

ANNUAL REPORT

PUBLIC-PRIVATE INFRASTRUCTURE ADVISORY FACILITY



PPIAF
Enabling Infrastructure Investment

2020

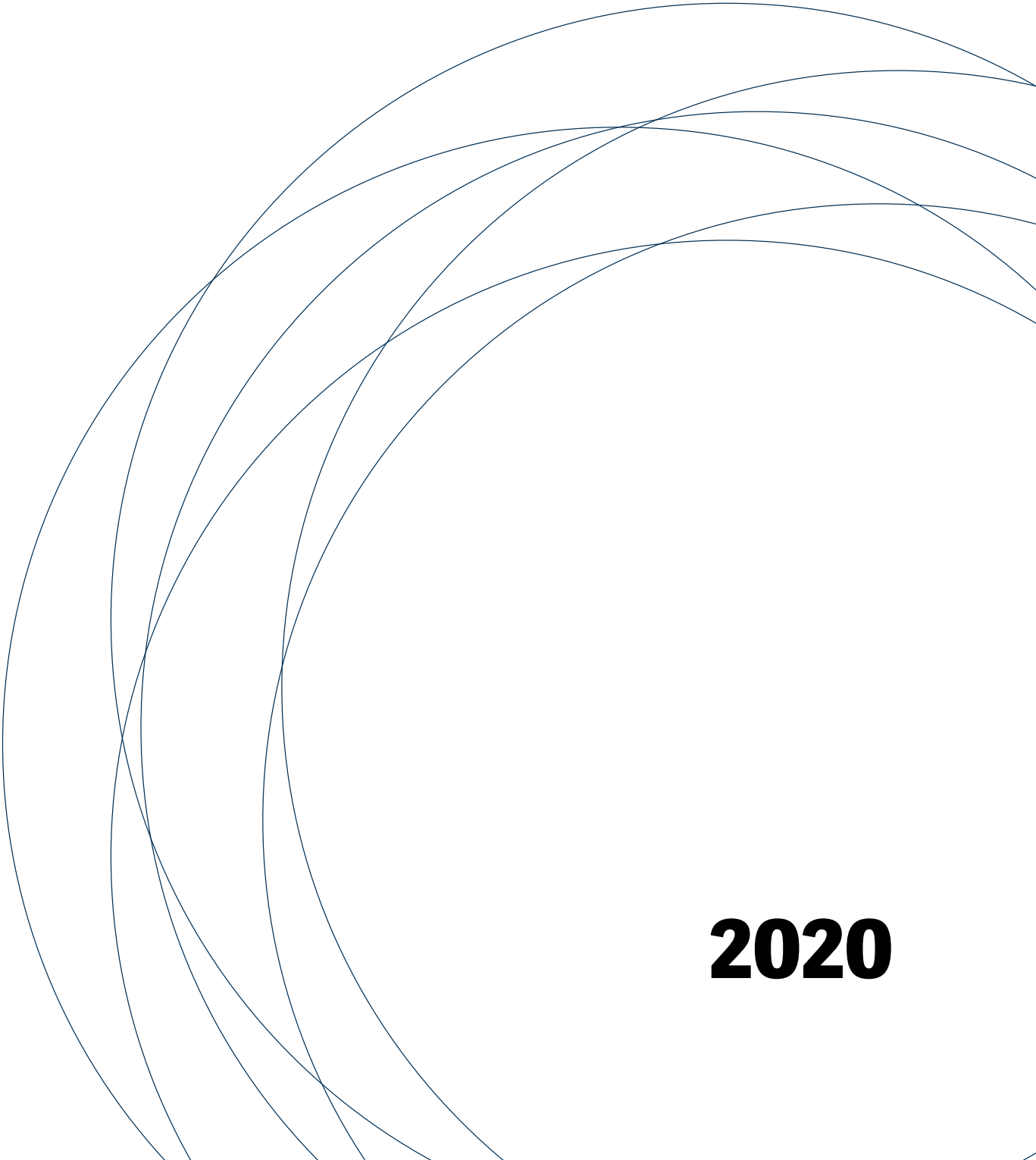
PPIAF is the only global facility dedicated to strengthening the policy, regulatory, and institutional underpinnings of private sector investment in infrastructure in emerging markets and developing countries, and enabling finance for subnational entities. We call this the critical upstream.

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

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

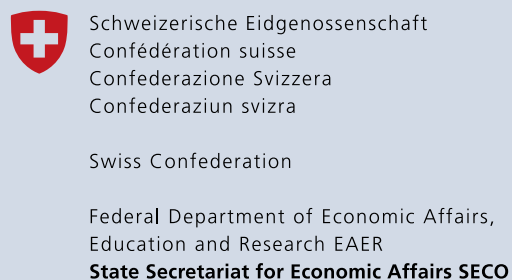
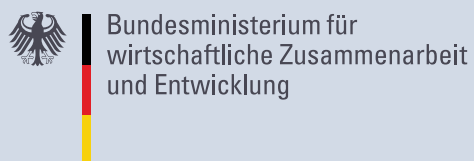
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2020

PPIAF Donor Partners





Contents

Foreword	iv
MCC & PPIAF.....	vi
Indonesia & PPIAF	viii
Overview	1
Review of FY20.....	17
Regional Highlights.....	29
FY20 Achievements.....	57
Program Finances	67
Annex.....	73

// Foreword

By the PPIAF Program Manager

The PPIAF FY 2020 Work Plan was cautiously optimistic that the world was finally turning the corner on the 2008 global financial crisis, but recognized that for emerging markets and developing economies, the crisis would likely result in lower accumulation of productivity-enhancing capital that could last into the next decade. Our plan was to double down on supporting countries to develop good governance of public-private partnerships (PPPs) and private financing to accelerate infrastructure investments. And, thanks to the extraordinary additional contributions from PPIAF donors, we were able to program 20 percent more than planned in just these kinds of activities, particularly in Africa.

Then, COVID-19 struck. All the work PPIAF has been supporting on identifying sustainable investments; on improving the regulation of markets to build investor confidence and competition; on reinforcing the creditworthiness of subnational entities and the capacity of governments to manage their private participation in infrastructure (PPI) investment programs; suddenly become a safety net that will serve client countries through the times ahead.

An example of this is our work in Vietnam, which, with a growing economy and reaching the limits of its fiscal ceiling, needed a way to better optimize the use of public resources by combining them with private investments. Vietnam needed to modernize its PPP legal framework in order to direct private investments in crucial sectors such as transport, energy, water, and digital infrastructure. PPIAF supported the Ministry of Planning and Investment by preparing a PPP roadmap with long-term strategies, policies, and actions for stimulating Vietnam's PPP program. We then helped draft a PPP law that was fit for purpose. In June 2020, the national assembly passed the new PPP Investment Act.

In Somalia, we were already working with the government to bring regulatory order to the telecommunications market through the funding of a national backbone investment strategy and supporting the establishment of the regulator. We went into this initiative primarily to capture opportunities presented by record low interest rates post-financial crisis and to support post-conflict development in the country. Fast forward to today:



“I am very pleased and honored to be chairing the PPIAF Program Council. Serving in Ministerial positions in Jordan, a country with a challenging geopolitical location, I have firsthand experience of the transformational role played by PPIAF in supporting institutions that afford a country to develop a PPP program that is fiscally sustainable and importantly, delivers critical infrastructure.”
—I. Fakhoury



little did we realize how important and timely this work would become during the pandemic, when the continuing availability of digital services becomes even more critical.

On first instance, I considered it fortuitous that work had already started in these countries—and in many more that you will read about in this annual report—to strengthen institutions to allow them to navigate difficult circumstances ahead and with more options to finance their needed investments.

On second thought, I was reminded of the moral of a fable that I was brought up to value: the Tortoise and the Hare. While sprinting Hare mocks Tortoise and sleeps at the races, slow and steady Tortoise wins the race. Institutional change is long and requires tenacity; preparedness is always cheaper and probably more effective than crisis response.

PPIAF is a leading partner for many countries to develop this tenacity, this shield against the pandemic's challenges—working with donors to build the foundations for overcoming crisis and winning the race.

Jemima “Jema” Sy

New Program Council Chair: Imad Fakhoury

This year, PPIAF welcomed Imad Fakhoury, Global Director of the World Bank's Infrastructure Finance, PPPs & Guarantees Global Practice, as the new Chair of the PPIAF Program Council, which governs PPIAF and is made up of our donors including bilateral and multilateral development agencies and international financial institutions. The Council meets annually to review the strategic direction of PPIAF's technical assistance program, its achievements, and its financing requirements. Imad also serves as co-chair of the Governance Council of the Global Infrastructure Facility (GIF).

Prior to joining the World Bank, Imad was Senior Adviser for Private Sector Solutions at IFC where he worked to strengthen efforts to mobilize finance for development through leveraging private sector solutions, creating markets, and reducing public debt. Imad served in successive Jordanian governments as Minister of Planning and International Cooperation, Minister of Public Sector Development, and Minister of State for Mega-Projects.



MCC & PPIAF

Partners since 2009



A message from one of our donors, Millennium Challenge Corporation



The Millennium Challenge Corporation (MCC) values PPIAF as a crucially important development partner. Over its 21 years, PPIAF has achieved impressive impact and been recognized as an international thought leader, including by the G20 Infrastructure Working Group, in helping to maximize financing for development and promote infrastructure as an asset class through its knowledge products.

PPIAF's work will become even more important with COVID-19's major impacts on infrastructure—both with greenfield projects trying to reach financial closing and brownfield projects in operation. For both, the pandemic will affect project economics, cash flows, and valuations as demand has been greatly affected, particularly in transportation. With less fiscal space, governments and sponsors will need increased support from donors and blended finance solutions to help de-risk projects through instruments such as viability gap funding, guarantees, first-loss structures, and tenor extensions. PPIAF's technical assistance will be vital in this more challenging environment, for example, through its COVID-19 rapid response program, as well as helping governments generate liquidity through asset recycling schemes, such as PPIAF's support for limited concession schemes in Indonesia.

MCC's partnership with PPIAF began in 2009 and has generated significant operational benefits for us. We've made good use of PPIAF-funded materials such as the PPP Knowledge Lab, PPP Reference Guide, PPP Certification Program, Private Participation in Infrastructure (PPI) Database, and reports covering topics such as gender and PPPs, institutional investors, and managing unsolicited proposals. We've also benefited

from PPIAF-funded technical assistance for our partner countries that has facilitated MCC's operations. Our collaboration with PPIAF under the Central America PPP program helped build capacity in local PPP institutions and bring transactions to market. We're grateful for PPIAF's assistance in Malawi to provide the power utility ESCOM with a credit rating. With the support from the MCC compact and other donors, ESCOM received a national scale investment-grade rating of BBB.

Partnering with the private sector is an important tool to enable and unlock MCC's full potential to reduce poverty through economic growth in low- and lower-middle-income countries. This includes bringing well-structured PPPs to market to achieve development objectives. Leveraging PPIAF's work and knowledge products, we seek to strengthen our partner countries' enabling environments and their capacity to develop and manage well-governed, affordable PPPs that generate value for money. We do this by deploying MCC's blended finance solutions across the PPP cycle, from legal/regulatory frameworks to institutional capacity building to assisting with project preparation and deal facilitation—including support for transaction advisors, viability gap funding, and guarantees.

It's important that PPPs be designed to achieve quality infrastructure standards and climate resilience, to address poverty and gender concerns, and to ensure that governments can manage any direct and contingent liabilities. PPIAF can assist in all these dimensions, and MCC looks forward to continuing our partnership with PPIAF.

Anthony Welcher is the Vice President of the Department of Compact Operations at the Millennium Challenge Corporation



Indonesia & PPIAF

Partners since 2005



A message from one of our clients, the **Government of Indonesia**



As the biggest archipelago country with the fourth largest population in the world, increased infrastructure is urgently required in Indonesia. Since 2005, the Indonesian government has been setting targets to harness private sector financing to develop infrastructure and launched the Public-Private Partnership (PPP) Framework. PPIAF has been our main partner supporting this agenda with their continuous assistance in terms of knowledge and financing.

After establishing a guarantee fund and starting to develop the project development facility, it was clear the Ministry of Finance should develop a dedicated unit responsible for managing the government support and facilities needed for PPP projects. In 2015, with the help of World Bank and PPIAF, we created a PPP Unit within the Ministry of Finance called the Directorate of Government Support and Infrastructure Financing.

In the medium term, the government has established our top five priorities in the national development plan, which include infrastructure development. To meet our needs, we cannot rely simply on traditional methods of financing through our government budget or state-owned enterprises—we need breakthroughs and innovation. Between 2020–2024, we aim to receive over \$183 billion (2,700 trillion Indonesian rupiah) or 42 percent of our total infrastructure investment needs from private investors.

Although the current situation is discouraging due to the COVID-19 pandemic, we believe infrastructure can help us solve two of our main problems: it could jump start our economic recovery post-pandemic; and it could be a vehicle to avoiding

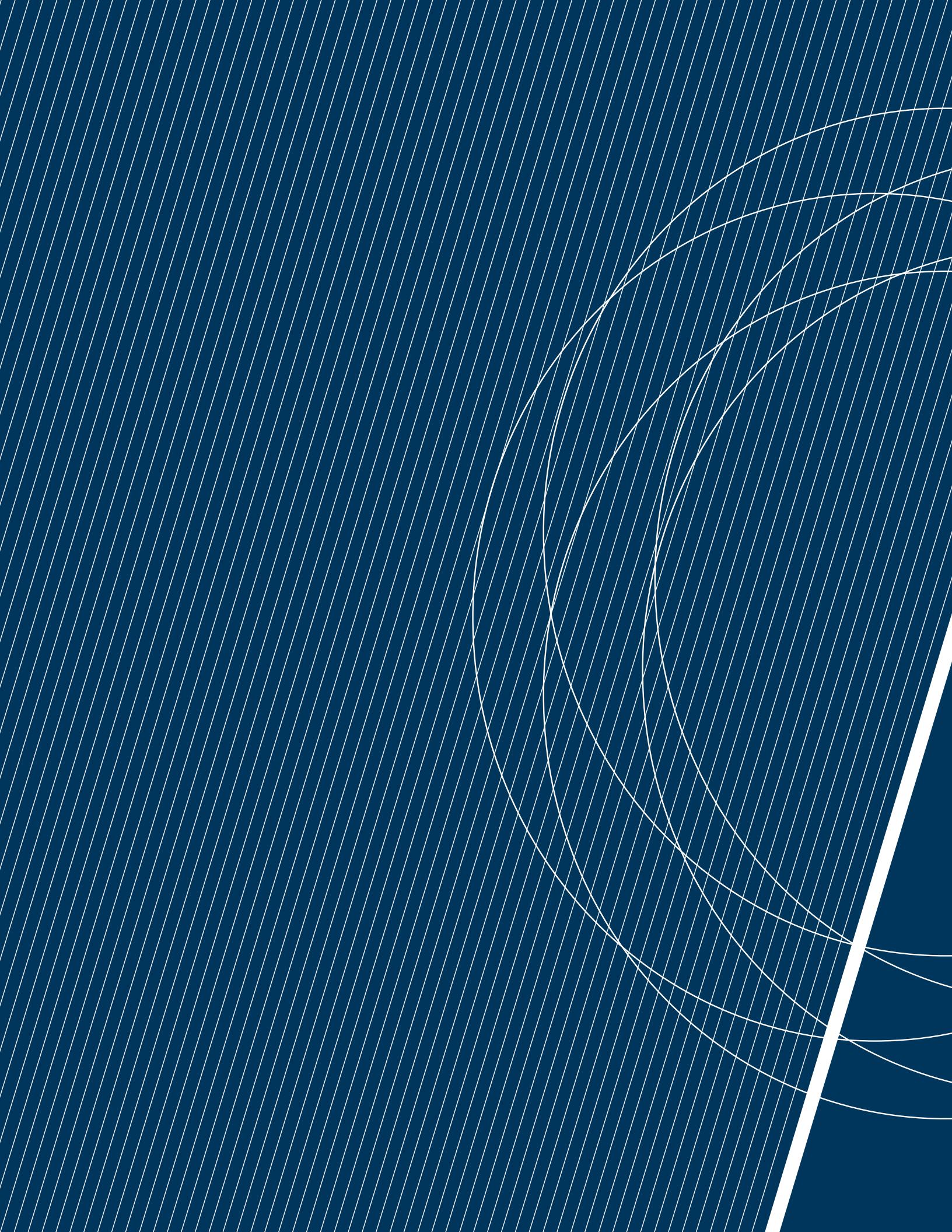
the “middle-income trap” in the medium and long term. The G20 Forum agrees that infrastructure investment can help developing countries cope with the health and economic impacts of the pandemic.

We have made impressive progress developing PPPs in Indonesia: 21 PPP contracts have been signed with a total investment value of about \$11.8 billion (173.42 trillion Indonesian rupiah). Of these, seven projects are in operation, 10 projects are in the construction phase, and the remainder are in the process of getting to financial close. The contribution from respective donors such as PPIAF is one of the key factors that helped us attain this achievement.

Indonesia still has a lot of work to do to encourage private investment in infrastructure by creating a better environment through policies and regulation, and the government is keen to finding more creative and innovative infrastructure financing solutions through blended public and private finance. One of the financing arrangements currently supported by the government is leveraging public assets through an asset recycling scheme. The Ministry of Finance is also developing a fund to promote sustainable development and green growth.

We understand that addressing the infrastructure needs of a large country like Indonesia cannot be solved with a one-way solution and that it's necessary to collaborate with key stakeholders including the private sector. The support we receive from PPIAF is critical to helping us reach this goal.

Brahmantio Isdijoso is Director of Government Support and Infrastructure Financing Management at the Ministry of Finance, Government of Indonesia





1

Overview

PPPs that Help Navigate Today's Infrastructure Challenges for a Better Future

The COVID-19 pandemic is raging across the globe, putting lives and livelihoods at risk. Every country is vulnerable. However, emerging economies have far fewer resources and less capacity for managing the pandemic, which has added significant burdens to already-existing development challenges, including high debt burdens and weak governance.

How does this relate to PPIAF's role in infrastructure development? For over 20 years, PPIAF and its partners, particularly governments, donors, and international development institutions, have worked to build the capacity, regulatory, and institutional framework necessary to stimulate private sector participation (PSP) in infrastructure. PPIAF's work helps its clients work with the private sector to continue providing financing and operating infrastructure services when systems and economies are under unprecedented strain.

The pandemic is not the only challenge facing emerging markets. The same institutions need to be prepared for slower onset challenges that do not appear as pressing, but are equally critical, such as climate change and state-building in fragile, conflict-affected economies. Ensuring that good governance, robust institutions, and smart public and private investment strategies are in place will make a difference in meeting and overcoming these challenges.

This report lays out PPIAF's contributions to a socially, economically, and environmentally sustainable future in the context of these global

complexities. In doing so, we adhere to several principles that form the foundation of our work. For example, **good governance** is essential for ensuring that resources are used wisely and inclusively, especially for countries that struggle with debt sustainability—noting that economic shocks often lead to further fragility. With reliable governance mechanisms in place, governments are better placed to select and prioritize projects with the most impact and develop them. Good governance also gives the private sector greater confidence when considering investments, particularly when infrastructure projects are financed through PPPs.

Much of PPIAF's work involves addressing **climate change**, a slow-moving crisis that is building up to disastrous effect. The climate crisis will continue to threaten people and economies alike, but here, there is also opportunities to change course, such as by accelerating investment and innovation in resilient infrastructure. PPIAF is working in areas that mitigate climate change, such as renewable energy development and smarter urban mobility, and in protecting people and environments through climate adaptive infrastructure.

Fragile and conflict-affected countries are also an important focus of PPIAF's work. Countries at war or emerging from conflict are poorly positioned to address the pandemic, climate issues, or immediate economic challenges. PPIAF is helping bring the private sector into the discussion. Rebuilding



institutions and economies is difficult; fragile countries stand to benefit from partnerships with the private sector. In Somalia, for example, PPIAF support put regulations in place to create a better environment for mobile operators. This approach is helping mobilize the private sector as a player in state-building in an economically sustainable way.

The unprecedented challenges facing us today, in the shadow of the pandemic, make PPIAF's inter-

ventions more relevant now than ever before. The solution to today's development challenges includes private sector participation, robust regulatory frameworks, strong markets and institutions, and preparedness. Our collaboration with governments, donors, development institutions, the private sector, and communities will help client countries develop sustainable infrastructure, contribute to meeting the SDGs, and lay the groundwork for economic development in the years to come.

Subnational Technical Assistance



Strengthening Governance and Building Municipal Capacity to Attract Financing

Subnational entities generally lack the experience and the credit capacity necessary to access financing to develop and build infrastructure. PPIAF's Subnational Technical Assistance (SNTA) program provides vital technical assistance funding to address this gap. It helps municipalities and state-owned utilities attract finance for sustainable infrastructure solutions by developing bankable projects, strengthening financial systems, and building creditworthiness. Since it was established 13 years ago, PPIAF's SNTA program has supported a total of 175 activities with over \$43 million in funding. Of these, eight were funded in FY20 with over \$1.3 million, including support to Colombia and the city of Medellin to calibrate the land value capture (LVC) framework for longer-term borrowing for certain municipalities so as to allow for the use of instruments like Tax Increment Financing (TIF).

The SNTA program initially trained municipal financial managers to improve their municipalities' creditworthiness and access private financing. The program expanded, building the capacity of city administrations, which helped municipalities borrow on commercial terms to finance sustainable urban infrastructure.

For example, in Ethiopia, the SNTA program funded a study to assess five city administrations' fiscal position, governance, and institutional context. The study also identified bottlenecks for own-source revenue collection. This support led to the drafting of the subnational PPP proclamation, now under review by the government, and the development of climate resilient capital investment plans (CIPs). In Burundi, SNTA support is strengthening the financial viability of REGIDESO, the national water and electricity utility. These efforts are expected to attract more private investment to these sectors. In India, SNTA is helping cities in the state of Punjab access private sector financing in the water sector.

The activity is strengthening urban governance and finance systems in the cities of Amritsar and Ludhiana, which will stimulate private sector participation in the sector and improved service delivery outcomes in the water supply.

SNTA has also assisted Vietnam's National Power Transmission (NPT), a wholly-owned subsidiary of Vietnam's electricity company EVN, to obtain a positive credit rating (see the East Asia and the Pacific regional section for more detail) through PPIAF support in partnership with GIF—a partnership of governments, multilateral development banks, private investors, and financiers that helps governments in emerging markets prepare bankable infrastructure projects. Other activities funded under the program included support to help the government of Lebanon assess the need and viability for a credit enhancement facility, which could help facilitate further flows of financing to support the growing demand for urban infrastructure.

SNTA also serves as the anchor point for City Cred 2.0, which builds on the initial success of the City Creditworthiness Program that was conceived as a joint effort between the World Bank's Social, Urban, Rural and Resilience Global Practice and PPIAF. SNTA concluded a major activity in Turkey that helped four municipalities prepare climate-smart CIPs, better manage own-source revenues, and improve sustainable debt management practices. As part of the Financing Universal Access to Water global program, SNTA assisted Uganda's National Water and Sewerage Corporation in its efforts to review financing options and attract market-based finance. SNTA also supported the establishment of credit rating systems for three cities in Ukraine, which is expected to improve the bankability of infrastructure projects in the context of the country's modernization reform efforts.

Colombia

Financing infrastructure for urban redevelopment

Attracting private financing in urban infrastructure is a challenge. One solution is to “unlock” urban land values—such as by selling public lands to capture the gains in value created by investment in infrastructure. As such, the government of Colombia wants to foster the use of LVC instruments, including innovations such as TIF that would leverage private finance for public infrastructure and urban redevelopment projects.

Under PPIAF’s SNTA program, technical assistance was provided to assess the feasibility of a TIF operation for urban redevelopment in Colombia. The study shed light on real estate dynamics, possible structuring and going-to-market options, as well as legislative and regulatory gaps in the country for the successful implementation of a TIF instrument.

At a legislative level, the national government needed to assess the gaps to the current LVC framework and recommendations on needed reforms that wouldn’t hinder municipal efforts to secure future revenues beyond the medium term and current debt ceiling for sub-sovereigns, and without the need for authorization from the Ministry of Finance. In parallel, the project would evaluate the best financing structure of a potential TIF district combining alternative instruments such as pay-as-you-go financing, developer financing, or a mix of the two with the municipal financing framework that was currently in place.

The government conducted a comprehensive review of the LVC legal framework, which to date only a few cities have taken advantage of. For instance, results from a study conducted by the Ministry of Housing, Cities and Territory showed that in 2014, only nine out of the 72 largest municipalities reported to have captured some of the increments in land and property values utilizing the existing LVC framework. Bogota, which leads the implementation of LVC instruments, reported to have captured increments in property values from close to 3,000 properties in the 2004–2012 period.

This SNTA-supported activity is expected to bring in private sector financing and expertise in the structuring of a 400-block innovation district development. If successful, this would be the first ever TIF operation conducted outside the United States and the objective is to replicate this work in at least one additional municipality in Colombia, placing SNTA as a frontrunner in promoting the sustainable use of innovative financial instruments to spur development.

In a fiscally constrained global context where investors are cautious about infrastructure investments, and with decreasing sources of revenues, this activity played a timely and important role in helping cities leverage their existing assets, infrastructure plans, and innovative sources of financing to meet their goals.









Country Assessments

Since 2016, PPIAF has conducted annual impact assessments in countries where it has invested a cumulative amount of at least \$2 million. Additional criteria for country selection include PPIAF's strategic priorities, the type of activities completed in the country, the maturity of the country market, and the knowledge value to be generated by the selection—for example, informing future engagement in the country.

The assessments examine the relevance, execution, and effectiveness of individual PPIAF-supported activities. They also examine the overall impact and sustainability of PPIAF support to the government's private sector participation initiative to deliver new or rehabilitated infrastructure. Assessments are based on document review and interviews with a wide range of representatives from the World Bank, IFC, other multilaterals, government officials, NGOs, and the private sector.

Country impact assessments are conducted by PPIAF's Technical Advisory Panel (TAP) based on

indicators that measure the current state of private sector participation in a given market. These indicators draw from best-practice benchmarks in other countries. The assessments aim to:

- ⊕ Examine how the upstream support provided by PPIAF helped countries attract private participation in infrastructure.
- ⊕ Review the country's ongoing engagement in a PPP, for example, by establishing the quality of service delivery, determining the potential extent of the service, and reviewing PPP contract management.
- ⊕ Provide strategic recommendations to the country on the institutional and sectoral policy, PPP contract management, and the sustainability of the country's PPP program.

Based on these criteria, in FY20 PPIAF carried out a long-term impact assessment of completed technical assistance activities in Uganda.

Uganda



21 activities



\$2.9 million

*Enabling framework,
energy, water, transport*



\$1.1 million

*Subnational technical
assistance (five activities)*



**Client since
1999**

Due to COVID-19, the TAP/PPIAF mission to Uganda in FY20 was conducted virtually resulting in several limitations, such as the inability to meet with some state-owned enterprise (SOE) or private sector representatives.

TAP assessed the impact of PPIAF's work in Uganda for relevance, execution, and effectiveness. It also examined the overall impact of PPIAF support to the government's private sector participation initiative to deliver new infrastructure, as assessed by a methodology using Markers of Progress.¹ Overall, TAP found that PPIAF support in Uganda has been aligned with the government's infrastructure priorities as stated in their National Development Plans I and II, which remained consistent throughout the 2000–2019 assessment period. PPIAF support focused on core projects and complemented World Bank, IFC, and other multi-lateral development bank initiatives.

At the multi-sector level, PPIAF's review and general recommendations were fundamental in establishing the key institutional aspects of the current PPP enabling framework in Uganda. TAP observed

that the complete lack of PPPs outside the energy sector reflects the lack of internal capacity, project preparation, and government commitment to the PPP initiative (and not any major weaknesses in the institutional framework). The indicators of PPP Markers of Progress strongly suggest that the Uganda PPP initiative is at the Enabled Stage: with a best practice pipeline methodology and enabling framework in place, but with significant weakness in implementation capacity, government commitment, and domestic private sector participation, including financial capacity.

In the water sector, PPIAF supported an assessment of the capacity and ability of private water system operators to access local financing within a pilot program of private sector participation projects in five towns in Eastern Uganda in 2009, one of which secured a term loan from a Ugandan commercial bank as a result of this capacity building support by IFC and PPIAF.

In energy, TAP recommends that PPIAF consider encouraging an activity designed to assess alternatives for expanding energy sector-type expertise, experience, and methodology to other sectors, and to subnational governments, possibly using the PPP Unit as a resource.

¹ Method developed by TAP. For SNTA's activities, TAP used the indicators specifically relevant to those objectives.

The full impact assessment is available on the donor portal.

In transport, TAP concluded that close coordination and dovetailing of PPIAF interventions with those of other donors, especially the World Bank, has provided appropriate incentives to beneficiaries in the form of donor loans/support in addition to PPIAF's technical assistance. The assessment recommends that PPIAF:

- ⊕ Accelerate several pilot priority projects in Uganda, but only if Uganda indicates increased commitment to further initiatives.
- ⊕ Consider an intervention to assist the government to determine a transparent accounting methodology for PPP commitments, either by direct consolidation of commitments, or by establishing a cap on the present value of commitments, with full disclosure.
- ⊕ Consider an assessment of initiatives to increase the participation of local commercial banks and institutional sources of capital in Uganda private sector participation projects in order to access long-term debt financing in local currency. It could include the potential role for development institutions in supporting the market for private sector participation.



New Publications

Highlights of publications from FY20

Through its knowledge portfolio, PPIAF has continued to support governments in building more resilient and sustainable infrastructure and service delivery. From providing insights towards stable regulations in FCV contexts to innovative ideas on how to create more robust and bankable PPPs in the water and transport sector, this year's publications will help governments think more holistically about their infrastructure pipelines and their direct and indirect impact throughout the implementation of projects.



Reference Guide:
Islamic Finance for Infrastructure PPP
Projects

With these practical tools in-hand, investors and PPP units can build even more capacity to enter shari'ah-compliant infrastructure PPPs and share in Islamic finance's vast potential. The [reference guide](#) builds on the 2017 report [Mobilizing Islamic finance for Infrastructure PPPs](#) that established the *what* of Islamic finance and infrastructure PPPs and built capacity and awareness among infrastructure development practitioners and developing countries on tapping into Islamic finance as an additional source of financing. This guide delves deeper on the *how* of Islamic finance and infrastructure PPPs and takes steps towards operationalizing Islamic finance for infrastructure PPPs through case studies. The [appendices](#) provide legal templates developed for the main agreements for the structures used in the guide.

Documents are available on the PPIAF website and can be searched by their unique ID which is indicated on the bottom right of the image.



Governing Infrastructure Regulators in Fragile Environments: Principles and Implementation Manual

Countries exiting conflict and fragility face many urgent priorities and almost invariably suffer from substantial infrastructure deficits. There is typically very little infrastructure investment during periods of fragility and conflict, and existing installations are often damaged or destroyed. **This manual** aims to contribute to improvements in the quality of infrastructure regulation by identifying key principles for the governance of infrastructure regulators and by suggesting how these principles can be introduced successfully and maintained over time. It also covers the process of implementing regulatory governance reforms in fragile contexts. These improvements support better and accountable regulatory decision making, as well as increased investment and economic development. Case studies complement the discussion on principles.



Public-Private Partnerships in Land Administration: Analytical and Operational Frameworks

Despite the importance of land administration to economic growth and sustainable development, traditional public sector procurement has generally been weak and takes longer to implement than planned. PPPs have generated significant interest as a way of modernizing land administration systems while avoiding some of the pitfalls of traditional procurement methods and supporting the ultimate goal of improving land administration systems and services. **This report**—with its analytical assessments and operational tools—was developed to address knowledge gaps, advance the thinking on how PPPs can be implemented in land administration with appropriate risk mitigation, and explore how the World Bank and other development partners may engage in financing and building capacity in land administration.

Scaling Up Private Sector Participation in Road Asset Management in Sub-Saharan Africa

Private sector financing in Sub-Saharan Africa (SSA) has been mostly limited to a mix of green- and brownfield road projects, mainly in urban areas. The scale of these projects has been limited: it is estimated that private financing for the upgrade and maintenance of road networks accounts for less than 10 percent of global road financing needs in emerging markets and even less in SSA. This lack of private funding has left local governments with the task of mobilizing enough money to carry out road networks preservation and expansion. [This report](#) explores how intermediary public payment agents known as Road Funds (RFs) could be reformed to substantially increase the amount of public and private funds flowing towards the maintenance and/or upgrade of the core road networks of SSA countries.



From Waste to Resource: Shifting Paradigms for Smarter Wastewater Interventions in Latin America and the Caribbean

Resource recovery from wastewater facilities in the form of energy, reusable water, biosolids, and other resources such as nutrients can transform sanitation from a costly service to one that is self-sustaining and adds value to the economy. If financial returns can cover operation and maintenance costs partially or fully, improved wastewater management offers a double value proposition. [This report](#) summarizes the work of the World Bank's initiative "Wastewater: From Waste to Resource," in raising awareness among decision makers regarding the potential of wastewater as a resource. It highlights the findings and conclusions from technical background reports, an in-depth analysis of several case studies, and feedback received from key stakeholders.

Documents are available on the PPIAF website and can be searched by their unique ID indicated on the bottom right corner of the image.



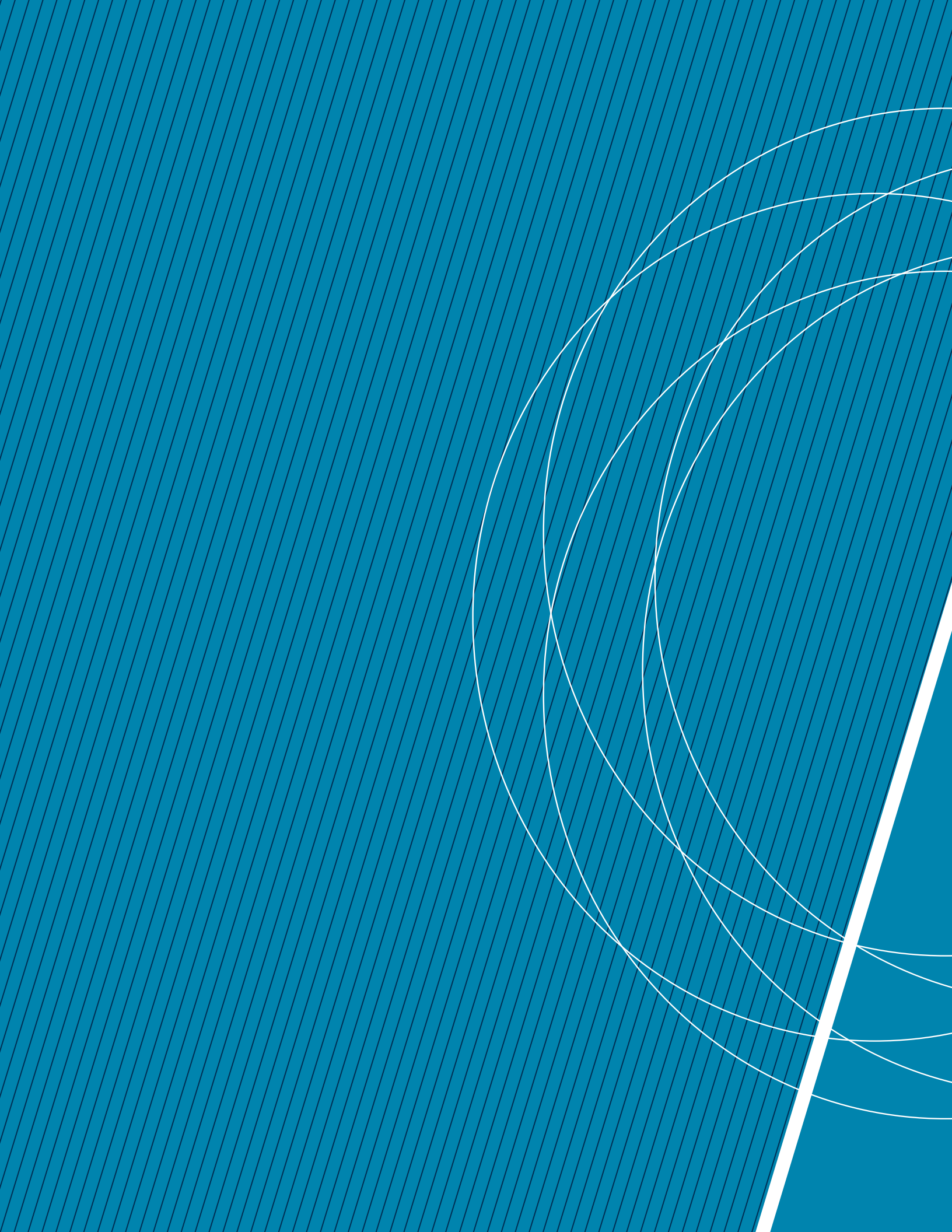
Technical Guidance Note on Assessing the Welfare and Distributional Impacts of Private Sector Participation in Infrastructure Interventions

This guidance note—produced by the World Bank’s Poverty and Infrastructure Finance, PPPs and Guarantees Global Practices—explains the importance of assessing welfare and distributional impacts of infrastructure projects and introduces project teams and other decision makers to evaluation approaches and methods to support them on what, when, and how to assess or evaluate. Evaluating the types of impact is crucial to ensure a project meets the objective to improve people’s well-being, particularly that of the poorest and most vulnerable. Designing and implementing infrastructure projects that are financed by the private sector must pay attention to ensure the interventions address key development constraints and achieve maximum social benefits.

Property Tax Diagnostic Manual

Annual property tax has tremendous potential for mobilizing revenues, primarily for local governments. Although it may account for only about 1–2 percent of total government taxes, it contributes between 15–40 percent of total local taxes across all countries—suggesting that along with improvements in equity and efficiency, property tax revenues could be significantly increased in low- and middle-income countries. **This manual** provides guidance on how to analyze and assess immovable property tax systems, diagnose the strengths and weaknesses of those systems, and develop a property tax intervention strategy where needed. Its higher objective is to support increasingly fair and stable tax systems in low- and middle-income countries, with significant potential for sustainable improvements in achieving key revenue, equity, and efficiency objectives.





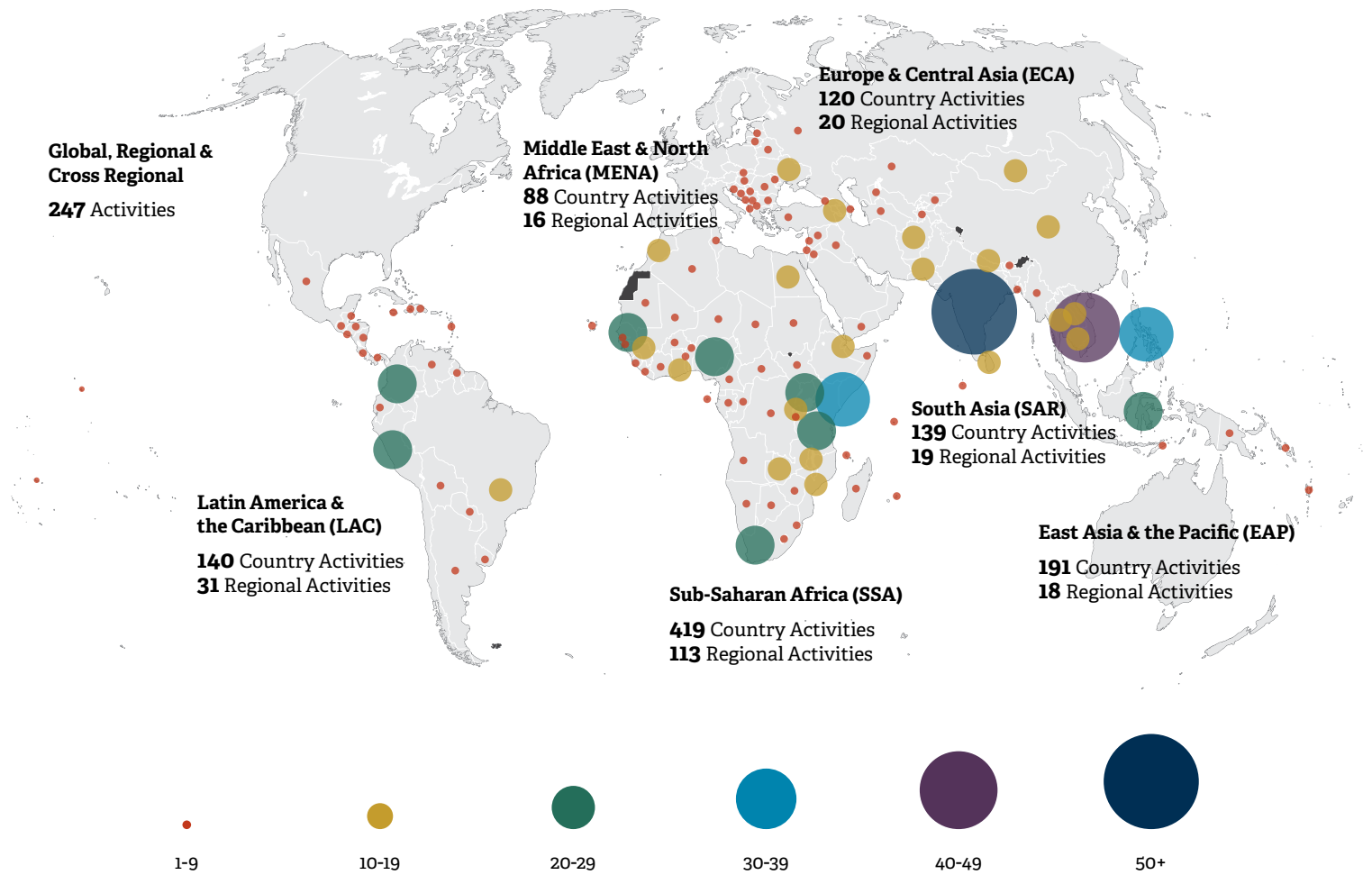


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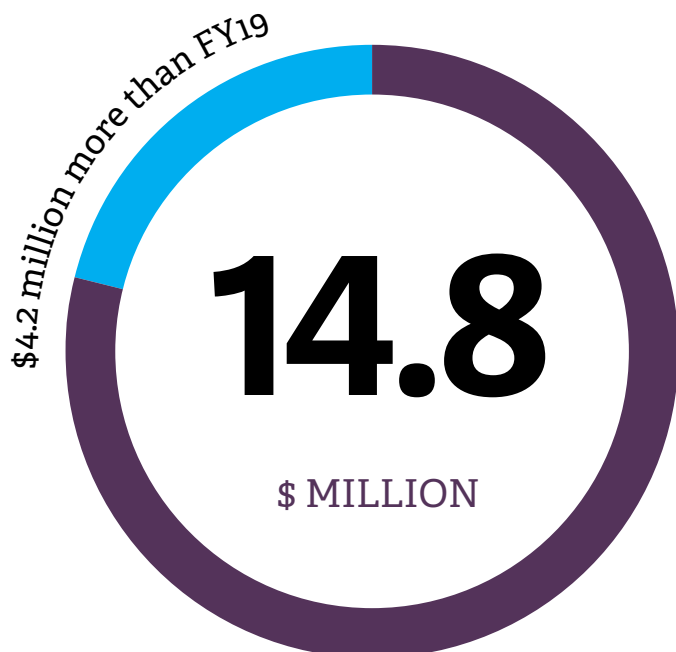
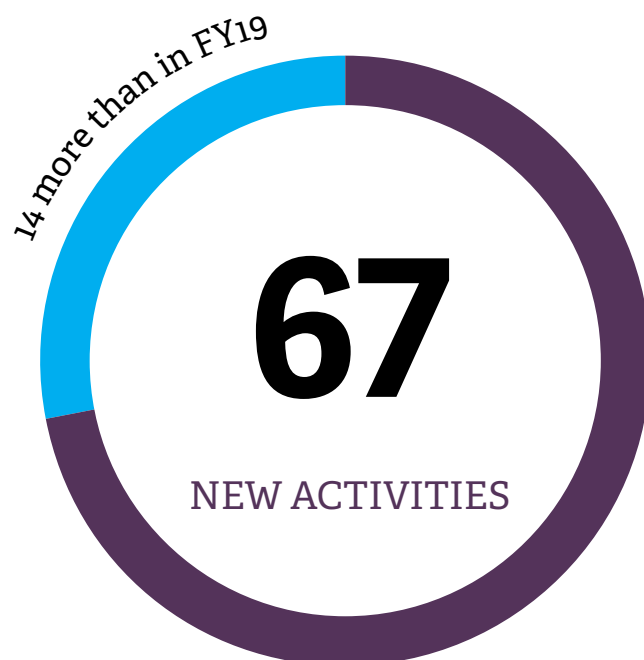
Review of FY20

Highlights

Since its inception, PPIAF has funded **1,561 activities in 130 countries.**

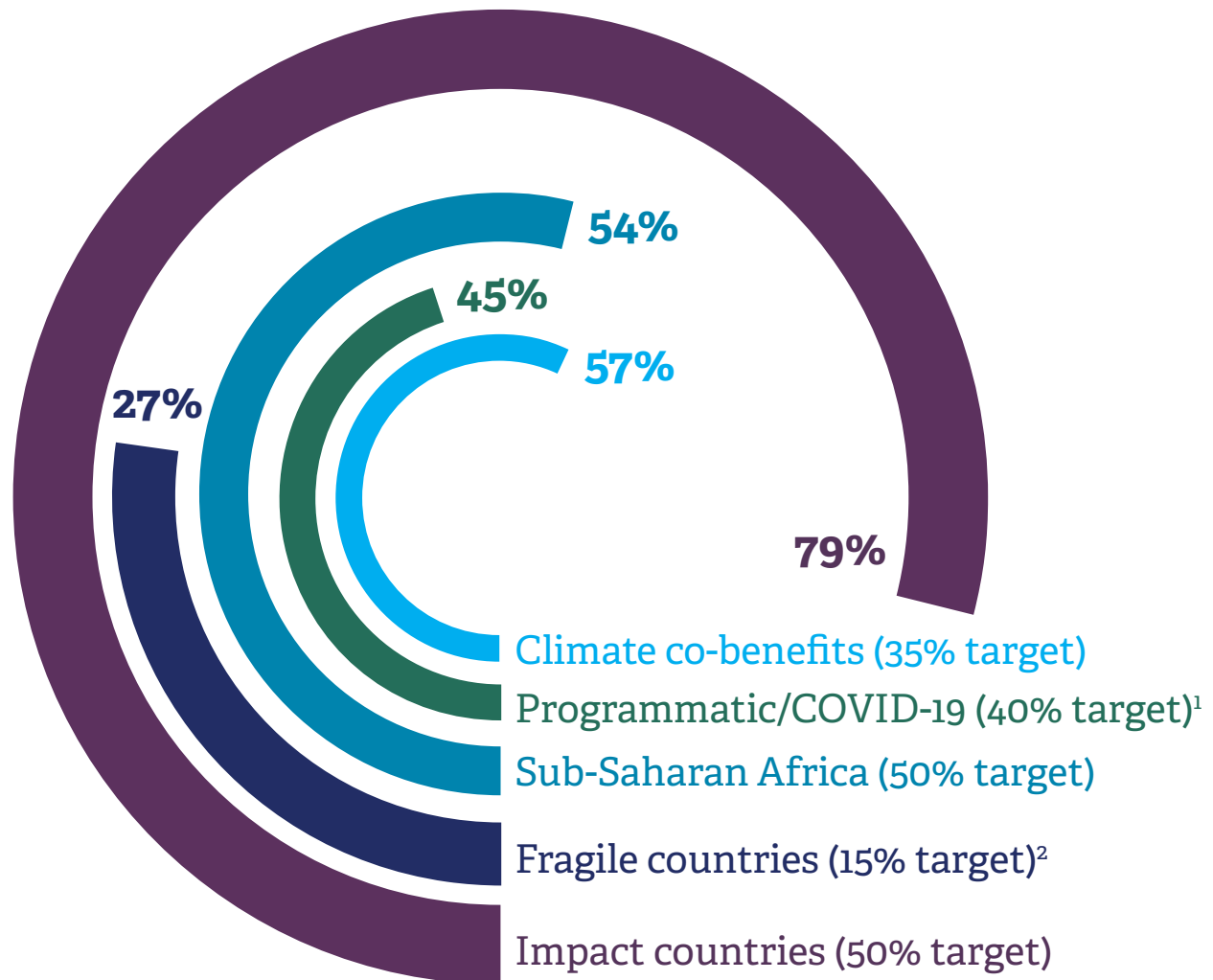


In FY20, PPIAF approved **14 more activities** than in FY19....



...with a total value of \$14.8 million, **an increase of \$4.2 million in programming**

In FY20, PPIAF exceeded its target achievements



1 Engagements that are multi-year, multi-country, with a comprehensive scope, including a strong knowledge dimension and involve a strategic partnership(s), inside or outside the World Bank, that will bring in their own resources and expertise.

2 According to PPIAF Technical Advisory Panel recommendations, fragile countries include those on the Harmonized List of Fragile Countries in the last five years.

Source: PPIAF Work Plan FY20

Approvals in Impact Countries

Kenya was the impact country that received the most funds in FY20, with an approved amount of \$915,000 for three activities. Furthermore, 43% of the impact countries that received funds in FY20 were in Sub-Saharan Africa.

IMPACT COUNTRY	TOTAL APPROVED	NUMBER OF ACTIVITIES
Afghanistan	\$50,000	1
Burkina Faso	\$40,000	1
Cameroon	\$100,000	1
Colombia	\$350,000	2
Djibouti	\$150,000	1
Ethiopia	\$500,000	1
Haiti	\$250,000	1
India	\$550,000	2
Indonesia	\$350,000	1
Kenya	\$915,000	3
Lao PDR	\$250,000	1
Madagascar	\$300,000	1
Malawi	\$265,000	2
Morocco	\$220,000	1
Myanmar	\$300,000	1
Peru	\$450,000	3
Philippines	\$300,000	1
Senegal	\$300,000	1
Somalia	\$310,000	1
South Africa	\$300,000	1
Uganda	\$100,000	1
Ukraine	\$150,000	2
Vietnam	\$450,000	2
Total Impact Country TA	\$6,950,000	32
Total Country-Facing TA	\$8,795,670	40

PPIAF Technical Assistance Support Channeled through Global Programs

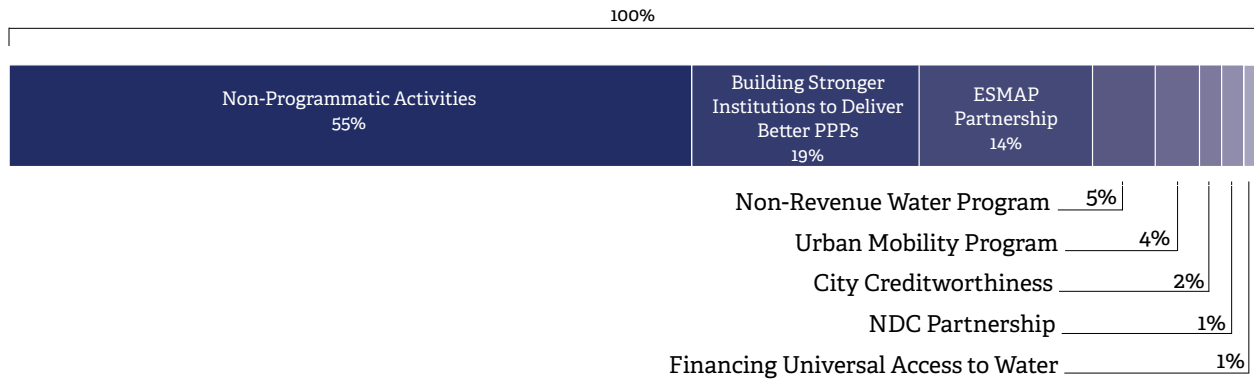
PROGRAM NAME	KEY PARTNERS (TRUST FUND)	THEME
Building Stronger Institutions to Deliver Better Public-Private Partnerships	World Bank's IPG Group (MDTFII)	Fragility and Low Capacity Countries
City Creditworthiness	World Bank's Urban Global Practice, Rockefeller Foundation, KGGTF, C40 Network (SNTA)	Subnational
Financing Universal Access to Water	World Bank's Water Global Practice (SNTA)	Subnational
ESMAP Partnership	ESMAP (CCTF)	Sustainable Infrastructure
NDC Partnership	NDC-SF	Climate Change
Urban Mobility Program	World Bank's Transport and Digital Development Global Practice (MDTFII)	Sustainable Infrastructure
Good Performance-Based Contract Practices for Non-Revenue Water Program (NRW)	World Bank's Water Global Practice, International Water Association, IDB (SNTA)	Sustainable Infrastructure

DESCRIPTION	FUNDING
Guided by an overarching framework of levels of market maturity, this program helps countries make progress on its path to developing and implementing successful PPP programs.	\$2,753,200
Supports subnational governments to set a path towards creditworthiness and provide them with options for long-term financing that provide the capital.	\$270,000
Aims to promote access of water supply and sanitation utilities to commercial financing.	\$100,000
Aims to address and alleviate upstream regulatory, policy, and institutional barriers to the deployment of renewable energy and energy efficiency solutions with private sector participation.	\$2,085,000
Program co-financing with the NDC Support Facility to support private investment in countries' Nationally Determined Contributions, i.e., pledges made by countries under the Paris Agreement in 2015.	\$100,000
Jointly implemented with the World Bank's transport group, helps cities improve their institutional, financial, and regulatory frameworks to create conditions more favorable to PPPs in urban mobility—like bus rapid transit projects or metro projects.	\$540,000
Catalyzes better practices in the market of performance-based contracts for non-revenue water.	\$750,670
TOTAL	\$ 6,598,870

PPIAF Funding Allocation in FY20

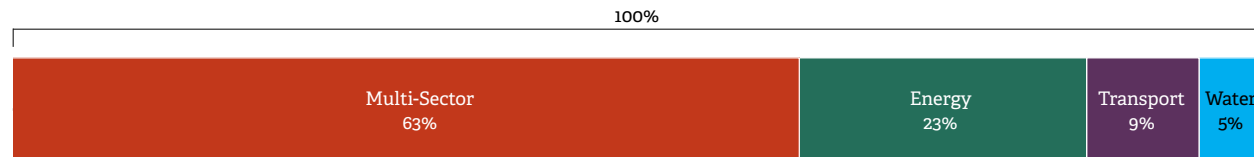
Funding Allocation by Program

Almost half (45%) of PPIAF support in FY20 was channeled through global programs. Nearly 20% of all PPIAF activities were channeled through “Building Stronger Institutions to Deliver Better Public Private Partnerships,” which focuses on fragile, conflict, and violence-affected (FCV) economies.



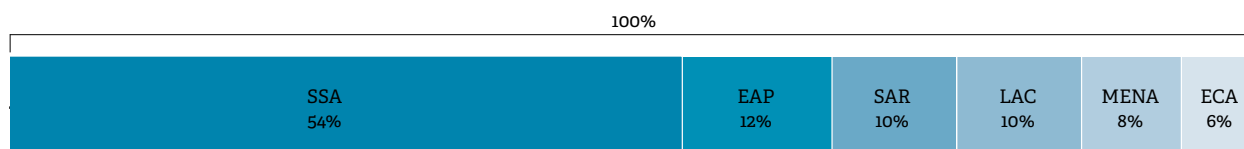
Global Knowledge by Sector

Although the majority of the global knowledge product funds approved by PPIAF in FY20 went towards multisector studies, it should be noted that almost one-fourth (23%), went towards energy sector studies.



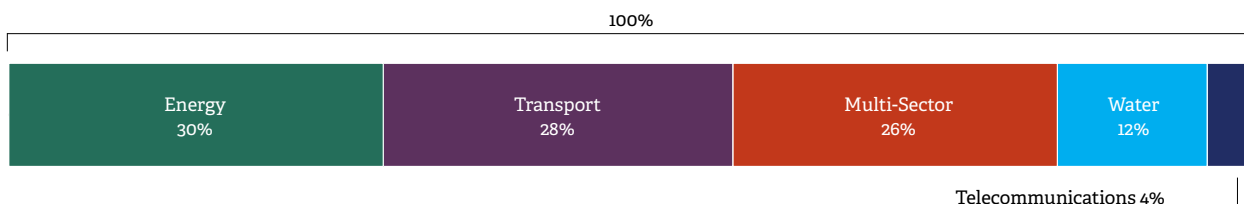
Technical Assistance by Region

FY20 saw a 3% increase in allocation of funds to the countries in Sub-Saharan Africa compared to FY19. This year, 54% of funding went to SSA, matching the proportion of funding in FY18.



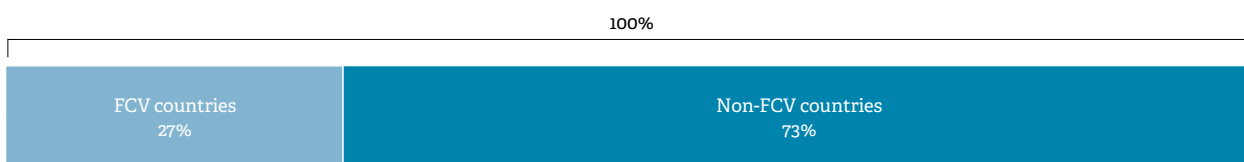
Technical Assistance by Sector

Among all FY20 projects, 58% were in the energy (30%) and transport sectors (28%). Telecommunications, on the other hand, received 4% of the funding/support (one regional project in West Africa: Benin, Burkina Faso, Côte d'Ivoire, and Mali).



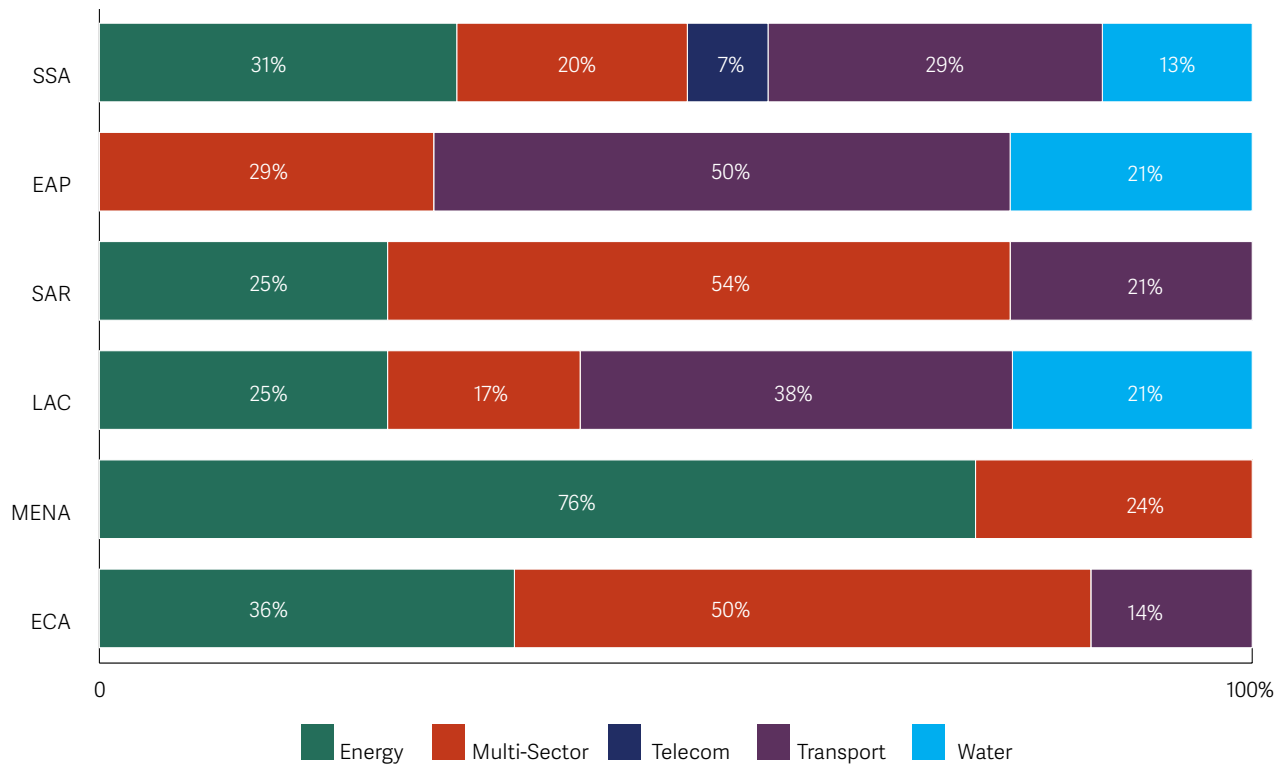
Technical Assistance Approved in FCV Countries¹

In FY20, 27% of funds in country-facing projects were allocated towards FCV economies, above the target of 15%. This represents a decrease of 6% compared to FY19 and can be explained by the fact that several PPIAF countries have graduated from the list of fragile countries and are no longer considered FCVs.



¹ Excludes regional and cross-regional TAs.

Technical Assistance by Region and Sector

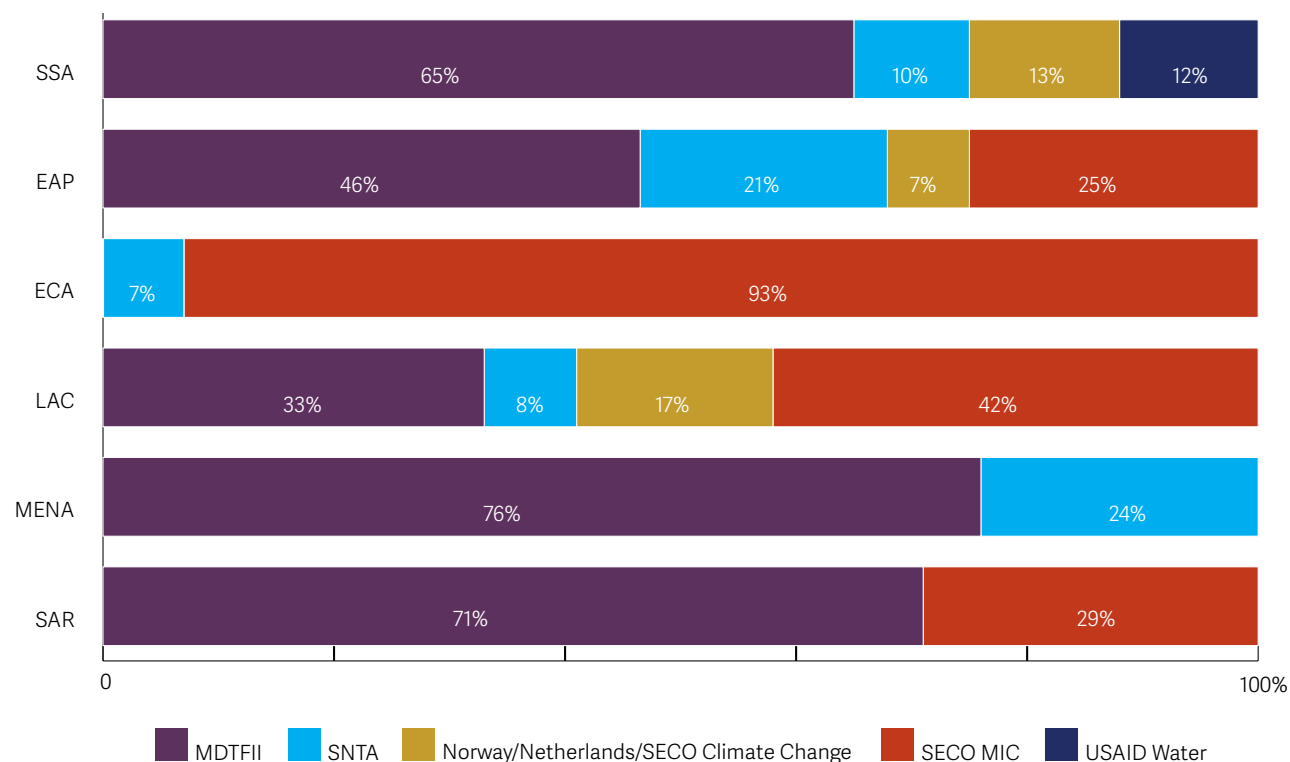


A breakdown by region and sector (see graph above) shows that allocation of funds to different infrastructure sectors has varied among PPIAF regions in FY20. Projects in water and sanitation were approved in three of the six regions (SSA, EAP, LAC). Activities related to the energy sector were approved in all but one region (EAP), and similarly, transport projects were also approved in all but one of the regions (MENA). In ECA, transport projects only constituted 14% of the funds approved, whereas in EAP, transport projects constituted 50% of the approvals.

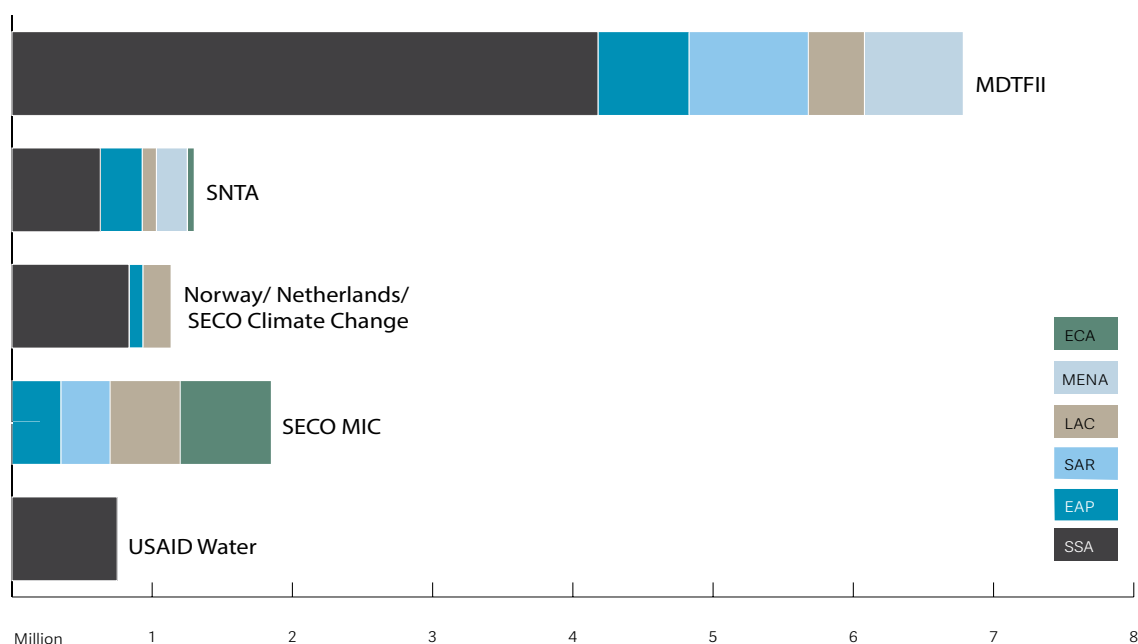
Technical Assistance by Region (as Proportion of Total TA, FY19 vs FY20)

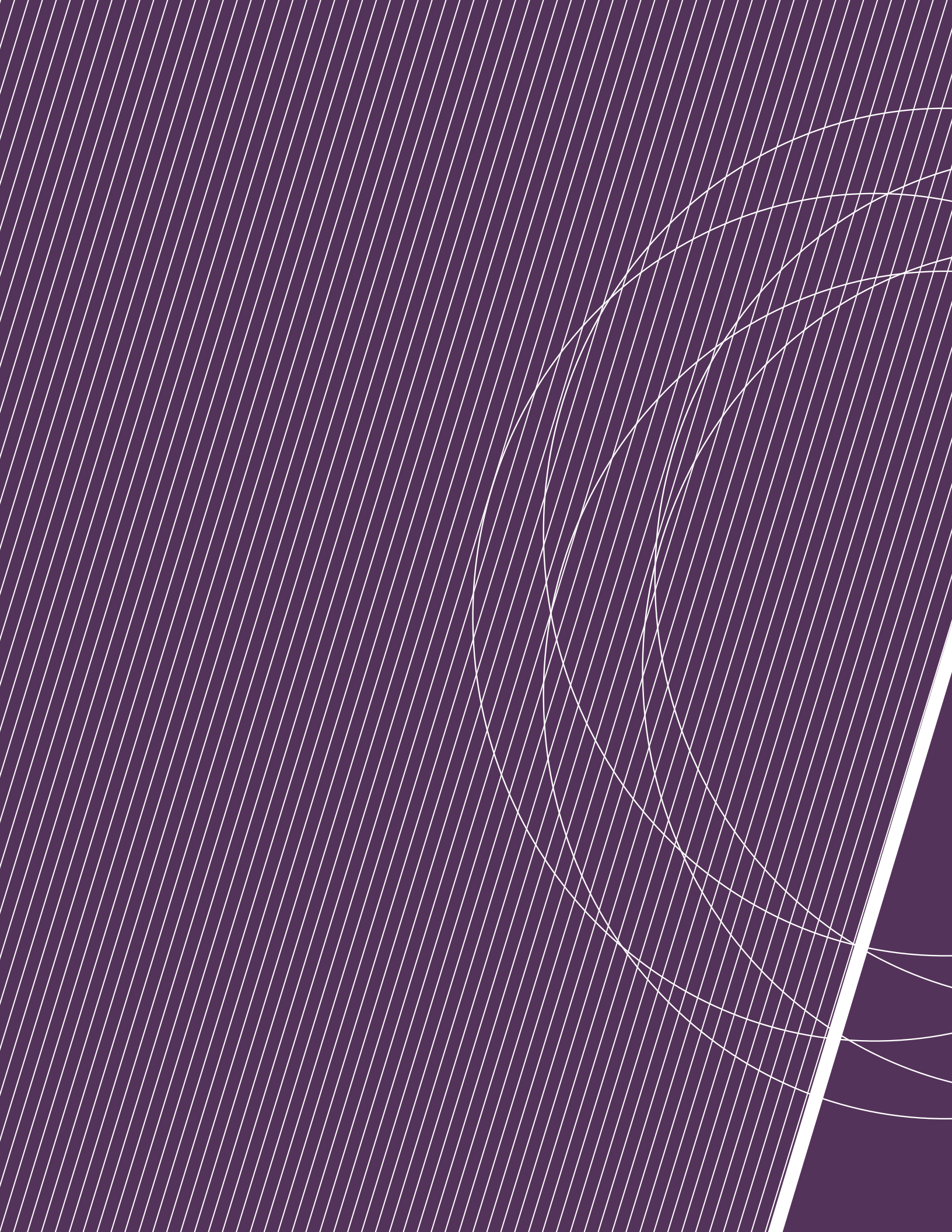
REGION	FY19	FY20	DIFFERENCE
Sub-Saharan Africa (SSA)	51%	54%	3%
East Asia and the Pacific (EAP)	9%	12%	2%
South Asia (SAR)	12%	10%	-2%
Latin America and the Caribbean (LAC)	10%	10%	1%
Middle East and North Africa (MENA)	11%	8%	-3%
Europe and Central Asia (ECA)	7%	6%	-1%

Technical Assistance by Trust Fund and Region



Most of the technical assistance in FY20 went towards SSA. Sixty-five percent (65%) of funds going towards SSA came from MDTFII. Furthermore, the amount going towards SSA from MDTFII is more than the total amount (from all funds) going to any other single region.







3

**Regional
Highlights**

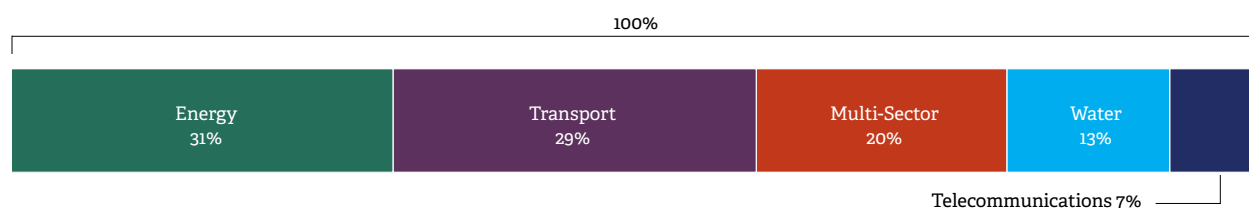


“To attract finance other than through the traditional sources, you need to show that you are a creditworthy water utility; you need to show that there is effective governance; and you need to show that you can be able to prepare bankable projects—and especially project development. This is the particular expertise of PPIAF.”

— Robert Gakubia, CEO, Water Services Regulatory Board of Kenya (WASREB)

Sub-Saharan Africa

FY19	FY20
FUNDS DEPLOYED	
\$4.7 million	\$6.4 million
CO-FUNDING LEVERAGED	
\$3.96 million	\$2.98 million
NEW ACTIVITIES APPROVED	
21	25
ACTIVITIES COMPLETED	
21	18



FY20 support in SSA was directed towards multiple sectors, but the two sectors that were predominantly focused on were energy and transport.



Burkina Faso

Extending electricity access through mining power integration

The electrification rate in Burkina Faso remains low by regional standards, at 19 percent overall with 66 percent in urban areas and just 3 percent in rural areas. The electricity supply is just enough to precariously meet the increasing annual demand, which increases by 10 percent per year. The government's strategy to increase supply while reducing the cost of service is to gradually shift the generation mix towards renewable energy and affordable electricity imports. The sector investment plan aims to reduce dependency on imported fuels and ramp up renewable energy sources, notably solar, to reach 25 percent of installed capacity by 2025 (including 170 MWp of solar photovoltaic (PV) plants).

In 2018, the World Bank began working with the Ministry of Energy and the state-owned utility, SONABEL, on an innovative power sourcing arrangement to use mines as anchor customers to develop least-cost generation while supporting the government's electrification targets and producing economies of scale to extend access to unserved populations. To support the Bank's effort to leverage Burkina Faso's mining potential to develop sustainable and affordable power generation, PPIAF approved a first grant to help conduct an analysis

to identify the best supply option to serve the mine electricity demand and the development of a viable and replicable PPP business case that would ensure reliability of least-cost supply without aggravating the country capacity deficit.

Following the positive outcome of this analysis, a second PPIAF grant helped conduct the pre-feasibility study, which specified the technical design (solar PV 20MWp coupled with 15MW/30MWh battery storage) for mutually beneficial arrangements between the government, SONABEL, the IPP, and the Banfora mining company. Despite the COVID crises, the pre-feasibility study was completed on time in June 2020 through a virtual stakeholder workshop with all stakeholders, who agreed on the proposed PPP approach. Supported by GIF, the transaction support is under implementation.

The unique Solar PV plus storage project—which will be fully financed through \$44 million in private investments—also marks the first of a complex institutional structuring used in the country. This activity will have a demonstrative effect and will be replicated in mining projects under development, both national and regional.



Financing universal access to water supply and sanitation

Providing access to safe water and sanitation for all is a high priority for Kenya and is outlined in their national development plan (Vision 2030), called for in Sustainable Development Goal 6, and Kenya's National Water Strategy partly aims to support private sector participation and commercialization to finance and manage the provision of water supply and sanitation (WSS).

To help achieve this goal, Kenya adopted a policy to encourage both PPPs and commercial lending to supplement the resources available from the government and its development partners. However, before developing a long-term strategic plan for the WSS sector, it was important to determine the sector's debt situation.

The activity was implemented under PPIAF's global program on financing universal access to water supply and sanitation program and is targeted at developing opportunities for private sector investments in water and sanitation. PPIAF's support specifically targeted helping Kenyan water utilities identify and cultivate opportunities to attract commercial financing. Its initial scope was to support the Nairobi Water and Sanitation Company to review and consolidate its debts to facilitate additional lending from commercial banks. This was later amended to include a sector-wide debt assessment

of the concessionary and domestic debt levels in the WSS sector following the realization that the utility had hit its debt ceiling as well as facing governance challenges at the utility level.

The study proposed changes to enable the government to improve its institutional and financing frameworks to address the current debt levels and improve the creditworthiness of water utilities in Kenya. It informs efforts aimed at enhancing the enabling environment for commercial financing, and facilitated knowledge sharing in order to increase awareness on the levels of debt in the water and sanitation sector in Kenya.

As a result, the study established the current debt level and reconciled it with other records, including those at the Debt Management Office at the National Treasury. It also reviewed the current financial statements of the water supply companies that are likely to be able to access commercial finance from different sources including commercial and concessional sources.

PPIAF's activity supported programs with the World Bank's Water Global Practice and is closely linked to the practice's output-based aid program implemented by the Global Program for Results-Based Approaches (GPRBA).



Somalia

Supporting digital development and broadband connectivity using PPPs

For the citizens of Somalia emerging from a 25-year conflict, effectively regulated telecommunications are essential for fostering employment and entrepreneurship, post-conflict reconstruction of telecommunications infrastructure, and wider use of digital technologies in a variety of sectors, including education, agriculture and financial services.

Working alongside the World Bank's Information and Communications Technology (ICT) Sector Support Program in Somalia—a recipient executed grant from the Somalia Multi-Partner Fund worth \$16 million over two phases (2014–June 2020)—PPIAF helped create the enabling environment to increase the penetration of affordable, high-performance digital development by supporting the development and passage of the Communications Act. PPIAF also established the National Communications Authority that set out the regulatory framework for the digital development market and expanded access to areas not previously reached by operators.

Additionally, PPIAF developed a medium-term strategy for digital development, a comprehensive PPP options study for supporting the sector, and supported the Ministry of Posts, Telecommunications and Technology in establishing a sector regulator. Efforts also contributed to framing Somalia's national broadband backbone development plan.

These efforts led to expanding the connectivity of Somali citizens to regional and international gateways and information. In particular, the domain (.so) and the +252 international country code that were previously under the personal control of a former minister have been returned to the federal government. Restoring the stewardship of the domain and the country code to Somalia through more transparent governance arrangements has also enhanced Somalia's sovereign identity building. PPIAF's grant supported the government during a critical phase of its transition from a completely unregulated telecom market to one that is regulated with a light touch, and in which private sector companies contribute to the national treasury through license fees, spectrum fees and spectrum. At the start of the grant in 2014, telecoms companies made no formal contribution to the national budget. It is forecast the sector will contribute about \$5.9 million in sales tax and \$12.6 million in spectrum taxes to the FY20 budget.

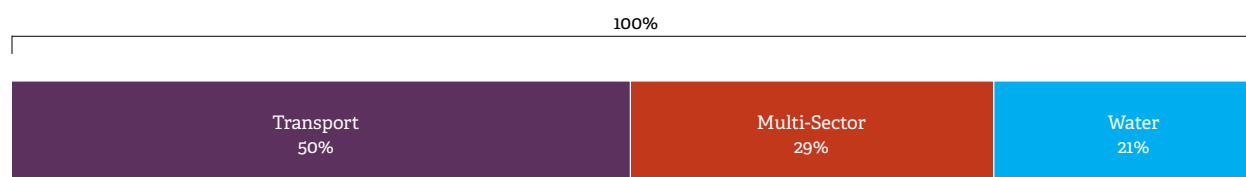
PPIAF also contributed to the preparation of the 2019-approved Somalia Capacity Advancement, Livelihoods and Entrepreneurship through Digital Uplift Project—a \$31 million follow-on project co-financed by IDA and the Somalia Multi-Partner Fund. Helping Somalia achieve universal broadband penetration by 2030 falls within the World Bank's Digital Economy for Africa Initiative (DE4A), which recognizes that the digital economy can help achieve the SDGs and reduce poverty faster.





East Asia & the Pacific

FY19	FY20
FUNDS DEPLOYED	
\$0.86 million	\$1.4 million
CO-FUNDING LEVERAGED	
\$0.31 million	\$0.38 million
NEW ACTIVITIES APPROVED	
5	5
ACTIVITIES COMPLETED	
10	4



FY20 support in EAP was primarily directed towards the transport sector, followed by the water sector.



Vietnam

Strengthening the PPP legal and regulatory framework

Vietnam's Ministry of Planning and Investment estimates that over the next five years \$68 billion is needed in infrastructure investment—a large portion of which will need to come from private investment given the current fiscal constraints. Sustained investment in, and effective management of, infrastructure assets are important priorities to prevent growth being constrained by emerging infrastructure bottlenecks. Ensuring reliable electricity supply, efficient logistics and transportation, and access to cost effective and reliable telecommunication services are especially critical for developing the manufacturing and service sectors. Meanwhile, Vietnamese cities are growing fast and a key challenge for municipal governments is to rapidly put in place the necessary infrastructure to support economic activities, ease urban mobility, and provide water, sanitation and other municipal services to the growing urban population. Priority infrastructure in rural areas include investments to expand access to water and sanitation, especially in remote and poor communities.

To mobilize the needed private sector infrastructure investment, the government wanted to establish a PPP law. The PPIAF activity sought to ensure that the various stakeholders in government were aware of the key issues that needed to be addressed in a PPP law for it to be fit for purpose. PPIAF initially supported the Ministry of Planning and Investment with preparing a PPP roadmap aimed at indicating the long-term strategies, policies, and further actions for stimulating Vietnam's PPP program. PPIAF has then been supporting the

government with improving its PPP legal and regulatory framework, including drafting a PPP law and preparing enabling implementation decrees and fostering dialogue among the Ministry of Planning and Investment, the Ministry of Finance and the National Assembly. Being part of PPIAF's programmatic approach to building PPP institutions, this activity has also benefited from global best practice.

In July 2020, the draft PPP law was passed by the National Assembly. The law and subsequent implementation decrees are expected to foster private sector participation in infrastructure and by strengthening the regulatory processes for relevant parties to fulfill their obligations in PPP contracts. It focuses on essential sectors: transport; power grid and plants; irrigation, clean water supply, water drainage, and wastewater and waste treatment; healthcare and education; and information technology infrastructure.

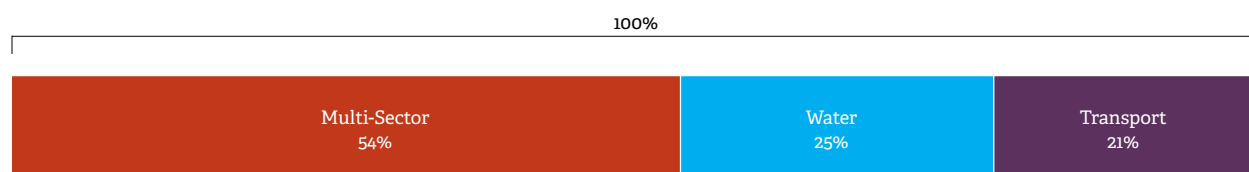
This outcome is an important step in the right direction and indicates the government's legal commitment to domestic and foreign investors and ongoing support for PPPs. The World Bank will continue to support the Ministries of Finance and Planning and Investment in socializing and implementing the new law, with a view to achieve substantial private capital mobilization outcome in the medium term. This activity is fully aligned with the World Bank's objective to foster private sector participation in infrastructure and overall IBRD commitment to mobilize private capital.





South Asia

FY19	FY20
FUNDS DEPLOYED	
\$1.13 million	\$1.2 million
CO-FUNDING LEVERAGED	
\$0.98 million	\$2.53 million
NEW ACTIVITIES APPROVED	
5	5
ACTIVITIES COMPLETED	
1	1



The bulk of the funding in SAR went towards multisector activities, with the remaining (46%) distributed across the energy and transport sectors, with a project each.



Pakistan

Exploring options for water resources in Karachi

Karachi, Pakistan's largest city, is experiencing a water and sanitation crisis stemming largely from poor governance. Financing for this sector is typically ad-hoc and aimed at addressing immediate needs, rather than long-term goals. Only 55 percent of water requirements are met daily and non-revenue water (NRW) can be as high as 60 percent. Many households rely on private vendors who sell water from tankers at high prices. The Karachi Water & Sewerage Board (KWSB) is responsible for water, sanitation, and hygiene services. Its service gaps stem from operational challenges, chronic under-investment, and a weak enabling environment. KWSB has not had significant capital investment for over a decade, even though a 2008 masterplan estimated investment needs of over \$2.5 billion to achieve universal access to safe and affordable drinking water by 2030.

Following KWSB undergoing structural reforms—with hopes to embark into PPPs and private sector participation for wastewater reuse and NRW reduction—PPIAF supported a Water Resources Options Study to help KWSB better understand different options to augment raw water supply, cost implications, readiness for private participation in water production development, and to inform its capital investment program. The PPIAF study was undertaken simultaneously with the preparation and approval of a major World Bank

and Asian Infrastructure Investment Bank (AIIB) co-financed investment program, the Karachi Water and Sewerage Services Improvement Project (KWSSIP). It allowed key findings—such as the required NRW programs to improve utility efficiency and recommended changes in the utility management structure—to be integrated into the investment program.

Based on assessing demand, supply, timing, costs and affordability, the study recommended the following options in this sequence: exploit existing surface water from the Indus River; maintain water quality through wastewater treatment investments with recycling; and control non-revenue water. More detailed work at the downstream level is needed to prepare an adequate private sector participation solution and to support the preparation of transactions.

The study contains clear areas for follow-up, notably setting up a PPP-node in KWSB and designing policies for incentivizing private sector participation, including wastewater viability gap support. Developing these institutional and legal preconditions for a successful PPP in the water sector in the province of Sindh would constitute a natural focus area for follow-up by PPIAF, in close cooperation with technical assistance undertaken under the ongoing KWSSIP Bank project.





Latin America & the Caribbean

FY19

FY20

FUNDS DEPLOYED

\$0.89 million

\$1.2 million

CO-FUNDING LEVERAGED

\$0.5 million

\$1.8 million

NEW ACTIVITIES APPROVED

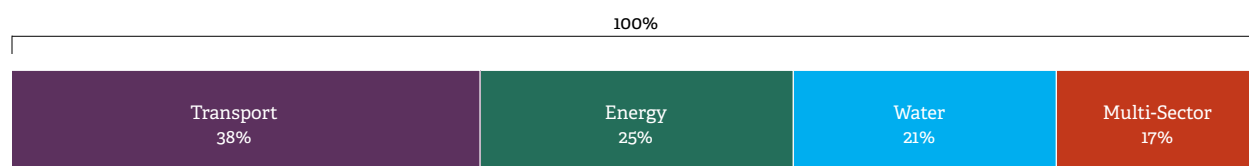
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8

ACTIVITIES COMPLETED

6

4



In FY20, eight activities worth \$1.2 million were approved for LAC—38% of which was approved for the transport sector, followed by 25% towards energy.



Haiti

Scaling up renewable energy and off-grid energy access

Haiti is the only fragile, conflict, and violence-affected country in the Caribbean. Its energy sector is characterized by low access to electricity, intensive biomass use, and increasing reliance on costly imported fossil fuels. Haiti's national electricity utility, EDH (Electricité d'Haïti), generates 81 percent of their power from oil, mostly provided by independent power producers, with the remainder from hydropower. While EDH's available generation capacity has been stagnant in the past decade (today still at 176 MW), the aggregated capacity of stand-alone diesel engines, used for self-generation and back-up power, has been growing steadily, currently reaching an estimated 500MW.

There is no electrification plan in place because EDH is not able to expand its network due to significant capacity, operational, and financial deficits. A new plan for improving utility performance is under development by the government, but it is assumed the utility will not undertake rural electrification in the coming five years due to a backlog of investments to serve their existing, predominantly urban customers. Under these circumstances, mini grids present an important electrification opportunity.

PPIAF is assisting the government to design and implement an innovative PPP approach for scaling up mini grids—setting a path for Haiti to become an emerging economy by 2030 and providing universal electricity access. PPIAF's activity also supports Haiti's National Roadmap (2014), highlighting the need to invest in renewable energy and off-grid energy access, and the country's intended nationally determined contribution commitment to expand renewable energy generation to 47 percent of the generation mix by 2030.

The proposed PPP model will help bring in much needed private sector investment and expertise in mini grid regulation, which otherwise is deterred by Haiti's lack of a regulatory framework for mini grids. Because the government lacked information and capacity on how to structure and operationalize PPP approaches in the mini grid sector, PPIAF brought in expertise and best practices through workshops, consultations, and training and knowledge exchanges, carried out in a gender-sensitive manner, which led to a successful first round of development.

The first concession agreements mobilizing \$9.3 million in commercial finance for seven sites—which PPIAF helped design—are in late-stage negotiations with the regulator and in final-stage negotiations with the financier. The second round was launched in early September as part of the newly established national "PHARES" program for mini grid development, this time as a bottom-up approach.

This will allow Haiti to leapfrog to a cleaner and more user-centric power system, based on decentralized renewable energy technologies. Haitians will benefit from increased access to electricity—alleviating poverty through lower-cost sources of power for households, job creation, and new economic opportunities, particularly in rural areas. Women are expected to benefit, both as consumers and by participating in mini-grid operations.

Connectivity especially in the time of pandemic becomes even more crucial as microenterprises and women entrepreneurs struggle to connect to clients or provide the government feedback on their needs.





Middle East & North Africa

FY19

FY20

FUNDS DEPLOYED

\$1.02 million

\$0.93 million

CO-FUNDING LEVERAGED

\$1.1 million

\$0.71 million

NEW ACTIVITIES APPROVED

5

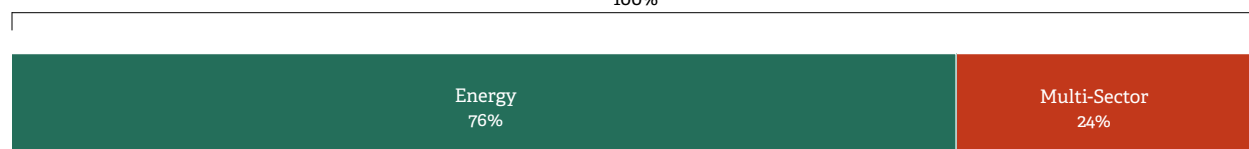
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ACTIVITIES COMPLETED

4

6

100%



In FY20, three of the four activities in MENA, constituting 76% of all funds approved, were in the energy sector. The other activity that was approved was a multisector project in Morocco, which aims to support development of urban financing policy reforms by testing urban partnerships.



Morocco

Expanding cities by strengthening municipal finance and management

Over the past several decades, Morocco has experienced a sustained urbanization trend— currently, 65 percent of the country’s population lives in urban areas and by 2050 seven out of 10 Moroccans will live in cities. Cities generate positive spillovers for both their surrounding metropolitan areas and the country at large: 60 percent of total employment stem from urban areas, they contribute 75 percent to GDP, and make up 80 percent of tax receipts.

Although the new constitution (adopted in 2011) provided a framework for improved local governance of public affairs through increased decentralization, Moroccan cities still face challenges delivering the infrastructure needed to accommodate the continued increase in urbanization. The investment required for urban infrastructure, equipment, and services in Moroccan cities is estimated at \$33.6 billion between 2017–2027 with 69 percent (\$2.33 billion per year) to be financed by urban municipalities themselves. In addition to limiting the investment capacity allowed by the generation of operating surpluses, cities’ untapped fiscal potential limits their capacity to attract commercial financing to address the municipal infrastructure gap.

In line with several World Bank projects and other donor engagements, PPIAF provided technical assistance through its SNTA program—requested by the Ministry of Urban Development—to strengthen municipal finance in Morocco through improving local revenue, better performance management, and developing tools for financing urban development. The activity helped develop two policy notes including one describing the best suited strategic approach to develop an information system for the

administration of local taxes and a roadmap/policy note on options to develop tools for land value capture in the Moroccan context. A benchmark of local governance performance assessment system was also conducted as part of the technical assistance along with a study tour to Tunisia.

In the next 2–3 years, local tax reforms will take place informed by PPIAF’s work, which aim to achieve four outcomes: operationalizing the system for administering local taxes based on the strategic approach recommended in PPIAF’s policy note; enabling the government to proceed with municipal finance reform; having a pilot city develop a performance assessment system based on good international practice; and piloting a first municipal land value capture exercise.

Co-funded by the World Bank, PPIAF recently approved a second phase to help operationalize some of these recommendations including setting up Partnership Development Areas in selected pilot sites—including updating urban planning regulations to provide an enabling regulatory environment to implement them; developing policy reforms and change in practices; and land administration and regulatory reforms needed to implement land pooling.

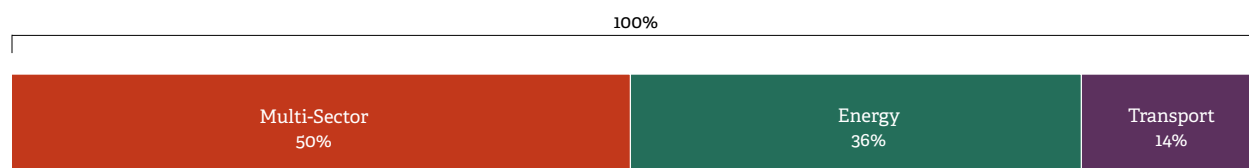
“The technical assistance to finance urbanization in Morocco—developed with remarkable consensus through extensive consultations with a wide range of stakeholders—is supporting local and national actors to develop a new model of urban development to put Moroccan cities on a more efficient and sustainable growth trajectory.” —Augustin Maria, World Bank Senior Urban Specialist





Europe & Central Asia

FY19	FY20
FUNDS DEPLOYED	
\$0.62 million	\$0.7 million
CO-FUNDING LEVERAGED	
\$0.42 million	\$0.87 million
NEW ACTIVITIES APPROVED	
2	4
ACTIVITIES COMPLETED	
--	1



In ECA economies, half of the support was targeted at multisector activities, with the next largest amount (36%) going towards the energy sector.



Ukraine

Paving the way for better transport and trade through private sector investment in the road network

Ukraine is the second largest country in Europe and road transport plays a critical role supporting domestic and international trade. Between 2012 and 2016, the value of international trade dependent on road transport increased from 30 to 37 percent. This increase coincided with a shift in international trading patterns, away from the Russian Federation and towards the European Union. A World Bank study showed that roads in poor condition increased from 5 to 17 percent between 2011 and 2016, contributing to the country's traffic fatality rate being more than double that of the EU. The World Bank assessment estimated that \$500 million per year—as opposed to about \$200 million spent by the country in 2017—would be needed to maintain and repair regional and national roads to avoid further deterioration. In Ukraine, roads are not tolled and no direct user charges are in place. Some of the reasons behind this are: many of Ukraine's main routes are not heavily trafficked compared to busy tolled motorways internationally and growth projections are modest; average income levels limit the affordability of tolls and the value their time savings brings to users; and there is a legal requirement that tolls can only be levied where there is an alternative 'free' route available.

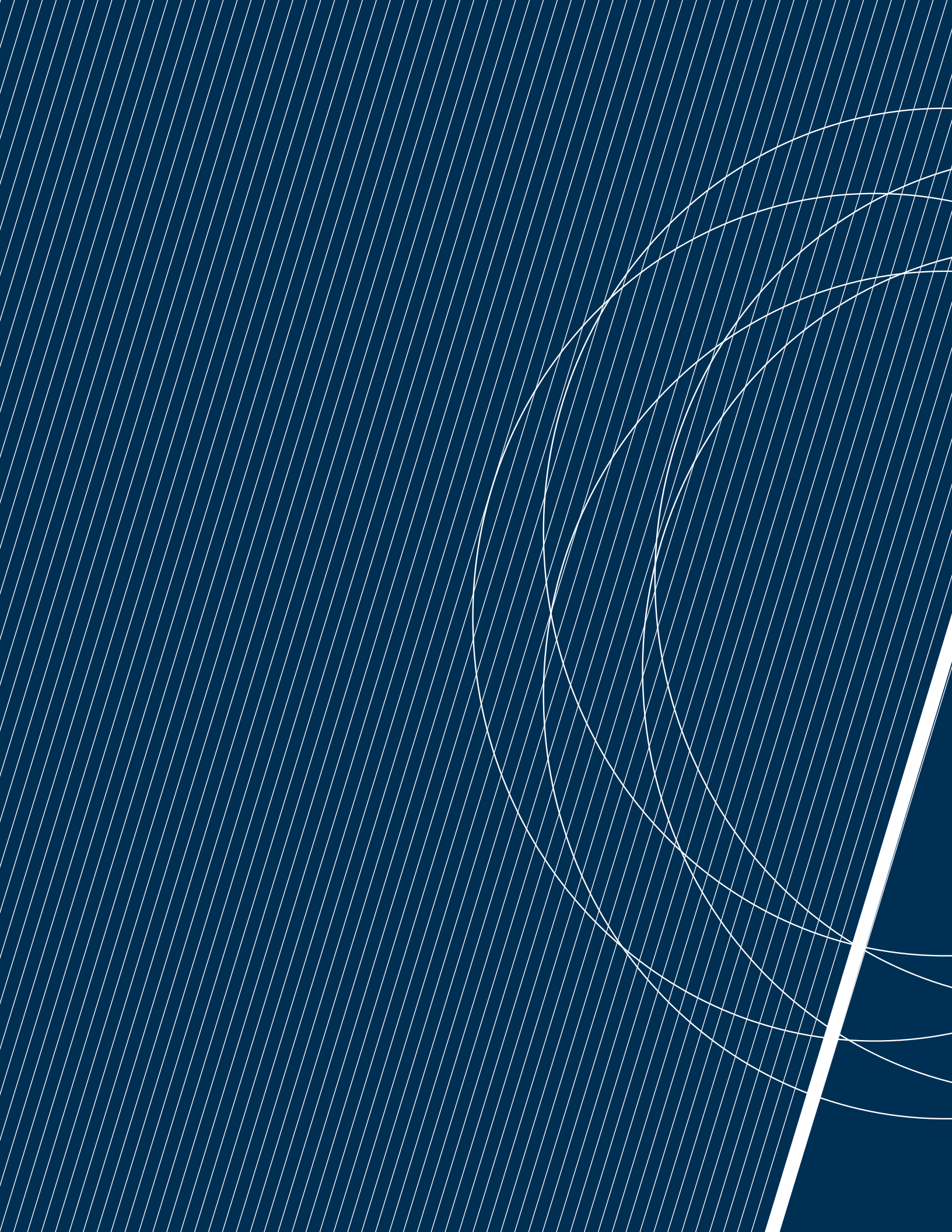
The government requested World Bank support to explore options to develop a program to upgrade and then maintain the country's 8,500+ km of strategic and international road network and conduct the selection and prefeasibility level analysis of

pilot transactions to be structured under the program's framework. In collaboration with GIF, the scope of PPIAF's activity is looking at elements of the wider enabling environment necessary to successfully implement a sustainable road fund program and develop a road asset management model that potentially charges users. The best practices to be implemented for the governance, regulatory, and legislative framework for the road funds is an exercise that can be replicated in other sectors that are looking to these types of reform.

The GIF-PPIAF co-funded activity has also strategically identified initial first-mover projects that will help develop and increase trade with EU countries. The roads and pipeline chosen will greatly leverage economic activity to ease the economic recovery the country will need post-pandemic and help create a more sustainable economic partner that will be good for the stability of the country and the region.

The activity supports the ongoing World Bank transport and IFC PPP Transaction Advisory agendas to carry forward reforms that incentivize much-needed private sector investment in the country's infrastructure. Projects to be structured under the roads fund led by GIF and IFC will help bring in private sector participation in the roads sector. One of Ukraine's ongoing initiatives to increase private participation in the transport sector is the "Drive Ukraine 2030" strategy that envisions investments of \$60 billion in the next decade.







4

FY20
Achievements

Portfolio Performance

Each activity funded by PPIAF is monitored from its inception until 24–36 months after its completion to confirm the relevance and achievement of objectives and outcomes effective and efficient implementation, timely dissemination (for knowledge products), and extraction of lessons learned from the outcomes realization process.

In FY20, the monitoring process allowed PPIAF to detect the disruptions to implementation of several activities due to the COVID-19 pandemic. PPIAF was then able to give constructive advice to the teams on how to address issues such as shifted government priorities, unresponsive clients and contractors, as well as newly imposed travel restrictions.

The table on the next page illustrates the aggregate performance of PPIAF's portfolio in FY20 in comparison to previous fiscal years. In the far right column are the annual targets for each indicator set out in the FY20 Work Plan. PPIAF allocated a smaller share of its funds to low-income countries this year. At the same time, the number of activities with climate co-benefits significantly increased from 42 percent in FY18 and 51 percent in FY19, to 57 percent in FY20, which is far above the annual target of 30 percent. For the ongoing and completed activities, 100 percent of the delivered reports were assessed to be of “satisfactory” and “highly satisfactory” quality, compared to the lower rates in previous years.



Portfolio Performance FY17-FY20

SUMMARY OF BALANCE SCORE CARDS AS OF JUNE 30 OF EACH FISCAL YEAR

APPROVED ACTIVITIES	BASELINE	PERFORMANCE			TARGET
	FY17	FY18	FY19	FY20	FY20
Approvals in impact countries	NA	58%	57%	79%	50%
Approvals in fragile, conflict, and violence affected states	N/A	33%	33%	27%	15%
Approvals in Sub-Saharan Africa	42%	54%	51%	54%	50%
Activities with strategic fitness score rated standard or outstanding fit	99%	100%	94%	83% ¹	98%
Programmatic activities	N/A	25%	52%	45%	40%
Activities with climate co-benefits	N/A	42%	51%	57%	35%

ONGOING ACTIVITIES (AS OF JUNE 30 OF EACH FISCAL YEAR)	BASELINE	PERFORMANCE			TARGET
	FY17	FY18	FY19	FY20	FY20
Percentage of portfolio with slow utilization	N/A	N/A	12%	6%	20%
Activities with quality of deliverables rated "satisfactory" or above	95%	94%	97%	100%	95%
Activities "on track"	41%	54%	87%	92%	75%

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

ACTIVITIES REVIEWED AT POST-COMPLETION	BASELINE	PERFORMANCE			TARGET
	FY17	FY18	FY19	FY20	FY20
Outcome realization evaluations reporting outcome satisfactorily achieved	75%	62%	68%	74%	80%

¹ Activities approved under PPP Institutions Building program tended to have lower strategic fitness scores bringing the overall number down in FY20.



Results Framework

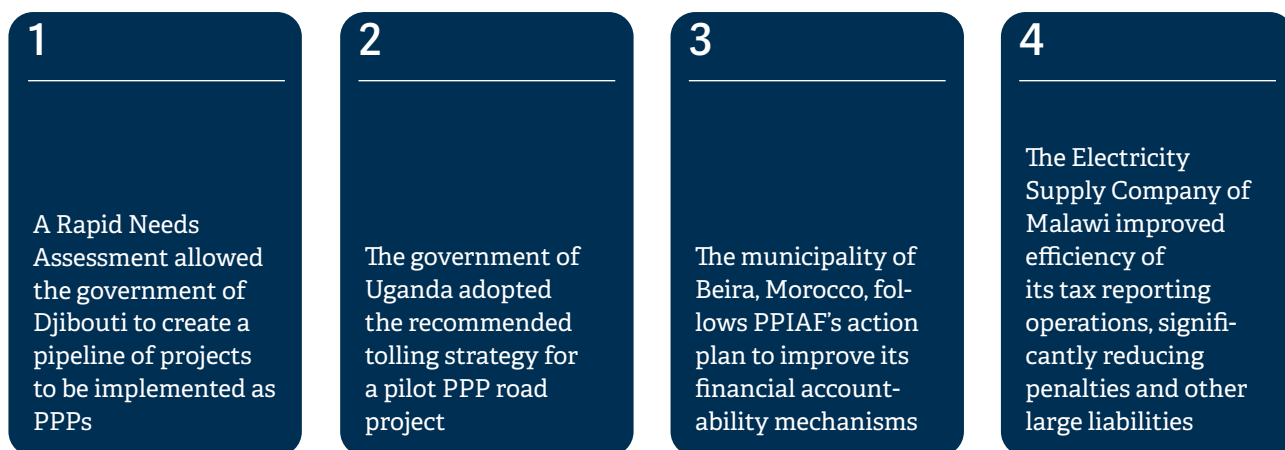
PPIAF also monitors aggregate performance against overall objectives through its Results Framework, first introduced in the FY18–FY22 PPIAF Strategic Plan.

The framework illustrates the logical chain of PPIAF’s results at Impact, Outcome, Intermediate Outcome, and Output levels. The Theory of Change (ToC) underlying the results framework is that access to improved infrastructure services can accelerate with private sector participation and improve lives. Sustainable private participation in infrastructure, however, is achieved where the enabling environment allows for it and governments and public counterparts have sufficient capacity to engage in this process.

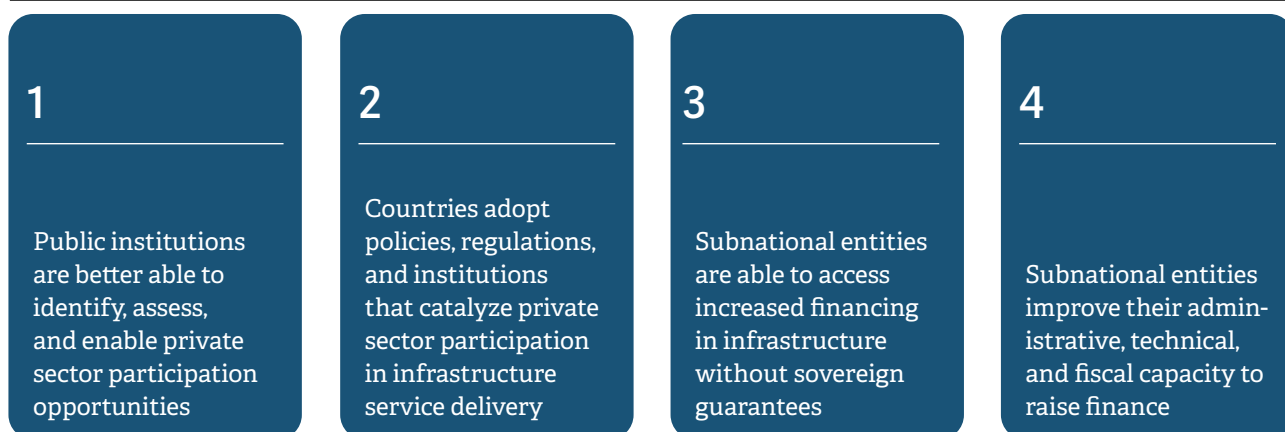
PPIAF’s Results Framework focuses on developing client countries’ capacity to identify, assess, and

enable private sector participation opportunities, adopt appropriate policies and regulations, and put institutions in place that catalyze private sector participation infrastructure delivery. At the subnational level, we focus on supporting subnational entities’ capacity to access market-based financing without sovereign guarantees and improving their administrative, technical, and fiscal capacity to raise finance. The most direct changes in client governments resulting from PPIAF grants are seen in intermediate outcomes, which bridge regulatory, institutional, and technical gaps so that private sector investment in infrastructure can be unlocked. We conduct outcome realization assessments 24–36 months after an activity’s completion to measure progress towards the anticipated intermediate outcomes, learn from experiences positive and subpar, and close the feedback loop using evidence-based design for new grants.

Examples ▼



Interim Outcomes ▼



Outcome ▼

Governments in PPIAF impact countries are systematically able to, and are adopting policies, regulations, and programs that improve the investment climate for private participation PPPs and subnational financing


Impact ▼

Increase in available infrastructure in PPIAF Impact Countries through private sector participation

Outcome Realizations

FY20 Review: Highlights

INTERMEDIATE OUTCOME	PPIAF/SNTA SUPPORT	KEY RESULTS
<p>1. Public institutions in PPIAF client countries are better able to identify, assess, and enable PSP opportunities</p>	<p>Djibouti: PPP Program Support, \$500,000</p>	<p>PPIAF's Rapid Needs Assessment of Djibouti's readiness to implement PPPs identified a need to develop a more robust PPP framework and prioritized projects that could be implemented. First, the technical experts helped to review the current legal and institutional frameworks and to develop a PPP strategy. The new PPP strategy incorporated both good international practices and Djibouti's development priorities. As a result, a PPP Policy Letter, PPP Law, and implementing decrees were adopted.</p> <p>Second, the assessment of the current institutional framework culminated in a recommendation on the establishment and operationalization of a PPP unit. As a result, the PPP unit was created and the head of the PPP unit was appointed. Trainings and workshops were conducted to strengthen the capacity of the government to identify and implement PPP projects. Lastly, infrastructure PPP projects were screened and two viable projects in urban transport and rural electrification were further analyzed to identify most viable PPP models.</p>
<p>2. PPIAF client countries adopt policies, regulations, and institutions that catalyze PSP in infrastructure service delivery</p>	<p>Somalia: Supporting ICT Sector and Broadband Connectivity, \$338,800</p>	<p>The PPIAF activity in Somalia helped create the enabling environment to increase the penetration of affordable, high-performance ICT. PPIAF developed a medium-term strategy for ICT and supported capacity of the Ministry of Post and Telecommunications to establish a regulator. With PPIAF's support, the Communications Act was approved by the Parliament in October 2017. The National Communications Authority (NCA), an agency which sets out the regulatory framework for the ICT market, was established in January 2018. This led to expanding telecom services access to areas not currently reached by operators whose incentives were to focus on more lucrative urban centers. Somalia transitioned from an unregulated telecom market to one regulated with a light touch, where private sector companies contribute to the National Treasury through license and spectrum fees.</p>
<p>3. Subnational entities are able to access increased financing in infrastructure without sovereign guarantees</p>	<p>NA</p>	<p>No activities reviewed in FY20 fall under the 3rd Interim Outcome pillar.</p>
<p>4. Subnational entities improve their administrative, technical, and fiscal capacity and increase capability to raise finance</p>	<p>Zambia: Program to Improve the Commercial Viability of LWSC and to Strengthen Institutional Capacity to Attract Investment in WSS Infrastructure, \$371,600</p>	<p>This activity was part of a three-year SNTA-funded technical assistance program aiming to (1) improve the commercial viability of the Lusaka Water and Sewerage Company and (2) strengthen institutional capacity to attract investment in water supply and sanitation (WSS) infrastructure in Zambia. The program comprised two components: Component A focused on improving the commercial viability of Lusaka Water and Sewerage Company (LWSC), and Component B focused on strengthening institutional capacity to facilitate investments in WSS infrastructure. The activity was carried out in partnership with AfDB and GIZ. It included capacity building for training providers/institutes under the Ministry of Local Government National Capacity Building and Training Program. As a result, the performance agreement was signed by both LWSC and the government of Zambia. LWSC has since been implementing recommendations from the technical audit to improve their performance against the indicators established in the performance agreement with the government.</p>



PPIAF's support translates into institutional and policy reforms leading to long-term results for its client countries. As part of the monitoring process, PPIAF conducts post-completion reviews three years after an activity's completion to measure progress towards anticipated outcomes. In FY20,

PPIAF reviewed 27 projects completed in FY17 representing over \$8.5 million in grant funding. Of these, 74 percent were rated "satisfactory" or better, indicating that the intended outcomes were achieved within 24–36 months from an activity's completion.¹ Some highlights are illustrated below.

FY20 Review: Full Report²

The FY20 Outcomes Realizations review revealed that three-fourths of activities closed in FY17 achieved their expected outcomes and were rated as "satisfactory" and "highly satisfactory." PPIAF's Outcomes Realization review this year covered 75 percent of PPIAF activities completed in FY17 (27 out of 33). The sample was selected randomly and most of the activity objectives under review fell under the Interim Outcomes Pillar 1 (capacity building and knowledge) and Pillar 2 (institutional and legal framework strengthening), while no activities corresponded to Interim Outcome 3 (subnational entities access to finance). Through follow-up interviews with the task teams and government officials,

supplemented by the open source data and media articles, the monitoring and evaluation team discovered that over 1,000 government officials received PPIAF-funded training, 12 knowledge products were developed, 16 institutions strengthened their capacity, and 16 PPP strategies were adopted as a result of PPIAF support in FY17. In addition, three credit ratings were produced and three subnational entities strengthened their capacity through subnational technical assistance funded by PPIAF. Full results sorted by four Interim Outcome Pillars are listed in the table below. Furthermore, the table on the next page shows PPIAF results measured over three fiscal years: FY18, FY19, and FY20.

¹ PPIAF does not have a benchmark against which to assess its success rate as PPIAF is the only global technical facility for PPP upstream support worldwide. It is worth mentioning that IFC projects show equivalent rates of outcome achievement: 58 percent in FY19 and 74 percent in FY20. ([IFC FY20 Annual Report, page 91](#)).

² Based on an outcomes realization review of 27 out of 33 activities closed in FY17.

FY20 OUTCOMES REALIZATIONS REVIEW

27 activities closed in FY17 with a total value of \$8.56 million (77% of all closed in FY17)	Activities Reviewed in FY20	All Activities Since Inception
INTERMEDIATE OUTCOME 1: Public institutions in PPIAF client countries are better able to identify, assess, and enable PSP opportunities		
# of participants/government officials whose capacity is enhanced	1,038 ³	21,507
# of times consensus built on PPPs	2	154
# of PPP pipelines developed ⁴	6	n/a
# of PPP knowledge/information products developed	12	183
INTERMEDIATE OUTCOME 2: PPIAF client countries adopt policies, regulations, and institutions that catalyze PSP in infrastructure service delivery		
# of institutions whose capacity is strengthened	16	317
# of policies, laws, and regulations adopted	8	168
# of plans/strategies developed	16	202
# of projects (transactions) developed/materialized	1	175
Size of project (transaction) developed/materialized (\$ amount)	\$36,000,000	\$17.5 billion
INTERMEDIATE OUTCOME 3: Subnational entities are able to access increased financing in infrastructure without sovereign guarantees		
# of projects (transactions) developed – other than financed	n/a	39
Amount (\$) of financing leveraged	n/a	\$1.5 billion
INTERMEDIATE OUTCOME 4: Subnational entities improve their administrative, technical and fiscal capacity and increased capability to raise finance		
# of subnational entities whose capacity was strengthened	3	306
# of plans/strategies adopted towards enhancing access to finance	3	n/a
# of credit ratings produced (shadow and public)	3	92

Despite PPIAF's small size, its impact looms large in the client countries where PPIAF's continuous support has led to steady improvements in the enabling environment for PSP. The table on the next page shows the results PPIAF reported to have achieved in FY18, FY19, and FY20. On average, PPIAF trained over 1,200 government officials, and enabled creation or strengthening of 13

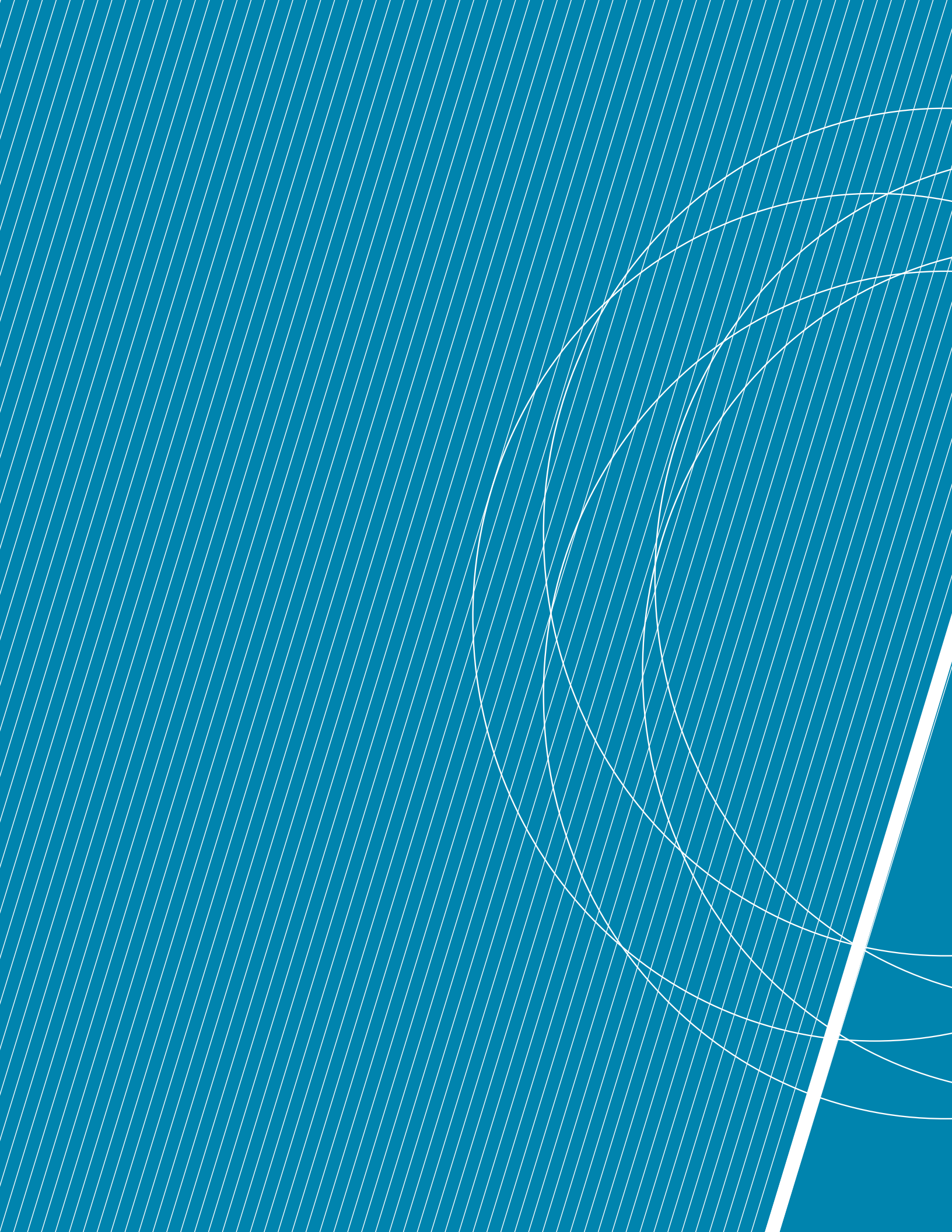
institutions and adoption of 10 new PPP policies every year. In three years, PPIAF strengthened the capacity of 93 subnational entities, facilitating 14 financings without sovereign guarantees with a value exceeding \$100 million. It also produced and disseminated over 22 knowledge products and contributed to the realization of 20 PPP transactions in the amount of \$432.6 million.

³ Based upon a review of all activities closed in FY17.

⁴ New indicator. Collected since FY18 and onwards.

FY18–FY20 RESULTS AND FY17 BASELINE

PPIAF Achievements	Baseline: Inception to FY17	FY18	FY19	FY20	Results to Date as of FY20 (Total)	Difference from the Baseline
Enabling Environment Reform						
# of institutions created/strengthened	276	5	20	16	317	41
# of policies adopted, legislation passed/ amended, or regulations issued/revised	138	6	16	8	168	30
# of plans/strategies adopted or implemented	182	3	1	16	202	20
Capacity and Awareness Building						
# of activities with subnational entities' capacity strengthened	213	66	24	3	306	93
# of activities leading to consensus achieved on PPP reforms reported to PPIAF	147	1	4	2	154	7
# of government officials trained	17,674	1,484	1,311	1,038	21,507	3,833
# of knowledge products produced or disseminated	161	2	8	12	183	22
Project Cycle-Related Assistance						
# of transactions facilitated	155	2	17	1	175	20
# of financings facilitated (SNTA only)	25	3	11	n/a	39	14
Total size of all contracts (PPIAF only), \$ millions	17,110	279	118	36	17,543	432.6
Financing raised from non-sovereign sources (SNTA only), \$ millions	1,390	71	35	n/a	1,496	105.3





5

Program Finances



Balance Position in FY20

INFLOWS (US\$ millions)	
Beginning Cash Balance FY20	15.87
Donor Receipts in FY20	15.89
Investment Income	0.68
Reflows	1.19
Balances Brought Forward (Past Transfers)	13.35
Total Inflows	46.98

OUTFLOWS (US\$ millions)	
Activity Disbursements	8.30
PMU Expenses, including indirects	2.29
Total Disbursements	10.59
Activity Commitments	5.11
Activity Available Balance	12.45
PMU Commitments	0.52
PMU Available Balance	0.56
Total Remaining Transfers Out	18.65
Total Outflows	29.24

CALLS ON BALANCE (US\$ millions)	
Grants Approved—Not Yet Transferred	0.61
Activities Pending GFR	4.13
Total Calls on Balance	4.74

Projections for Remainder of Strategy Period

DESCRIPTION (US\$ millions)	FY 2021	FY 2022
Opening Balance	17.74	16.00
Reflow and Investment Income	1.30	1.30
Expected Contributions Donors	13.26	8.45
Total Resources	32.30	25.75
Programming Costs	13.00	13.00
PMU Costs	2.80	2.80
Indirect Cost Recovery	0.50	0.50
Total Uses	16.30	16.30
Closing Fund Balance	16	9.45
Share of PMU Costs/Total Funding	20%	20%

Member Contribution Receipts

SNTA DONOR CONTRIBUTIONS	FY19	FY20	Total (US\$ '000) since FY07
● Australia (DFAT)	-	-	2,032
● France (AFD)	-	-	1,864
● IFC	-	-	4,100
● Italy	-	-	647
● Switzerland (SECO)	2,000	1,000	13,545
● United Kingdom (DFID)	-	-	16,751
Grand Total	2,000	1,000	38,938

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

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

CORE MDTF II/DONOR CONTRIBUTIONS	FY19	FY20	TOTAL (US\$ '000) SINCE FY00
● Australia (DFAT)	1,999	-	26,604
● Austria	-	-	2,740
● Canada	-	-	2,130
● European Commission	-	-	1,255
● France (AFD)	-	-	4,188
● Germany	738	3,353	10,217
● IFC	100	-	4,200
● Italy	-	-	1,179
● MCC	500	250	3,750
● Netherlands	3,200	3,650	12,101
● Norway (NORAD)	-	959	5,200
● Sweden (SIDA)	-	3,138	17,127
● Switzerland (SECO)	2,000	500	17,079
● United Kingdom (DFID)	-	-	91,043
● United States (USAID)	-	-	1,000
Grand Total	8,537	11,850	199,811

NON-CORE DONOR CONTRIBUTIONS	FY19	FY20	TOTAL (US\$ '000) SINCE FY99
● ADB	-	-	2,188
● Japan	-	-	17,380
● Netherlands	-	-	4,286
● Norway Climate Change	1,959	1,904	6,875
● Switzerland (SECO MIC)*	5,138*	500	23,870
● United States (USAID) Water	1,000	685	7,343
● United Kingdom (DFID)	-	-	4,698
Grand Total	8,097	3,089	66,640

* This amount is not a new contribution but is a transfer of funds from the reconstitution of the SECO MIC fund from a multi-donor fund into a single-donor fund.





6

Annex

Annex: Activities Approved in FY20

AFRICA, SUB-SAHARAN

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Regional	West Africa: Regional Digital Infrastructure Market Development	\$450,920	MDTF II
Cameroon	Support to Cameroon Railway Project	\$100,000	MDTF II
Ethiopia	Ethiopia: Supporting Improved Service Delivery for Universal Electrification	\$500,000	Climate
Madagascar	Madagascar: Improving Urban Transport in Greater Antananarivo	\$300,000	MDTF II
Regional	Ecwas Region PPP Framework Review and Harmonization	\$393,200	MDTF II
Regional	SADC Region PPP Feasibility Study for a Block Train Service on the North-South Corridor	\$450,000	MDTF II
Tanzania	Tanzania: Building Capacity for Reducing Non-Revenue Water through Performance-Based Contract in Dodoma	\$97,000	USAID
Comoros	Comoros: Inter-Island Connectivity Project	\$150,000	MDTF II
Regional	West and Central Africa: Developing and Exchanging Best Practices for Preparing, Negotiating, and Supervising PPAs, TSAs and Interconnection Rules and Procedures for the Gambia River Basin Development Organization (OMVG), and Other Related Topics Such as Public Auctions for Electricity	\$100,000	MDTF II
Regional	Scaling Up Private Sector Participation in Road Asset-Phase II	\$65,000	MDTF II
Liberia	Liberia Developing Framework for Reducing Non-Revenue Water through Performance-Based Contract in Liberia Water and Sewer Corporation (LWSC) in Monrovia	\$298,670	USAID
South Africa	Durban – Performance-Based Contract for NRW Reduction	\$300,000	USAID
Senegal	Senegal PPP Program Support: Phase I Legal Framework and Strategic Direction	\$300,000	MDTF II
Cross-Regional	Open Skies Africa: Assessing the Barriers Towards a Single Air Market	\$260,000	MDTF II
Malawi	Malawi: Lilongwe PPP for Non-Revenue Water Management	\$55,000	USAID
Uganda	Uganda: Technical and Financial Review of the National Water and Sewerage Corporation (NWSC)	\$100,000	SNTA
Burkina Faso	Burkina Faso: Assessment of Private Sector Participation Potential for the Provision of Public Transport Services in Ouagadougou	\$40,000	MDTF II

AFRICA, SUB-SAHARAN

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Kenya	Kenya: Leaders in Urban Transport Planning Workshop for Kenya	\$250,000	MDTF II
Kenya	Kenya - Energy Sector Support to GDC, Kengen and Ketraco	\$230,000	SNTA
Sudan	Strengthening Sudan's Capacity to Attract Private Sector Investment in Renewable Energy	\$300,000	Climate
Kenya	Kenya: Support to Solar Energy Development	\$435,000	Climate
Burundi	Burundi: REGIDESCO Financial Recovery Plan	\$300,000	SNTA
Malawi	Malawi: Public-Private Partnership (PPP) Viability Assessment Study for Six Selected Airports	\$210,000	MDTF II
Somalia	Somalia: Establishing PPP Legal and Institutional Framework for Private Sector Participation	\$310,000	MDTF II
Regional	Cross-Regional: Africa: Developing a Regulatory Framework for Pay-as-You-Go Off-Grid Solar	\$400,000	Climate
SUB-TOTAL		\$6,394,790	

EAST ASIA & THE PACIFIC

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Myanmar	Myanmar-Strengthening of PPP Enabling Environment and Preparation of OBCs	\$300,000	MDTF II
Vietnam	Vietnam: Performance Based Contracts for Waterways' Operations and Maintenance	\$350,000	SECO MIC
Vietnam	Vietnam: Strengthening the PPP Legal and Regulatory Framework	\$100,000	SECO MIC
Cambodia	Cambodia: Fostering Private Sector Participation in the Road Sector	\$350,000	MDTF II
Philippines	Philippines: Support PSP in Local Government Unit (LGU)'S Water Supply and Sanitation System in Key Tourism Destinations	\$300,000	SNTA
SUB-TOTAL		\$1,400,000	

EUROPE & CENTRAL ASIA

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Ukraine	Assistance to Carry Out a Credit Rating of the City of Mariupol	\$50,000	SNTA
Ukraine	Support for the Ukraine Roads Program	\$100,000	SECO MIC
Uzbekistan	Uzbekistan: Support the Establishment of the PPP Framework in the Republic of Uzbekistan	\$300,000	SECO MIC
Regional	Western Balkans: Market-Based Mechanisms for the Promotion of Renewables, Phase II	\$250,000	SECO MIC
SUB-TOTAL		\$700,000	

GLOBAL KNOWLEDGE

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Global	Conference: Regulating Infrastructure in a Digital Age	\$50,000	MDTF II
Global	Digital Innovation to Support Public Transport and Sector Growth	\$25,000	SNTA
Global	Water Innovations Platforms	\$150,000	USAID
Global	Building Stronger Institutions to Deliver Better Public-Private Partnerships	\$400,000	MDTF II
Global	Ecogas Planning Support and Capacity Building for Battery Storage for PPIAF's Consideration	\$300,000	Climate
Global	Flagship Report: Digitalization of Transport	\$150,000	MDTF II
Global	Digital Transformation of Energy Sector Infrastructure: Frontier Analysis and Enabling Frameworks	\$125,000	MDTF II
Global	Global: Covid-19 PPP Rapid Response Umbrella Program	\$523,200	MDTF II
Global	Improving Water Utility Efficiency through Technological Innovation	\$150,000	MDTF II
Global	Global: Transport Regulation at Times of Technological Change	\$80,000	MDTF II
Global	Global: Augmenting Multiple Facets of Data on Public Participation in Infrastructure in EMDEs	\$250,000	MDTF II
Global	Global: Solar Energy, Private Sector and Electricity for All: How the Off-Grid Solar Industry Can Close the Universal Electricity Access Gap	\$125,000	MDTF II

GLOBAL KNOWLEDGE

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Global	Global: Automating Private Commitment in Infrastructure Data Update Using Open Source Search	\$275,000	MDTF II
Global	USPs – Case Studies/Deepening the Review	\$100,000	MDTF II
Global	Global: Guidance on PPP Legal Frameworks	\$150,000	MDTF II
Global	Global: Emerging Issues in Contract Management	\$140,000	MDTF II
SUB-TOTAL		\$2,993,200	

LATIN AMERICA & THE CARIBBEAN

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Regional	Enhancing Climate Resilience of the Energy Sector in the Eastern Caribbean	\$100,000	MDTF II
Colombia	Support for Bogota's Metro Line 1 Transit-Oriented Development	\$100,000	SNTA
Colombia	Colombia: Institutional, Governance, and Regulatory Reform of Colombia's Transport Sector in Support of Multimodal Transport & Logistics	\$250,000	SECO MIC
Panama	Support to the Establishment of the PPP Unit in Panama	\$50,000	MDTF II
Peru	Lima Urban Cable Car System – Institutional and PPP Business Model Development Support	\$100,000	SECO MIC
Haiti	Haiti: Enabling Local Private Sector Participation in Water and Sanitation Service Delivery in Rural Areas and Small Towns of Haiti	\$250,000	MDTF II
Peru	Technical Support to ProInversion for Structuring of Competitive Selection and Contracting of PPPs in Peru	\$150,000	SECO MIC
Peru	Advisory Support for the Power Sector Modernization Reform in Peru	\$200,000	Climate
SUB-TOTAL		\$1,200,000	

MIDDLE EAST & NORTH AFRICA

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Regional	Cross-Regional: Pan-Arab Regional Energy Trade Conference	\$55,000	MDTF II
Morocco	Morocco: Unlocking Urban Development in Morocco through the Testing of Partnership Development Areas and Support for the Development of Policy Reforms and Changes in Practices (Financing Urbanization Phase II)	\$220,000	SNTA
Regional	Cross-Regional: Pan-Arab Regional Energy Trading Platform (PARETP) Phase III	\$500,000	MDTF II
Djibouti	Establishment of a Multisector Regulator in Djibouti and Associated ICT and Energy Sector Reform	\$150,000	MDTF II
SUB-TOTAL		\$925,000	

SOUTH ASIA

COUNTRY	ACTIVITY	AMOUNT APPROVED	TRUST FUND
Afghanistan	Afghanistan: Improving Transparency and Accountability of PPPs	\$50,000	MDTF II
India	Enabling Private Sector Participation in the Electricity Distribution Sector	\$300,000	MDTF II
Lao PDR	Lao PDR: PPP Framework Support	\$250,000	MDTF II
India	Support to the Monetization of Public Land for the Development of Infrastructure	\$250,000	MDTF II
Indonesia	Indonesia: Establishing a National Framework for SOE Asset Recycling	\$350,000	SECO MIC
SUB-TOTAL		\$1,200,000	
Total		\$14,812,990	

Abbreviations

ADB	Asian Development Bank	IPP	Independent Power Project
AFD	Agence française de développement (French Development Agency)	KGTF	Korean Green Growth Trust Fund
AfDB	African Development Bank	LAC	Latin America and the Caribbean
AIIB	Asian Infrastructure Investment Bank	LVC	Land Value Capture
CCTF	Climate Change Trust Fund	MCC	Millennium Challenge Corporation
CIP	Capital Investment Plan	MDTFII	Multi-Donor Trust Fund II
COVID-19	Coronavirus Disease 2019	MENA	Middle East & North Africa
DFAT	Department of Foreign Affairs and Trade (Australia)	MIC	Middle-Income Country
DFID	Department for International Development (United Kingdom)	MW	Megawatt
EAP	East Asia and the Pacific	MWP	Megawatt peak
ECA	Europe and Central Asia	NDC	Nationally Determined Contributions
EMDE	Emerging Markets and Developing Economies	NORAD	Norwegian Agency for Development Cooperation
ESMAP	Energy Sector Management Assistance Program	NRW	Non-Revenue Water
FCV	Fragility, Conflict, and Violence	PMU	Program Management Unit
GDP	Gross Domestic Product	PPA	Power Purchase Agreement
GFR	Grant Funding Request	PPI	Private Participation in Infrastructure
GIF	Global Infrastructure Facility	PPIAF	Public-Private Infrastructure Advisory Facility
GIZ	German Agency for International Cooperation	PPP	Public-Private Partnership
GPRBA	Global Partnership for Results-Based Approaches	PSP	Private Sector Participation
IBRD	International Bank for Reconstruction and Development (World Bank)	SAR	South Asia Region
ICT	Information and Communication Technologies	SDG	Sustainable Development Goal
IDA	International Development Association (World Bank)	SECO	State Secretariat for Economic Affairs (Switzerland)
IDB	Inter-American Development Bank	SIDA	Swedish International Development Cooperation Agency
IFC	International Finance Corporation	SNTA	Subnational Technical Assistance
		SOE	State-Owned Enterprise
		SSA	Sub-Saharan Africa
		TAP	Technical Advisory Panel
		TIF	Tax Increment Financing
		USAID	United States Agency for International Development
		WSS	Water Supply and Sanitation

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

SETTING THE FOUNDATION

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

BUILDING PARTNERSHIPS

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

FOCUSING ON IMPACT

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

CAPTURING AND SHARING KNOWLEDGE

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

CONVENING POWER

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



PPIAF
Enabling Infrastructure Investment