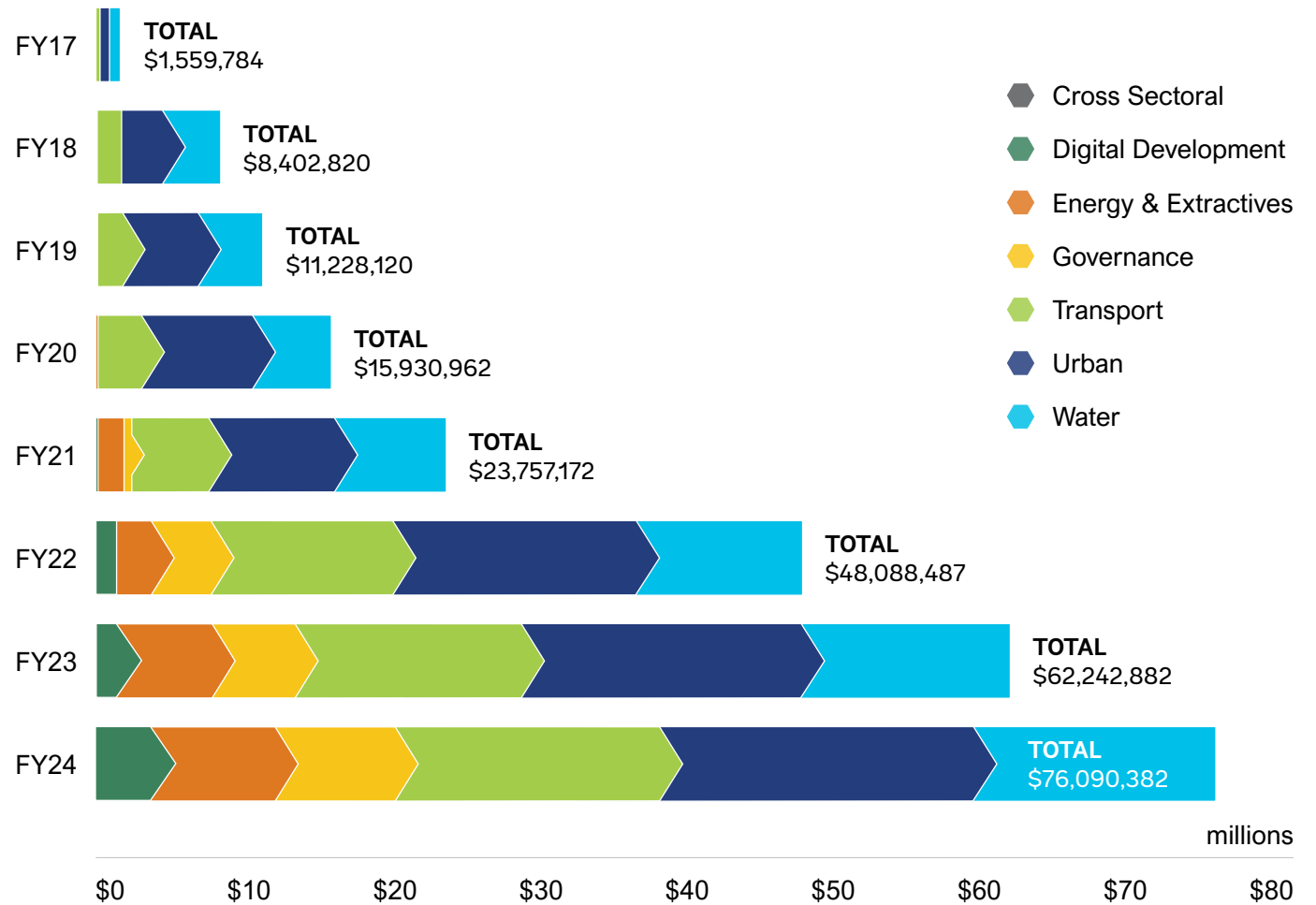
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SECTOR ALLOCATION QII FUNDING TO FY24



QII TECHNICAL ASSISTANCE PORTFOLIO BY SECTOR FY17-24



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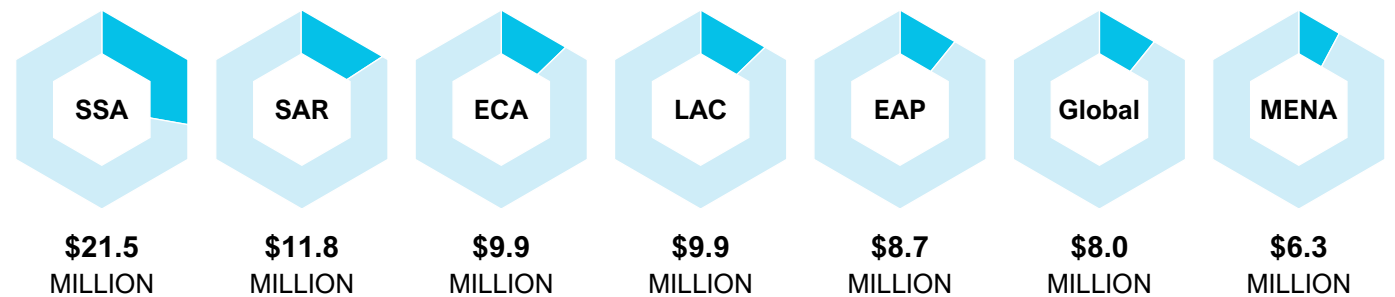
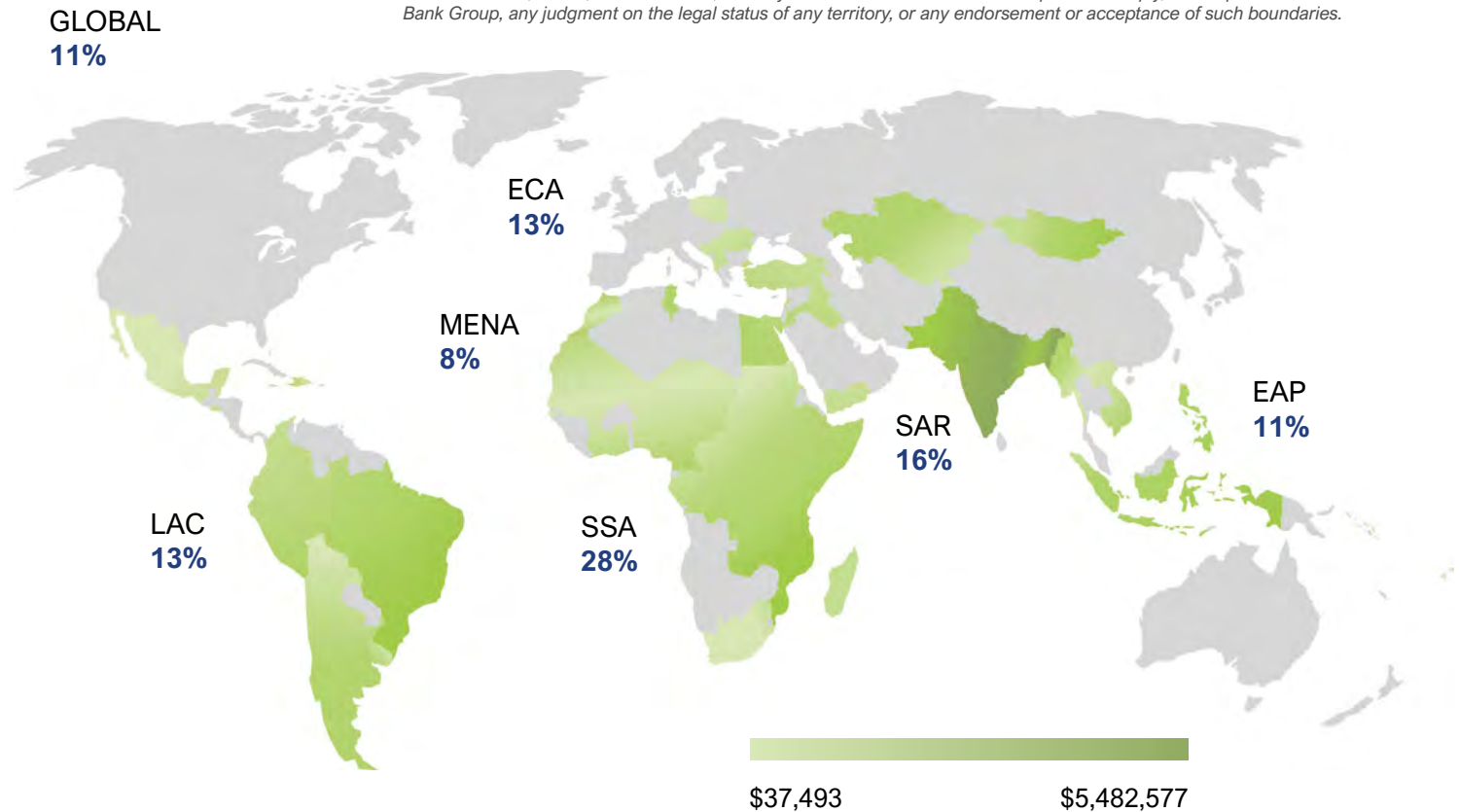
③ FY17-24 PORTFOLIO

Geographical Reach

The Partnership provides support to 91 countries worldwide, dedicating 29 percent of its activities to fragile and conflict-affected regions. Significant resources are directed toward Sub-Saharan Africa (28 percent) and South and East Asia (27 percent), ensuring targeted regional impact. Furthermore, the Partnership maintains a balanced distribution of support between low- and middle-income countries.

FY17-24 GLOBAL REACH OF QII TECHNICAL ASSISTANCES IN THE PROGRAM PORTFOLIO

The boundaries, colors, denominations, and any other information shown on maps do not imply, on the part of the World Bank Group, any judgment on the legal status of any territory, or any endorsement or acceptance of such boundaries.



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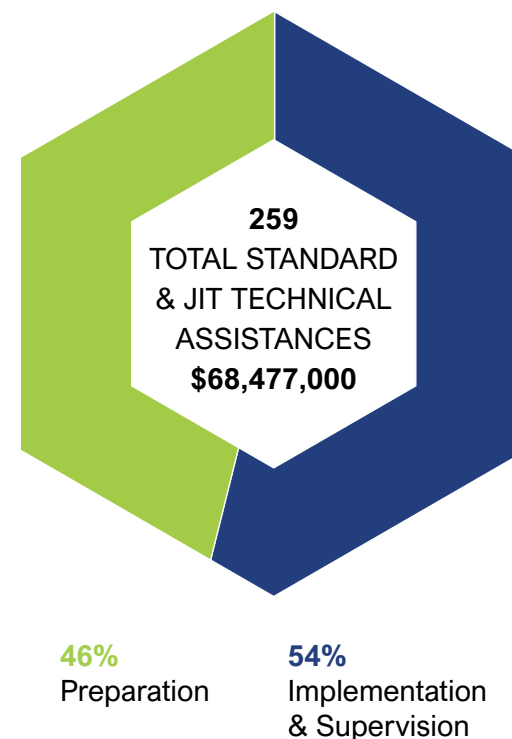
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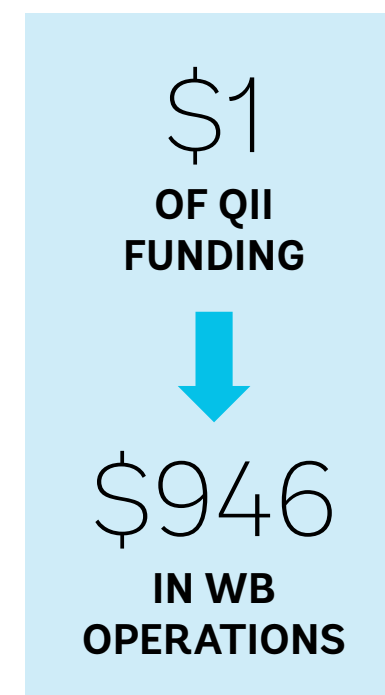
Shaping World Bank Operations for Scalable Impact

Since its inception, the QII Partnership has significantly contributed to infrastructure development, providing 259 technical interventions totaling US\$ 68.5 million. This leverage model—where each dollar of funding influences US\$ 946 in project financing—has enabled transformative projects worldwide. Notably, 54 percent of QII support focuses on delivering project interventions, strengthening the Partnership’s impact and effectiveness.



STAGES OF WORLD BANK OPERATIONS SUPPORTED BY THE QII PARTNERSHIP

PROJECT STAGE	TECHNICAL ASSISTANCE TYPE	TECHNICAL ASSISTANCE VALUE (US\$, MIL)	WB OPERATION VALUE (US\$, BIL)
Preparation	JIT	\$1	\$2
	Standard	\$30	\$27
Preparation Sub-Total		\$31	\$29
Implementation	JIT	\$2	\$9
	Standard	\$35	\$26
Implementation Sub-Total		\$37	\$35
Grand Total		\$68	\$64



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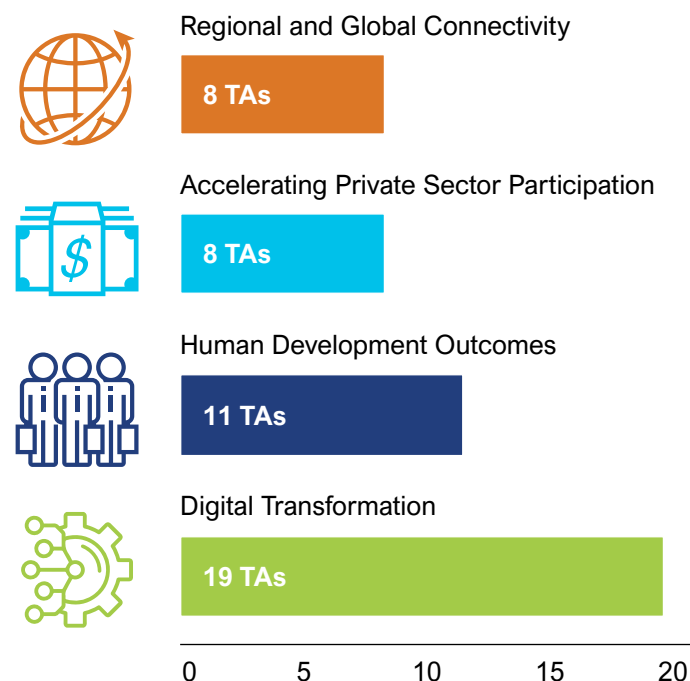
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In FY24, the QII Partnership technical assistance portfolio continued to expand, with US\$ 13.8 million approved for 67 new activities across all regions, expected to leverage substantial World Bank project financing. Demand for standard technical assistance remains strong, comprising 73 percent of the Partnership's support, while funding for analytical work accounts for 13 percent, and Just-in-Time (JIT) support make up 13 percent.

Geographically, Sub-Saharan Africa (SSA) receives the largest share of QII support, followed by Latin America and the Caribbean (LAC). Global initiatives, which work to strengthen broadly applicable knowledge on quality infrastructure development also remain a funding priority. Other regions, including East Asia and Pacific (EAP) and the Middle East and North Africa (MENA), are also well-represented, demonstrating the Partnership's continued support for strategic allocations across all regions that aim to address their diverse needs.

QII sectoral interventions remain equitable across the six supported infrastructure sectors. In FY24, transport, urban development and governance saw

NUMBER OF TECHNICAL ASSISTANCES (TAs) LINKED TO RESPECTIVE STRATEGIC PRIORITIES



GLOBAL IMPACT



92%
**WB OPERATIONS
WITH CLIMATE
CO-BENEFITS**



43%
**SSA REGION
ACTIVITIES**

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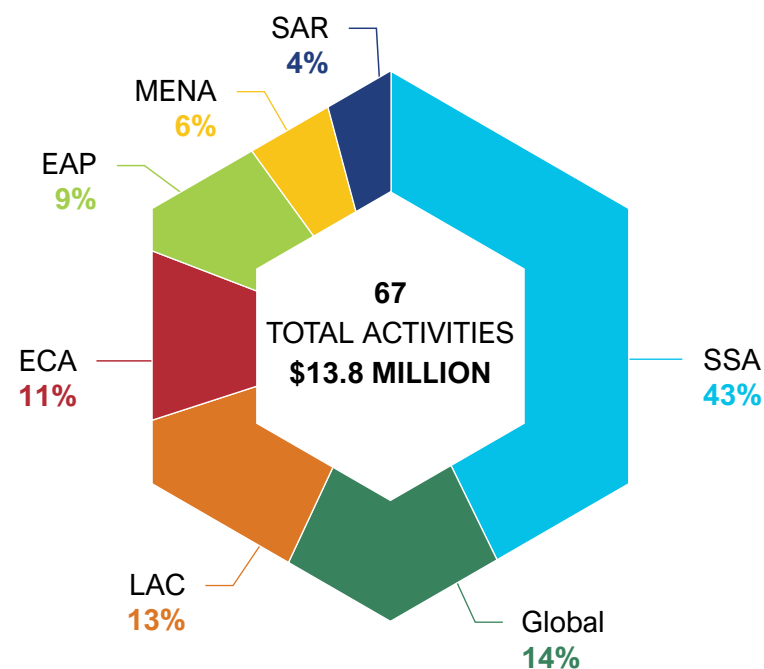
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slight prioritization, with consistent and sustained support also provided to digital development, energy and water. Of the 49 standard technical assistance approved in FY24 across all sectors, 19 explicitly highlighted digital transformation—one of QII’s strategic priorities—as the core focus of their efforts. Closely following, 11 technical assistance activities focus on strengthening social benefits through infrastructure, supporting key human development outcomes. Efforts to enhance regional and global connectivity, as well as accelerate private sector participation in infrastructure, are each supported by 8 technical support activities.

In line with these priorities, 60 percent of QII’s technical assistance funding has included some component of digital transformation and mobilized private capital for infrastructure investments. Furthermore, over 90 percent of QII-supported World Bank operations have achieved positive results in climate mitigation or adaptation. Together, these efforts demonstrate the QII Partnership’s commitment to fostering resilient and sustainable infrastructure across critical development areas.

**ACTIVITIES APPROVED
BY REGION**



**EXAMPLES OF QII SUPPORTED WB OPERATIONS
WITH HIGH CLIMATE CO-BENEFIT SCORES**

QII TECHNICAL ASSISTANCE	SUPPORTED WORLD BANK OPERATION	CCB SCORE
Dominica Nature Based Solutions in Road Infrastructure	Dominica Disaster Vulnerability Reduction Project	100%
Supporting the Scale Up of Distributed Renewable Energy Investments in Türkiye's Public Sector	Public and Municipal Renewable Energy Project	100%
Indonesia Irrigation Performance Assessment through Remote Sensing	Strategic Irrigation Modernization and Urgent Rehabilitation Project	94%
Supporting the Enabling Environment for Chile's Green, Resilient and Inclusive Hydrogen Industry	Chile Green Hydrogen Facility to Support a Green, Resilient and Inclusive Economic Development	100%

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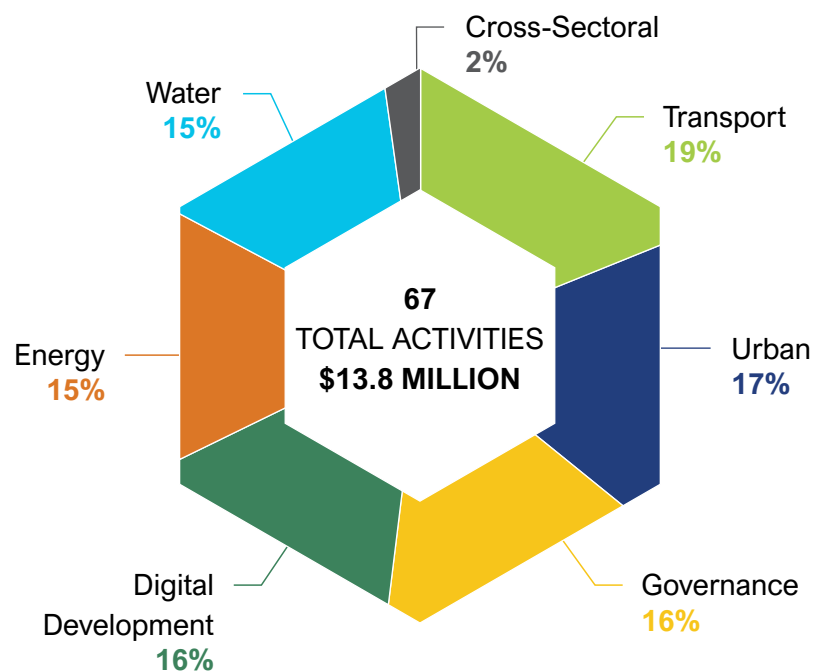
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**ACTIVITIES APPROVED
BY SECTOR**

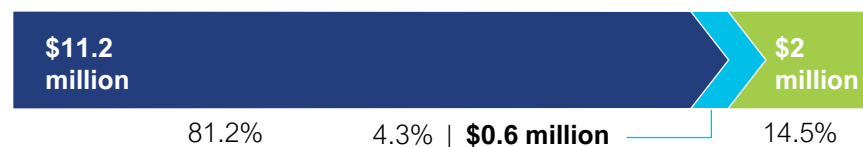


**TECHNICAL ASSISTANCE &
ANALYTICAL PORTFOLIO, FY24**

Number of Technical Assistances



Technical Assistances Value



◆ Standard Technical Assistances
 ◆ JIT
 ◆ Analytical



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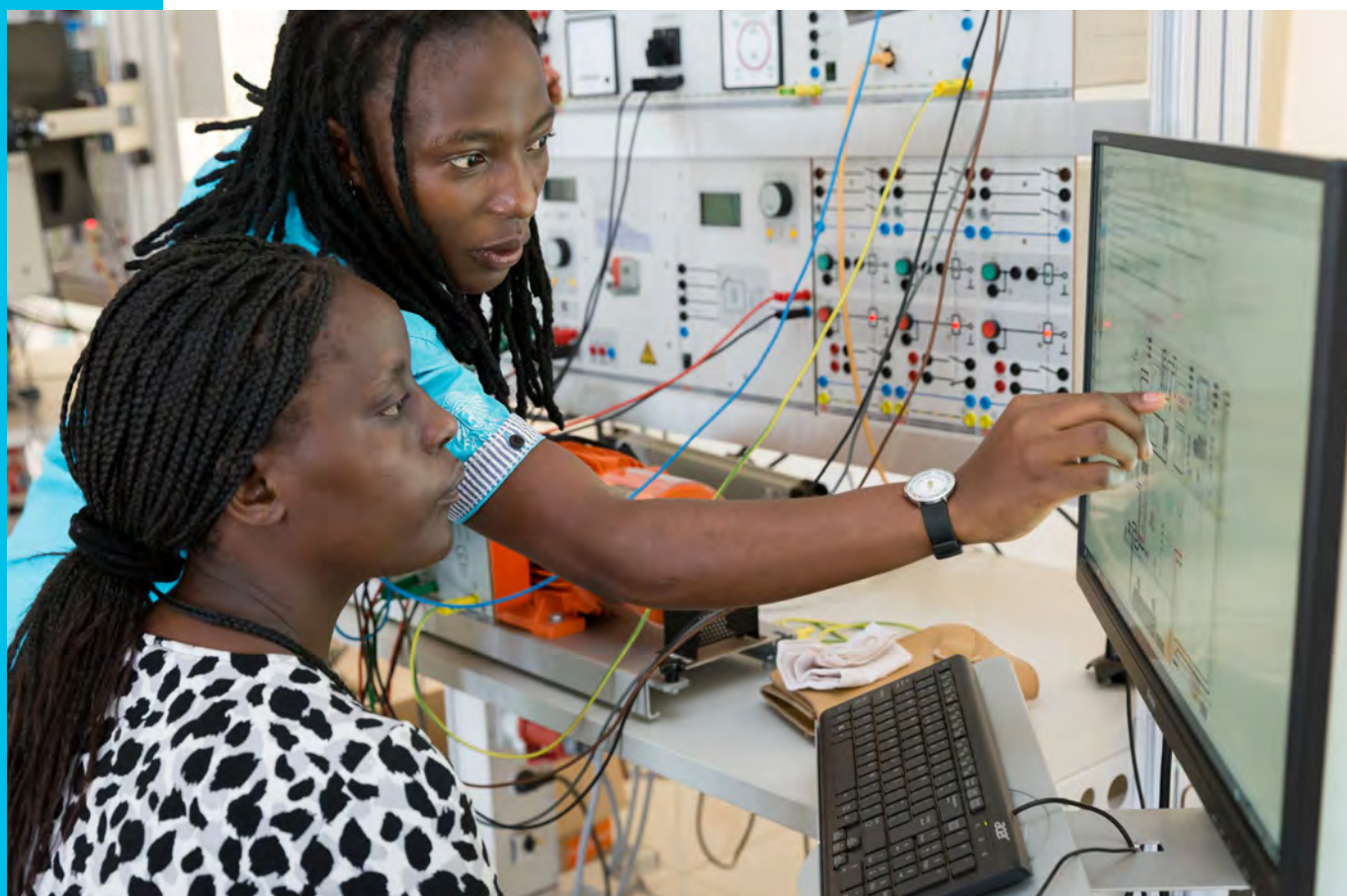
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Optimizing Monitoring, Evaluation, and Knowledge Sharing as the QII Partnership Enters Phase Three



Since its establishment in 2016, the QII Partnership has continuously refined its monitoring and evaluation strategies to more effectively track results and advance its objectives. Following a comprehensive portfolio review that assessed the tangible impacts of QII support and highlighted best practices for implementing the QII Principles, the Partnership undertook a year-long collaboration with the World Bank's Independent Evaluation Group (IEG), an autonomous unit dedicated to evaluating the effectiveness of World Bank programs. This collaboration

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The Partnership revised its Results Framework and Theory of Change to emphasize knowledge sharing, communication, and partnerships, further positioning QII as a global center of excellence.

aimed to align the Partnership's goals with the strategic priorities of the World Bank and the Japanese government. It also focused on developing a comprehensive Theory of Change—a strategic framework outlining the pathway from activities to desired results, linking activities, outputs, outcomes, and impacts. This evaluation approach established an evidence-based system for adaptive program management, enhancing the tracking, review, and assessment of QII activities to ensure successful outcomes and reveal areas for future improvement.

In addition, the Partnership revised its Results Framework and Theory of Change to emphasize knowledge sharing, communication, and partnerships, further positioning QII as a global center of excellence. This knowledge-driven approach aligns with the World Bank Group's [Knowledge Compact for Action](#), which aims to systematically equip clients with the latest development insights to address global challenges.

As QII advances into its third phase, the Partnership has introduced new quantitative and qualitative indicators to ensure that technical assistance, analytical, and knowledge-sharing activities achieve their intended outcomes. These indicators highlight high-impact initiatives and align with the World Bank Group's updated [Corporate Scorecard](#), demonstrating how the QII Partnership is contributing meaningfully to World Bank-wide targets in infrastructure, digital development, prosperity, and environmental goals.

Collectively, these updates—including the refined Theory of Change, reorganized activity categories, enhanced evaluation methods, and a new automated portfolio database—are being prepared for launch in FY25. Together, they establish a strong foundation for a robust third phase, prioritizing innovative approaches to infrastructure quality, global knowledge sharing, and client capacity building.

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Partnering for Impact

The QII Partnership has strengthened its collaboration with other World Bank programs to expand activities, share expertise, and apply Japanese insights in areas such as quality infrastructure, climate adaptation, sustainable development, asset management, and digital transformation.

To advance cybersecurity, we partnered with the [Cybersecurity Multi-Donor Trust Fund](#), allocating US\$ 2 million to support World Bank operations and global knowledge initiatives. This funding is directed toward a comprehensive approach to cybersecurity, developing global solutions tailored for low- and middle-income countries through assessments, technical assistance, and capacity building. These efforts aim to build foundational

cybersecurity knowledge and initiate pilot projects at the country level.

Our collaboration also extends across sectors to reinforce cybersecurity measures. In the water sector, assessments within water supply and sanitation utilities are helping to identify vulnerabilities, promote awareness, and distribute training materials. For maritime transport, port readiness assessments are being conducted to address gaps, build capacity, and strengthen supply chain resilience. In the energy sector, a detailed evaluation in the West African Power Pool—a cooperative network of electric companies within the Economic Community of West African States (ECOWAS)—will assess cybersecurity maturity and gaps, while a cybersecurity maturity

COLLABORATION

CYBERSECURITY
MULTI-DONOR TF



GFDRR
Global Facility for Disaster Reduction and Recovery



PPIAF
Enabling Infrastructure Investment

Global
Infrastructure
Facility
A G20 INITIATIVE

Tokyo
Development
Learning
Center

COLLABORATIVELY ADVANCING QII

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model is being applied to identify risks and recommend mitigation strategies for transmission and distribution operators in Ukraine and Moldova.

The [Global Facility for Disaster Reduction and Recovery \(GFDRR\)](#) is another key partner in building resilient infrastructure, drawing on best practices for climate and disaster risk assessments and investments in climate risk mitigation. In the **Republic of Congo**, for instance, we are using GFDRR's asset resilience tool to strengthen resilience across infrastructure lifecycle stages, especially during operations and maintenance. In **Burundi**, QII is planning efforts to design and implement resilient infrastructure projects, with a focus on flood risk reduction and capacity-building through GFDRR's nature-based solutions program.

FY24 concluded with QII Partnership's sponsorship and active participation in the GFDRR's [Understanding Risk Global Forum](#), held in Himeji, Japan, in June 2024. This event highlighted the partnership's commitment to creating meaningful impact through collaboration, working alongside World Bank teams, and external partners like the University of Tokyo, to present on resilient infrastructure development through the utilization of big data and mobilizing private capital.

In line with QII's knowledge-driven approach, the Partnership has operationalized disseminating knowledge and evidence of QII interventions. The [Tokyo Development Learning Center](#) has played a pivotal role in sharing best practices and fostering discussions on infrastructure quality, social inclusion, and accessibility. In October 2023, a joint technical deep dive on [Quality Urban Infrastructure](#) convened over 30 participants from six regions to explore the connection between infrastructure investments and human capital development. This collaboration featured a seminar emphasizing how inclusive infrastructure, particularly through universal design, benefits individuals with disabilities, vulnerable groups, and entire communities.

Building on these efforts to promote the QII Principles, the Partnership broadened its knowledge-sharing initiatives at the March 2024 global forum, [Transforming Transportation – Mobilizing Finance for Climate Action](#), hosted by the World Bank. In collaboration with the [Public-Private Infrastructure Advisory Facility \(PPIAF\)](#) and the [Global Infrastructure Facility \(GIF\)](#), the Partnership presented initiatives aimed at scaling finance for low-carbon transport, inclusive and safe mobility, and resilient transport systems, reinforcing its commitment to sustainable and inclusive infrastructure development.

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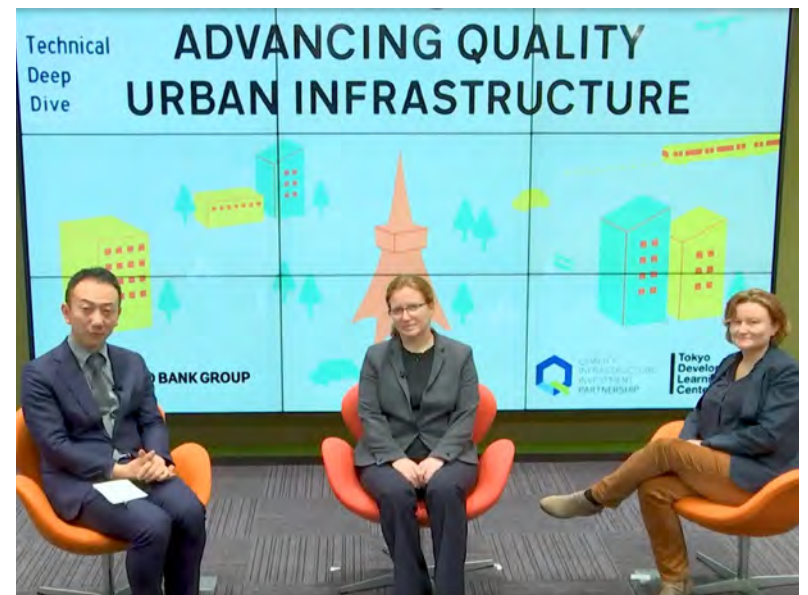
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Lessons from Japan's Digital Transformation



Japan, once trailing in digital adoption, has since positioned itself as a leader in transforming society through digital innovation and technology. In 2000, only 30 percent of Japan's population had internet access, placing it far behind other advanced economies. The country lagged not only in internet usage but also in incorporating digital technologies into business and public services, which left it at a disadvantage in an increasingly digital world.

By 2008, Japan had made substantial progress, with internet access rising to 75 percent. This leap forward was fueled by a rapid expansion of broadband infrastructure and increased internet use across the private sector. Despite these advancements, digital transformation in the public sector continued to lag. Fragmented data systems within government organizations and a lack of cohesive digital strategies hindered Japan's ability to fully integrate

new technologies, while countries like South Korea and Singapore advanced quickly through strategy-driven digital initiatives.

In 2016, Japan reached a pivotal milestone with the launch of Society 5.0, a forward-looking initiative designed to address critical challenges, such as an aging population, social polarization, and energy demands. Society 5.0 represents Japan's vision of a high-quality, technology-driven society that is both sustainable and inclusive. This ambitious approach focuses on economic growth and aims to improve quality of life and create a more resilient and equitable society.

The QII Partnership, in partnership with Japanese institutions, developed [Riding the Wave of Digital Transformation: Insights from Japan's Journey](#), a report offering guidance for countries aiming to use digital technologies to improve citizen well-being, especially in emerging economies. Japan's

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experience highlights how governance, targeted infrastructure, and smart city initiatives can address social, economic, and environmental challenges, providing a valuable model for global digital transformation.

Four essential pillars in Japan's digital journey serve as a roadmap for other nations:

1. Data

Data is the foundation of any digital society, driving decisions through predictive modeling and value creation. However, many developing countries face challenges in gathering, managing, and sharing current, detailed data. Japan's experience—establishing legislation to promote data acquisition and sharing to protecting data privacy—provides a useful reference for governments seeking to harness data's potential.

2. Digital Infrastructure

Comprehensive digital infrastructure, including reliable power, high-speed internet, effective telecommunications, scalable IT systems, and secure data storage, is vital. Developing nations often have insufficient digital infrastructure, creating a barrier to digital services. Japan's approach, from creating national strategies for digital infrastructure to providing affordable high-speed internet and integrating systems, underscores the importance of consistent, long-term investment to enable system scalability and flexibility.

3. Institutional Support

Fostering a collaborative and innovative environment requires solid policies, shared vision, and strong leadership. For many countries, balancing the need for innovation, privacy protection, cybersecurity, and consumer rights is a complex task. Japan addressed this by establishing a legal framework and incentives for collaboration between government

and private sectors. New government bodies were set up to support digital transformation with guidelines, programs, and best practices, while cities created platforms to address local challenges.

4. Digital Skills

The success of digital initiatives relies on digital competencies across all sectors. Japan has been innovative in developing digital skills among its citizens. Cities have implemented training programs, equipping staff with minimal coding skills and digital transformation knowledge. The government has actively engaged citizens as contributors to these initiatives and expanded platforms for citizen input on policies. Programs aimed at municipal officials, often in collaboration with residents, especially the elderly, have also been key.

Japan's digital transformation has also impacted urban development. Across cities and towns, local governments have used digital technologies to improve service delivery, supported by national programs that fostered smart city development. This "whole-of-society" approach is a strong example of digital transformation in urban contexts.

A key takeaway from Japan's experience is the importance of coordinated efforts: the national government sets supportive policies and frameworks, while local governments translate these into actionable initiatives. Proactive governance and open regulations have fostered private sector involvement and citizen engagement, with public-private partnerships proving essential to realizing the full potential of digital technologies.

These insights offer developing countries a valuable roadmap for navigating digital transformation, ultimately creating societies that are more connected, efficient, and innovative.

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Knowledge to Deliver Results

The QII Partnership advances the development of strategic studies, tools, and resources that embed quality considerations into infrastructure investment decisions. With over eight years of insights from its technical assistance portfolio, the Partnership has developed a rich body of knowledge from diverse advisory projects. This provides a unique opportunity to evaluate the impact of infrastructure investments centered on quality. This knowledge foundation guides future analytical work and will serve as a crucial resource as the partnership enters its third phase, covering fiscal years 2025–2028.

This year, efforts began to consolidate this knowledge under the new flagship initiative, the *Quality Infrastructure Reference Guide and Web Portal*. This comprehensive resource will combine quality principles with accessible guidance, best practices, tools, and case studies on a single platform. By collaborating with other development partners, it will feature the most relevant materials across institutions, strengthening the Partnership's role in promoting quality infrastructure and fostering an international community of practice. The portal aims to embed quality-focused planning from project inception to completion and will contribute significantly to the Partnership's Phase 3 goals of prioritizing global knowledge sharing and capacity building.

In addition, the Partnership has approved nine analytical activities this year, totaling US\$ 2.05 million across essential infrastructure sectors, with a focus on transport and urban

development. Among these is the *Gender and Transport Toolkit*, which provides professionals working in the transport sector with guidance for designing gender-responsive projects and policies through practical advice on gender-sensitive activities, inputs, indicators, and targets.

Work on the *Cybersecurity Toolkit for Smart Cities*, co-financed with the [Cybersecurity Multi-Donor Trust Fund](#), is also underway to further advance digital development. This toolkit leverages resources from the World Bank's Digital Development Group, adapting them to meet the distinct needs of urban services. It includes intelligent transport systems, which use advanced data and technology to improve urban traffic flow, reduce congestion, and enhance safety, and urban land and housing information systems, designed to centralize data on land use, ownership, and housing availability to support efficient urban planning and management. Additional efforts to digitize infrastructure sectors include *Water Security in the Digital Age: Navigating Cyber Challenges in the Water Sector*, a project that builds on previous studies to assist water service providers in low- and middle-income countries in identifying cybersecurity risks and implementing protective measures.

These initiatives underscore the Partnership's commitment to fostering secure and sustainable infrastructure development across sectors, building on successes to advance digital resilience and quality infrastructure for the future.

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Forward Look: Phase 3 of the QII Partnership Scaling Sustainable Infrastructure for a Resilient Future



As the QII Partnership enters its third phase (FY25–28), it is poised to expand its global impact through innovative approaches to infrastructure quality, with a strategic focus on knowledge sharing and capacity building. This new phase comes at a pivotal time when the global infrastructure sector faces increasing challenges, including climate change, slowing economic growth, rising debt, and a growing demand for essential services.

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Demand for QII support continues to grow, with its interventions facilitating over US\$ 64 billion in World Bank operations to date.

The third phase will emphasize solutions that transcend traditional project preparation and implementation, embedding the QII Principles across sectors such as energy, transport, water, urban governance, and digital development. By aligning infrastructure investments with environmental, social, and economic sustainability goals, the Partnership aims to address the unique challenges faced by developing countries, where infrastructure needs demand an estimated 4.5 percent of GDP annually.

A cornerstone of this phase will be the launch of the Quality Infrastructure Reference Guide and Web Portal, a flagship initiative designed to centralize quality principles, best practices, tools, and case studies in a user-friendly digital platform. This resource will empower stakeholders with actionable insights and serve as a catalyst for global collaboration. By fostering an international community of practice, the

Partnership will help client countries mainstream sustainable infrastructure principles into their development strategies.

Demand for QII support continues to grow, with its interventions facilitating over US\$ 64 billion in World Bank operations to date. The third phase will build on this momentum by advancing innovative financing models, strengthening infrastructure governance, and accelerating digital transformation. It will also enhance resilience against climate risks, reduce life-cycle costs, and promote inclusivity by addressing the needs of vulnerable communities.

As global challenges evolve, the QII Partnership remains committed to driving sustainable infrastructure solutions that foster resilience, inclusivity, and lasting growth—helping countries build a more resilient, equitable, and sustainable future.

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Activities Initiated in FY24

ALL SECTORS	
PROJECT	TECHNICAL ASSISTANCE TYPE / AMOUNT
QII Reference Guide	Analytical / \$200,000
TOTAL	\$200,000

DIGITAL DEVELOPMENT	
PROJECT	TECHNICAL ASSISTANCE TYPE / AMOUNT
Brazil: Strengthening Data Infrastructure in Brazil	Standard / \$300,000
Global: Green Digital Development – Energy and Digital Nexus	Analytical / \$250,000
Kazakhstan: Central Asia Digital Highway (2 TAs)	Standard / \$450,000
Republic of Congo: Promoting and Strengthening the Capacity of Building a Resilient and Sustainable Digital Infrastructure	Standard / \$300,000
Samoa: Resilient Digital Infrastructure	Standard / \$250,000
São Tomé and Príncipe: Transitioning to Green, Resilient, and High-Quality Digital Infrastructure	Standard / \$250,000
Uzbekistan: Promoting Energy Efficient and Resilient Data Centers	JIT / \$70,000
Western Africa: PPPs for Submarine Cables	Standard / \$350,000
TOTAL	\$2.22 MILLION

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DIGITAL
PROJECTS
\$2.22
MILLION
APPROVED

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ENERGY
PROJECTS**

**\$2.17
MILLION
APPROVED**

ENERGY	
PROJECT	TECHNICAL ASSISTANCE TYPE / AMOUNT
Bangladesh: Assessment of Captive Power Generation	Standard / \$180,000
Brazil: Enabling Green Hydrogen	Standard / \$180,000
Cameroon: Integrating Demand Side Management with Enhanced Transmission Capacity for Digital Transformation	Standard / \$180,000
Central Asia: Regional Electricity Market Design	Standard / \$180,000
Côte d'Ivoire: Country-wide, Reproducible Analysis of Climate Variability and Change Impacts on Hydropower Generation	Standard / \$180,000
Grenada and St. Lucia: Technical Assistance on Climate Resilient Investments for Renewable Energy Integration in the Caribbean	Standard / \$180,000
India: Creating an Enabling Environment for Compressed Biogas Projects	JIT / \$45,000
Indonesia: Life Cycle Cost Analysis Energy Sector	JIT / \$70,000
Moldova: Cybersecurity Grant	JIT / \$50,000
Republic of the Congo: Strengthening Electricity Services	Standard / \$180,000
Senegal: Energy Sector Resilience Enhancement	Standard / \$180,000
Uganda: Increase Access to Sustainable and Clean Energy and Promote Productive Use of Energy	Standard / \$180,000
Ukraine: Cybersecurity	JIT / \$50,000
Uzbekistan: Technical Assessment for Transformation of the Distribution Sector	Standard / \$180,000
Western and Central Africa: Strengthening Cybersecurity Capabilities	Standard / \$150,000
TOTAL	\$2.17 MILLION

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GOVERNANCE	
PROJECT	TECHNICAL ASSISTANCE TYPE / AMOUNT
Armenia and Georgia: Supporting Effective Delivery of Priority Policies and Critical Digital Infrastructure Projects	Standard / \$400,000
Dominican Republic: Support for the Implementation of Public Administration Reform and Modernization Plan	Standard / \$300,000
Egypt: Economic Losses of Railway Due to Delays in Procurement and Contract Implementation	Standard / \$200,000
Global: Development of a Global Knowledge Product Sub-National Government (SNG) PIM Guidance and a Country Pilot	Analytical / \$200,000
Republic of Congo and Cameroon: Climate/Local Governance	Standard / \$300,000
Solomon Islands: Digital Platform for Social Accountability and Participatory Climate Risk Assessment for Resilient and Responsive Infrastructure	Standard / \$200,000
Tanzania: Technical Assistance to Support the Implementation of Climate-Smart Public Investment Management	Standard / \$200,000
Uruguay: Institutional Strengthening through Promoting Climate Governance and Digital Transformation	Standard / \$200,000
Zambia: Public Investment Management Capacity for Local Authorities	Standard / \$300,000
TOTAL	\$2.3 MILLION

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GOVERNANCE
PROJECTS**

**\$2.3
MILLION
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TRANSPORT

PROJECT	TECHNICAL ASSISTANCE TYPE / AMOUNT
Angola: Strategic Climate Resilient Master Plan for the Lobito Corridor and Capacity Building	JIT / \$70,000
Burundi: Climate Resilience in the Transport Sector	Standard / \$262,500
Central Africa: Foster Sustainable and Resilient Socio-economic Development Along a Regional Trade Corridor (Pointe-Noire Brazzaville Bangui NDjamena)	Standard / \$300,000
Global: Development and Dissemination of the Gender and Transport Toolkit	Analytical / \$200,000
Global: Highway Development Management Model Upgrade (HrDM-5.0): Road User Effects Modelling	Analytical / \$200,000
Global: Improving Cybersecurity in Maritime Ports	Analytical / \$250,000
Malawi: Resilient Transport Development	JIT / \$70,000
Peru: Decarbonization and Adaptation of Urban Transport in Lima and Peruvian Intermediate Cities	Standard / \$300,000
Philippines: Piloting Modernization of Road-based Public Transport in Secondary Cities	Standard / \$270,000
Samoa: Regional Civil Aviation Partnerships for Pacific Island Countries	Standard / \$300,000
Serbia: Enhancing Quality of Service and Financial Sustainability of Railway Operations in Serbia and the Western Balkans	Standard / \$300,000
Zambia and Lesotho: Enhancing Trade Facilitation for Small Women Traders	Standard / \$200,000
TOTAL	\$2.72 MILLION

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**TRANSPORT
PROJECTS**

\$2.72

**MILLION
APPROVED**

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WATER	
PROJECT	TECHNICAL ASSISTANCE TYPE / AMOUNT
Colombia: Strengthening the National Capacity to Implement Small-scale Irrigation Schemes	Standard / \$200,000
Global: Water Security in the Digital Age – Navigating Cyber Challenges in the Water Sector	Analytical / \$250,000
India: Support to Uttarakhand Water Supply Program for Peri Urban Areas	JIT / \$70,000
Jordan: Enhancing Economic Efficiency and Digital Transformation in the Water Sector in Jordan	Standard / \$200,000
Madagascar: Economic Viability and Sustainability of Water Investments in the South of Madagascar	Standard / \$250,000
Mauritania: Support to Strengthen Long-term Groundwater Monitoring Activity	JIT / \$70,000
Morocco: Enhancing Water Resilience to Climate Change Through Strengthened Water Governance Framework and Greater Economic Efficiency	Standard / \$200,000
Nigeria: Improved Irrigation Monitoring and Management	Standard / \$200,000
Solomon Islands: Climate-resilient Water Supply and Non-revenue Water Reduction in Honiara	Standard / \$200,000
Tanzania: Protecting Zanzibar's Groundwater, Coastal and Marine Resources from Poorly Managed Sanitation for Blue Economy Dividends	Standard / \$250,000
Tunisia: Enhancing Climate Resilience and Sustainability of Wastewater Reuse Schemes	Standard / \$200,000
TOTAL	\$2.09 MILLION

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WATER
PROJECTS**

**\$2.09
MILLION
APPROVED**

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URBAN
PROJECTS
\$2.15
MILLION
APPROVED

URBAN	
PROJECT	TECHNICAL ASSISTANCE TYPE / AMOUNT
Burundi: Support to Design and Implementation of Resilience Infrastructure	Standard / \$200,000
Colombia: National Inclusive Urban Revitalization Program	Standard / \$200,000
Global: Cybersecurity Toolkit for Smart Cities	Analytical / \$250,000
Global: Developing a Knowledge Toolbox to Scale Up Disability Inclusion and Universal Access in Quality Infrastructure Investments	Analytical / \$200,000
India: Technical Assistance for Mainstreaming Climate Resilience and Leveraging Private Sector for Improving Quality of Urban Infrastructure in Tamil Nadu	Standard / \$250,000
Kenya and Mozambique: Catalyzing Green and Resilient Housing	Standard / \$200,000
Mali: Raising Awareness on Linkages Between Infrastructure, Human Development, Climate Change Adaptation and Urban Resilience in Bamako Mali	Standard / \$200,000
Republic of Congo: Developing Resilient and Sustainable Infrastructure in Congolese Metropolitan Cities	Standard / \$200,000
Rwanda: Boosting Resilient and Inclusive Infrastructure in Urban Unplanned Settlements	Standard / \$250,000
Türkiye: Leveraging National Spatial Data Infrastructure for Smart City Investment Planning	Standard / \$200,000
TOTAL	\$2.15 MILLION

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DIGITAL DEVELOPMENT

PROJECT	TECHNICAL ASSISTANCE TYPE / AMOUNT
Global: InfraTech Country Diagnostic Tool	Analytical / \$112,769
Mongolia: Zero Trust Cybersecurity Infrastructure	Standard / \$320,244
Tajikistan: Demystifying Digital Transformation	Standard / \$246,050
TOTAL	\$0.68 MILLION

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**DIGITAL
PROJECTS**
\$0.68
MILLION

ENERGY

PROJECT	TECHNICAL ASSISTANCE TYPE / AMOUNT
Global: The Utility of the Future	Analytical / \$197,279
Indonesia: Capacity Building of Local Government Institutions to Develop and Manage Benefit Sharing Schemes for Geothermal Energy	Standard / \$158,287
Indonesia: Capacity Building to PLN to Manage Biodiversity and Economic Livelihoods to Enhance Development Impact and Sustainability of Pumped Storage Hydropower	Standard / \$53,354
Sudan: Supporting Energy Efficient Lighting and Cooling Infrastructure	Standard / \$240,844
TOTAL	\$0.65 MILLION

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**ENERGY
PROJECTS**
\$0.65
MILLION

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GOVERNANCE
PROJECTS
\$2.25
MILLION
APPROVED

GOVERNANCE

PROJECT	TECHNICAL ASSISTANCE TYPE / AMOUNT
Albania: GovTech for Service Delivery	Standard / \$294,886
Armenia: Digital Governance Infrastructure	Standard / \$398,271
Cameroon: Strengthening Public Infrastructure Investments	Standard / \$181,945
Global: Addressing Integrity, Resilience, and the Decarbonization of Infrastructure Using the InfraGov Assessment Framework	Analytical / \$236,543
Global: Capacity Building on the Use of Life Cycle Cost in Procurement of Infrastructure Projects	Standard / \$497,184
Global: Drivers of Delays in Procurement and Contract Implementation	Analytical / \$193,193
Global: Infrastructure Governance Assessment Pilots	Analytical / \$178,968
Global: Strengthening Public Asset Management for Better Infrastructure Services	Analytical / \$263,528
TOTAL	\$2.25 MILLION

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TRANSPORT

PROJECT	TECHNICAL ASSISTANCE TYPE / AMOUNT
Argentina: Public Transport Demand Forecasting Regional Platform for the Post COVID-19 Era: New Technology for Better Infrastructure Investment Decision-making	Standard / \$346,816
Bangladesh: Building Stronger Institutions for Better Transport Sector Governance	Standard / \$293,528
Central Asia: Enhancing Railway Sustainability, Efficiency and Resilience	Standard / \$349,653
Djibouti: Road Corridors Quality Technical Assistance	Standard / \$369,967
Ecuador: Capital Investment Plan for Potential Infrastructure Projects Concessions	JIT / \$63,239
Ecuador: Resilient Urban Regeneration in Quito World Heritage City Center (TOD Phase 2)	Standard / \$399,612
Ghana: Improving Governance and Economic Efficiency in the Transport Sector	Standard / \$371,859
Global: A Framework to Improve Urban Transport Governance Practices	Analytical / \$240,000
India: Financing and Greening of Inland Vessels	Standard / \$299,539
India: Streamlining Intermodal Station Development in India	Standard / \$133,111
Malawi: Implementation Support to Malawi's Road Asset Management Strategy	Standard / \$33,069
Mongolia: Transport Infrastructure Investment Planning (TIIP) for Ulaanbaatar	Standard / \$365,012
Nepal: Boosting the Performance of Selected Key Corridors	Standard / \$659,695
Serbia: Transport Connectivity Assessment – Towards a Green Resilient Recovery	Standard / \$203,545
Tajikistan: Enhancing Female Cross-border Traders' Economic Opportunities	Standard / \$372,708
Uganda: Support for Development of a Road Maintenance Policy	Standard / \$86,104
TOTAL	\$4.59 MILLION

16
TRANSPORT
PROJECTS
\$4.59
MILLION

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15
URBAN
PROJECTS
\$4.60
MILLION
APPROVED

URBAN	
PROJECT	TECHNICAL ASSISTANCE TYPE / AMOUNT
Bangladesh: Quality Infrastructure Investment Partnership	Standard / \$399,994
Benin: Viable Operation and Maintenance Systems for Cotonou's Drainage Infrastructure	Standard / \$449,818
Global: Japan Case Study on Advancing Quality Urban Infrastructure Investment and Services through Innovation and Digital Transformation	Analytical / \$99,726
India: Development of Quality Infrastructure Diagnostic & Planning Toolkits for Water Supply Systems	Analytical / \$225,901
Madagascar: Resilient and Inclusive Infrastructure	Standard / \$320,984
Mongolia: Infrastructure Governance Diagnostics and Pre-feasibility of Private Sector Participation in Industrial Park Infrastructure	Standard / \$396,334
Mozambique: Unlocking Private Finance for Sustainable Urban Infrastructure and Housing in Maputo	Standard / \$414,572
Nigeria: Sustainable Infrastructure Investment for Ibadan	Standard / \$213,946
Senegal: Support for Infrastructure Investments of the Senegal Municipal and Agglomerations Support Program (PACASEN)	Standard / \$399,776
Senegal/Yemen: Mainstreaming Universal Accessibility in Urban Operations	Standard / \$392,093
South Sudan: Enhancing Disaster Resilient and Inclusive Community Infrastructure	Standard / \$399,944
Tanzania: Building Resilience in Tanzanian Cities	Standard / \$349,928
Tanzania: Optimizing Infrastructure and Services for Informal Traders and Communities, to Implement Sustainable Infrastructure and to Improve Operation	Standard / \$389,066
Uzbekistan: Enhancing Infrastructure Quality, Sustainability, and Community Participation in Uzbekistan's Rural Infrastructure Development Project	Standard / \$149,932
Viet Nam: Priority Infrastructures in Quang Nam and Quang Ngai Provinces of Vietnam	Standard / \$829
TOTAL	\$4.60 MILLION

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WATER	
PROJECT	TECHNICAL ASSISTANCE TYPE / AMOUNT
Africa: Resilient Urban Water – Developing and Mainstreaming a New Generation of Tools	Analytical / \$231,144
Brazil: Green Interventions in Belo Horizonte – Urban Upgrading and Flood Risk Management	Standard / \$206,951
Bosnia and Herzegovina: Development of a Sustainable, Performance-based Sector Financing Policy for the Water Supply and Sanitation Sector	Standard / \$290,549
Cambodia: Nature-Based Solution in Water Supply Development	Standard / \$311,690
Dominican Republic: Water Supply and Wastewater Improvement Project	Standard / \$299,513
Georgia: Supervision of GRAIL	JIT / \$60,697
India: Chennai City Partnership – Support to Chennai’s Sustainable, Efficient, and Inclusive Water Supply Services	JIT / \$69,110
India: Life-cycle Cost Efficiency for Hybrid Annuity PPPs in Ganga River Basin	Standard / \$219,419
India: Modernizing Water Resources Management and Water Related Disaster Risk Management through Innovative Tools in Assam	Standard / \$313,309
Viet Nam: Strengthening Capacity for Effective and Efficient Water Infrastructure Management to Improve Water Security in Phu Quoc	Standard / \$229,854
TOTAL	\$2.23 MILLION

**10
WATER
PROJECTS**

**\$2.23
MILLION**

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