



PPIAF
Enabling Infrastructure Investment



ANNUAL REPORT
2014

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Abbreviations

ABBREVIATIONS

ADB	Asian Development Bank
AfDB	African Development Bank
AFD	Agence Française de Développement
AusAID	Australian Agency for International Development
Australia DFAT	Australia Department of Foreign Affairs and Development
CCSA	Cross Cutting Solutions Area
EAP	East Asia and Pacific
ECA	Eastern Europe and Central Asia
IFC	International Finance Corporation
JICA	Japan International Cooperation Agency
LAC	Latin America and the Caribbean
MCC	Millenium Challenge Corporation
MDTF II	Multi-Donor Trust Fund II
MENA	Middle East and North Africa
MIC	Middle Income Country
MDG	Millenium Development Goal
PMU	Program Management Unit
PPIAF	Public-Private Infrastructure Advisory Facility
PPI	Public Private Infrastructure
PPP	Public-Private Partnership
SSA	Sub-Saharan Africa
ToC	Theory of Change
UEMOA	Union Économique et Monetaire Ouest Africaine
WSS	Water Supply and Sanitation
WBG	World Bank Group

Message

MESSAGE FROM THE OUTGOING ACTING PROGRAM MANAGER



As you know, I stepped into the role of Acting Program Manager of PPIAF in May of this year. It has been an honor to have led the organization during this exciting period during which we finalized the development of a new three-year Strategy and Business Plan and began its implementation. Both of these documents set a clearer and more strategic direction for PPIAF that is focused on increasing our impact and achieving our mission of helping to eliminate poverty by facilitating private-sector involvement in infrastructure. In June, the donor group endorsed the FY15-17 Strategy and Business Plan at the annual Program Council meeting in Paris. The development of this new strategic approach for PPIAF was achieved with the active and passionate participation of all our donors. They provided invaluable feedback and input throughout the process, for which we are extremely grateful.

The progress PPIAF has made in gaining donor endorsement for the new Strategy and Business Plan would not have been possible without the leadership and drive of the outgoing Program Manager, James Close, who left PPIAF to take up a new directorial role within the Climate Change department of the World Bank Group. We are all very grateful to James for his dedication and hard work in leading PPIAF into a new era, and we wish him all the best in his new role.

We now look forward to working with the new Program Manager, François Bergère, who joined PPIAF in early December 2014. François is a vastly experienced infrastructure professional who is known across the industry after having headed the PPP (Public-Private Partnership) Unit of the Ministry of Finance in France (MAPPP) for several years. François' profile and track record will drive PPIAF to further success as we continue to implement the new strategy.

Following the recent World Bank-wide reorganization, François will be leading PPIAF within the Public-Private Partnerships Cross Cutting Solutions Area (PPP-CCSA), under the direction of Senior Director Laurence Carter. The PPP-CCSA represents a further "mainstreaming" of the infrastructure and PPP agenda in the World Bank Group, and PPIAF is perfectly poised to deepen the impact of this organizational change through our unique positioning and track record as a center of excellence for enabling the private sector's involvement in infrastructure.

The development of the new Strategy and Business Plan has happened in real time rather than as a theoretical exercise and PPIAF has not stood still as we have developed this new strategic approach. Instead, the strategy and business plan development has concurrently helped to steer our work over the past year by focusing on:

Message

MESSAGE FROM THE OUTGOING ACTING PROGRAM MANAGER *(cont.)*

- Funding new technical assistance activities that align with our theory of change and are more programmatic in nature. We increased the funding of new activities from \$12.9 million in fiscal 2013 to \$16.9 million in fiscal 2014, an increase of 30 percent.
- Deploying our technical assistance to the countries and regions where our support is needed most, with 51 percent of new funding (including global knowledge products) directed towards low-income and fragile countries, and with over \$7.7 million deployed in the priority region of Sub-Saharan Africa.
- Developing “best-in-class” knowledge products that reaffirm our positioning as a center of excellence in the public-private infrastructure space. This includes new publications on the role of institutional investors in infrastructure finance and on the trends in unsolicited proposals in developing countries.
- Increasing disbursements from our funded activities and redesigning the monitoring, evaluation and learning system that enables us to better capture the outcomes and impact of our funding and allows us to track our performance and ensure continuous improvement.
- Continued control of program management costs and expenditures.

In the next section of the report, we provide more of the fiscal year’s highlights before going into further detail about the various aspects of the PPIAF program over the past year. I hope that you find the information useful.

Finally, before stepping out of the Acting Program Manager role, I want to take this opportunity to personally thank the PPIAF team for all of the hard work, dedication and passion they have shown over the course of the year. I know that this professional, diverse and talented team will provide François with the capacity to achieve our strategic goals over the next three years and further deepen the impact of PPIAF.

Best Regards,



Matt Bull



Message

MESSAGE FROM THE PROGRAM MANAGER

As I write these words, I have only been here for a few days in my new position as Program Manager for PPIAF. While this hasn't yet allowed me to measure the full breadth and depth of PPIAF's activities, it is already enough to sense the goodwill of the staff, their dedication to the mission and to get an idea of the team's combined wealth of knowledge and experience.

Also, I realize that I am joining at a propitious time, when private sector participation in Infrastructure has been earmarked as one of the priorities at the World Bank Group level, as evidenced by the the creation of the PPP-CCSA and donor countries' reaffirmation of their support to PPIAF. This reflects high expectations from the international development community on how PPPs can and should help bridge the infrastructure gap in developing countries and provides us with a golden opportunity to show we can make the best use of resources allocated to meet our objectives. With this in mind, I look forward to building on the work PPIAF has already done and expanding our outreach to countries and audiences that most need it!

Best regards,



François Bergère



PPIAF Team: Front row left to right: Maria Butler, Njeri Gicheru, Serah Njoroge, Nozomi Tokiwa, Anna Aghababyan. Second row (from left to right) Juliana Bedoya Carmona, Amsale Bumbaugh, Christine Marie Shepherd, Lauren Wilson, Bailo Diallo, Beth Wanjeri Mwangi. Back row (from left to right) Satheesh Sundararajan, Anita Correa, Cristina Ladeira Ferreira, Matt Bull, Joshua Gallo, Andrew Jones, Kirti Devi



Section 1



PROGRAM HIGHLIGHTS FISCAL 2014

STRATEGY AND BUSINESS PLAN

In fiscal 2014, PPIAF's work was shaped by the development of its FY15-17 Strategy and Business Plan¹. The formulation of these documents disciplined our efforts towards designing activities that align with the theory of change that underpins our strategy, while also moving towards a programmatic approach in our technical assistance.

Over the same period, we began to work on operationalizing the various core aspects of the Strategy and Business Plan. We have initiated a new knowledge strategy in support of our goal to become recognized as a center of excellence in enabling private-sector participation and investment in infrastructure. This new knowledge strategy is being supported by a refreshed approach to branding and communication, which has already seen the introduction of a striking new brand identity for PPIAF. We have also commenced work on designing the new performance measurement framework that will better track the effectiveness, quality and impact of our work.

¹ The Strategy and Business Plan can be downloaded from the PPIAF website: http://www.ppiaf.org/sites/ppiaf.org/files/documents/PPIAF_Strategy_Final.pdf and http://www.ppiaf.org/sites/ppiaf.org/files/documents/PPIAF_3yrBusinessPlan_Final.pdf

ACTIVITY APPROVALS

Framing our work with the theory of change has sharpened our focus on PPIAF's priorities. These efforts are reflected in the activities approved this year. PPIAF approved \$16.9 million in technical assistance activities in fiscal 2014, exceeding the total level of approvals for fiscal 2013 (\$12.9 million).

Providing **institutional building support** for PPPs in developing country governments is one area of PPIAF's Theory of Change we focused on in fiscal 2014. We have designed activities to build the capacity of the PPP units in several low-income countries, including Haiti, Bhutan and Timor-Leste. We engaged our partners in the design of these activities to ensure coordination in our support across the project cycle. In Haiti, for example, we are working in partnership with the Inter-American Development Bank (IDB) and the International Finance Corporation (IFC) to support a two-part programmatic activity that will build the capacity of the PPP unit through training and a "learning by doing" viability assessment of a ferry-boat project.

We have continued our focus on designing technical assistance activities in low-income countries and in Sub-Saharan Africa. DAC 1 and 2 countries², lower-income countries as identified by the Organisation for Economic Co-operation and Development, received 51 percent of total approved funding (including global knowledge products) in fiscal 2014; the Sub-Saharan Africa region received 46 percent of total funding (see Figures 1 and 2).

Delivering technical assistance to **fragile and conflict-affected** states is another priority under our FY15-17 Strategy. In addition to the support provided to the PPP units in Haiti and Timor-Leste, PPIAF also approved activities to assist the governments of Burundi, Comoros, Kosovo, Malawi, Myanmar, Sierra Leone, and the West Bank and Gaza in fiscal 2014. In Sierra Leone we are building the capacity of the Sierra Leone Road Authority to enable it to implement a pilot transaction, while in the West Bank and Gaza we are providing post-transaction, capacity-building support to help the government monitor a PPP contract. Fragile and conflict-affected states will continue to be a priority as we implement the new strategy, and we expect to develop additional programmatic engagements with some of these countries.

PPIAF has made a considerable effort to focus its technical assistance to governments on upstream activities that will help governments to establish a suitable enabling environment for future private-sector participation and investment in infrastructure. This trend is demonstrated by the large proportion of funding dedicated to activities that are multi-sector in nature and focused on making institutional, regulatory and legal improvements to a country's PPP framework. Such activities represent 36 percent of all new funding granted in fiscal 2014 (see Figure 3).

² Country income status is defined according to the Organisation for Economic Co-operation and Development's Development Assistance Committee (DAC) List of Official Development Assistance (ODA) Recipients. The DAC List was most recently updated in October 2011, and went into effect on January 1, 2013, for reporting on 2012 and 2013 flows, and is available at: <http://www.oecd.org/dac/stats/daclistofodarecipients.htm>. Lower-income countries are those that appear in the first two columns on the DAC List.

Figure 1: PPIAF Funding by Country Income Status, Fiscal 2014

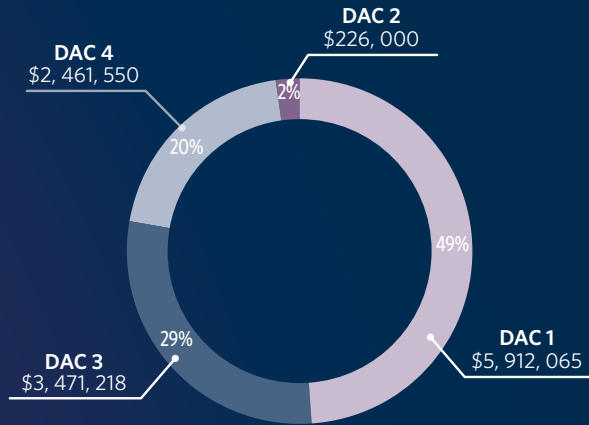


Figure 2: PPIAF Funding by Region, Fiscal 2014

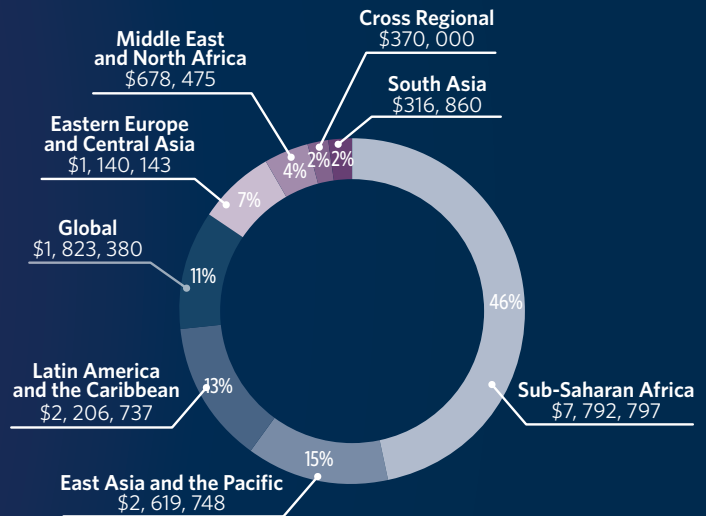
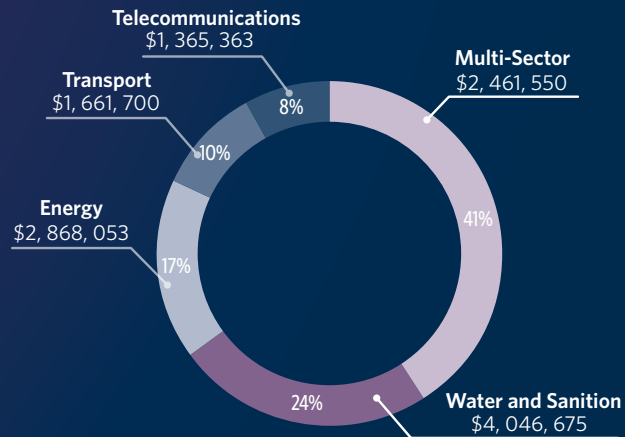
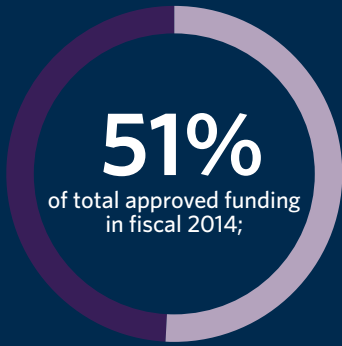


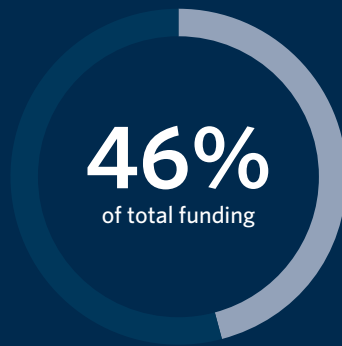
Figure 3: PPIAF Funding by Sector, Fiscal 2014



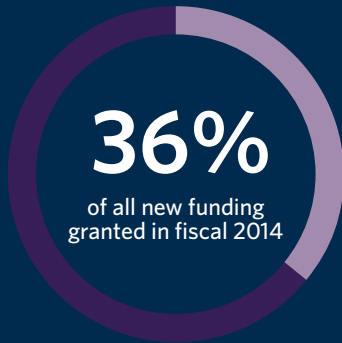
DAC 1 and 2 countries,
lower-income countries... received



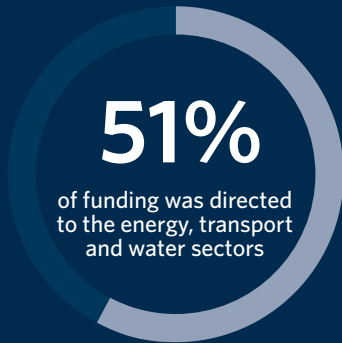
Sub-Saharan Africa region received



Multi-sector activities represent



For those activities that are
sector-specific



For those activities that are sector-specific, 51 percent of funding was directed to the energy, transport and water sectors. These are the sectors in which traditionally it has been more difficult to attract private-sector investment and participation, therefore the need and demand for the kind of technical assistance offered by PPIAF is greater. Sectors with a more established track record of attracting private-sector participation, such as telecommunications, typically require less assistance, and therefore only four activities were approved in that sector; typically these have been upstream in nature, and in fragile or low-income settings.

The Sub-National Technical Assistance (SNTA) program's activities in fiscal 2014 also reflect our focus on supporting low-income countries through a programmatic approach. SNTA has been a key partner in the creation and development of the **City Creditworthiness Program**, which aims to help 300 cities become creditworthy in five years and to facilitate their investments in climate-smart infrastructure. In collaboration with the World Bank, Rockefeller Foundation, C40 Network, Korean Development Institution, Korean Green Growth Trust Fund and Agence Française de Développement, the SNTA team has developed a program of technical assistance support to assist cities to become creditworthy. The program starts with a City Creditworthiness Academy, where participating cities assess their financial weakness and develop an action plan to strengthen their creditworthiness. After that, technical assistance is provided to help selected municipalities refine and implement their action plans. The inaugural academies were held in Nairobi, Kenya and Seoul, South Korea in fiscal 2014.

The City Creditworthiness Initiative is one example of the many **partnerships** PPIAF has developed and strengthened through fiscal 2014. Our efforts to develop activities with partners are shaped by the theory of change, which illustrates the need for PPIAF to work in coordination with other actors to achieve our mission. We are increasingly working in parallel with our partners, such as in Uganda, where we are working with Trade Mark East Africa (TMEA) and the IFC to support the development of highway PPP projects. Likewise, our support to the Haitian PPP unit was developed in partnership with the IDB and IFC. In these activities, PPIAF's upstream support complements the downstream assistance provided by our partners.

Other examples of activities developed with partners in fiscal 2014 include:

- Assessing the enabling environment for PPPs in Mongolia, and Vietnam (Asian Development Bank (ADB))
- Assisting municipalities to assess their public expenditure, procurement and financial management systems with a PEFA analysis (AFD)
- Establishing and building the capacity of a PPP unit in Timor-Leste (Australian Agency for International Development (Australia DFAT))

SNTA has been a key partner in the creation and development of the City Creditworthiness Program, which aims to help 300 cities become creditworthy in five years and to facilitate their investments in climate-smart infrastructure

- Assisting the Government of Lao PDR to develop an institutional framework for PPPs (ADB)
- Assessing the use of and role of the private sector in LNG in Central America (IDB)
- Supporting private-sector participation in Vietnam's water and solid-waste sectors (Japan International Cooperation Agency (JICA))
- Supporting the corporatization of water and sanitation utilities in Cape Verde (Millennium Challenge Corporation (MCC))
- Improving the commercial viability of the Lusaka Water and Sewerage Company (MCC)

PPIAF's technical assistance also supports governments and regional organizations seeking to implement regional infrastructure projects with private-sector participation. In fiscal 2014, PPIAF approved several programmatic activities that support **regional integration and cooperation** in the provision of infrastructure services. In West Africa, PPIAF is supporting two activities to facilitate regional PPPs among Mali, Mauritania and Senegal. The first of these activities will leverage existing regional energy infrastructure to improve broadband connectivity in the region, while the second will enable the implementation of a regional energy-supply PPP. In fiscal 2014, PPIAF also funded two small activities to prepare a program of institutional capacity-building support for PPP units in the Union Économique et Monétaire Ouest Africaine (UEMOA) region. The program, which was designed in partnership with the World Bank and AFD, will include a "twin-track" approach of working simultaneously at the regional and country levels. And will be developed and implemented in full in fiscal 2015

PROGRESS TOWARDS PROGRAM TARGETS (OVERVIEW OF LOGFRAME)

Because fiscal 2014 fell between the FY11-13 Work Program and the implementation of the FY15-17 Strategy, the Program Management Unit (PMU) set a series of interim performance targets in two six-month logframes. The targets we set in these logframes, which cover the periods of July to December 2013 and January to June 2014 respectively, were stretch targets aimed at reorienting the portfolio towards the goals of the FY15-17 Strategy. These targets aimed to refocus the portfolio on the countries where need is at its highest and set ambitious targets that would try to increase our focus on African, low-income and fragile countries. They also reflect the increasing priority of partnering and generating knowledge within PPIAF's work program. A summary of PPIAF's performance against both logframes is provided below. The set of targets and breakdown of PPIAF's performance is provided in Annex C.

In the first six months of fiscal 2014, we exceeded the targets for the number of activities in fragile states; increased the focus on key thematic sectors; increased the number of PMU-led knowledge activities; and increased the focus on partnerships. We fell just short, however, of achieving the targets for approved activities in Africa; SNTA activities in low-income countries; support to priority middle-income countries (MICs); impact stories drafted³; and the overall

³ While we did not meet the target for impact stories in the first half of FY14 we completed 10 by the end of the FY, including the first ever in French.

In Jan-June 2014

WE EXCEEDED

the majority of the targets, including a significant increase in the percentage of activities approved from the Multi Donor Trust Fund II in low-income and fragile countries

85% against a target of 65%

volume of approved PPIAF and SNTA activities. Even though we did not achieve these targets, the results achieved demonstrate that these are priority areas for the portfolio and we expect the performance to continue to improve with the implementation of the new strategy starting in fiscal year 2015.

In the second six months of the fiscal year covering January - June 2014, we exceeded the majority of the targets, including a significant increase in the percentage of activities approved from the Multi Donor Trust Fund II (MDTF II) in low-income and fragile countries (85% against a target of 65%). The percentage of SNTA activities in Africa and low-income countries also met or exceeded their targets. We fell just shy of meeting the target for activities approved in SECO priority MICs. These achievements represent the gradual orientation towards the FY15-17 Strategy and are a considerable change from our operations in previous fiscal years.

In addition to the portfolio targets, the second logframe included a number of indicators to measure improved PPIAF operations and procedures. We achieved most of these targets, which included the preparation of the business, monitoring and evaluations, and communication plans. As mentioned above, we also undertook a rebranding exercise, developed new brand guidelines, and launched a Twitter feed and monthly newsletter to increase the dissemination of our publications.

We did, however, fall short of achieving the target of producing 10 knowledge products in the second half of the fiscal year. We acknowledge that we were overly ambitious with this target and underestimated the level of resources required to produce all of the knowledge products outlined in the logframe. In addition, we reached fewer cities than anticipated through the City Creditworthiness Academies. However, we have increased our engagement with partners and have already started to organize the sessions for the next fiscal year. We also did not achieve the targets for Public Private Infrastructure (PPI) activities in Africa, although our overall funding to the region increased this year. We will learn from this experience, as well as the targets we did not achieve, and refine our approach in fiscal 2015.

KEY OUTCOMES AND IMPACTS ACHIEVED

PPIAF's on-going and recently completed activities achieved several notable outcomes and impacts in fiscal 2014. As the examples provided below demonstrate, these results are often achieved through the implementation of a series of activities or a programmatic approach to addressing gaps in a country's enabling environment. We expect to achieve more outcomes as we continue to implement our programmatic approach, particularly at the intermediate outcome level of the theory of change. Examples of the results achieved in fiscal 2014 include:

In the first six months of fiscal 2014, we exceeded the targets for the number of activities in fragile states; increased the focus on key thematic sectors; increased the number of PMU-led knowledge activities; and increased the focus on partnerships.

- The Gambia:** PPIAF undertook a pipeline screening and needs assessment for the Government of the Gambia in fiscal 2013. This assessment made a series of recommendations regarding the institutional reforms necessary to move the country's PPP agenda and several priority pilot projects forward. The government has adopted the majority of the recommendations and has established a PPP unit within the Ministry of Finance and Economic Affairs to oversee the development of the PPP agenda. We are now working with our partners (IFC, World Bank and the African Development Bank (AfDB)) to design a "route map" for the PPP unit to help it develop the pilot projects and set up key procedures and processes that will enabling it to manage and oversee the projects.
- Guinea:** In fiscal 2011, PPIAF funded a large master plan to help the Government of Guinea to leverage value from the various port and rail infrastructure projects being developed by mining companies in the country. The master plan outlined a clear roadmap for creating a framework for regulating third-party access to the infrastructure and making contributions to further developing the infrastructure to allow greater usage (e.g., with double tracking, passenger facilities, etc.). The government has accepted many of the recommendations and is keen to receive support for putting this framework in place. PPIAF is currently considering this request alongside the World Bank and other development partners.
- Vietnam:** The Government of Vietnam is moving forward on the Dau Giay Phan Tiet Expressway PPP (DPEP) and the Ninh Binh Bai Vot Expressway PPP (NBBV) projects. PPIAF provided vital early-stage project support to both projects, including traffic analysis, cost estimates and assessments of the legal and institutional frameworks. PPIAF's technical assistance has contributed to the decision to send the DPEP project to market (currently it is at the Request for Qualification stage), whilst for the NBBV project, the government is seeking support from the IFC and World Bank for transaction support to prepare the project for market. This is an example of how early-stage intervention by PPIAF in a middle-income country can lead to material downstream outcomes.
- West Bank and Gaza:** A PPIAF-funded activity that closed in December 2013 contributed to the awarding of an operations and maintenance contract for the Al-Minya landfill. The contract is the first competitively tendered PPP in the West Bank and Gaza to reach financial close. PPIAF is providing follow-on support to build the capacity of the Joint Service Council of Hebron and Bethlehem to manage the contract. In addition, an ongoing SNTA activity has led to the adoption of a new financial-policies action plan that is designed to help municipalities improve their financial management and increase revenue generation. The plan is being rolled out across West Bank and Gaza.
- Myanmar telecoms:** In 2013 and 2014, PPIAF provided technical assistance to support the Government of Myanmar's Ministry of Communications and Information Technology (MCIT) in the design of its sector-liberalization agenda. As part of this close collaboration, an international best-practices report on telecommunications regulations was delivered to the ministry, informing the design of telecommunication regulations relevant to Myanmar's context. Consequently, a set of key regulations on licensing, competition, access and interconnection, spectrum and numbering have been finalized and are awaiting final approval by the cabinet, which is expected by the end of 2014. This set of key regulations will enable fair competition and sector liberalization. PPIAF's work has contributed to laying the foundations for a regulatory framework that enables liberalization of the telecommunications market and is based on good practices that have been adapted to Myanmar's reality.



HIGHLIGHTS OF THE KNOWLEDGE PORTFOLIO IN FISCAL 2014

The knowledge portfolio is central to implementing the FY15-17 Strategy and achieving PPIAF's goal of becoming a center of excellence. Supporting knowledge that is relevant and accessible to client governments is a key priority for the portfolio. In fiscal 2014, PPIAF developed a repurposing model and new communications strategy to ensure that our knowledge products meet the needs of the target audience and are widely accessible. Each knowledge product produced by PPIAF is carefully analyzed to ensure that the content and product type are appropriate for reaching the target audience. Secondary products, such as issue briefs, executive summaries or case studies, are created from the main document to increase the accessibility of the main lessons and key messages. Through these efforts, the portfolio supports a robust knowledge agenda that complements PPIAF's country- and region-specific technical assistance activities.

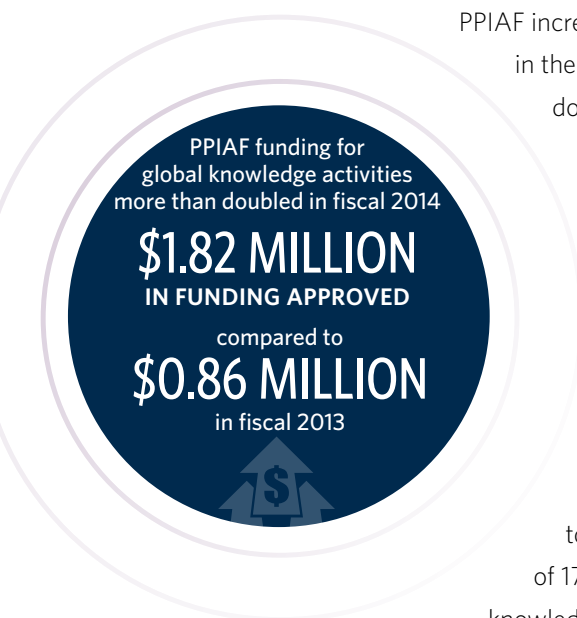
PPIAF increased its focus on knowledge activities throughout fiscal 2014, which is reflected in the growth of the portfolio. PPIAF funding for global knowledge activities more than doubled in fiscal 2014, with \$1.82 million in funding approved, compared to \$0.86 million in fiscal 2013. The majority of these activities focused on identifying and disseminating emerging best practices and innovative knowledge solutions.

This reflects the portfolio's renewed focus on knowledge that is relevant and accessible to our client governments and that can be applied by government officials directly or through PPIAF-funded technical assistance.

One example of these activities is the PPIAF-led analysis of global trends in policies to address unsolicited proposals for infrastructure projects that was undertaken in fiscal 2014. The final report, *Unsolicited Proposals – An Exception to Public Initiation of Infrastructure PPPs*, outlines lessons learned from a survey of 17 countries around the world. For additional information on the application of the knowledge from this report, please see Box 1.

PPIAF also supported an activity to create a global PPP certification program that will provide a common body of knowledge on PPPs and a global credential for PPP practitioners. Finally, PPIAF is supporting an analysis of projects in the urban WSS sector, to identify best practices and lessons learned from more than 20 years of experience in the sector. *The Art and Science of Delivering Urban WSS Services* will examine successful and unsuccessful urban WSS projects and identify critical success factors for urban utility reform. This activity brings together PPIAF's expertise in PPPs and sub-national creditworthiness to examine the technical, managerial, operational and financial aspects of urban WSS projects and utility performance.

Looking forward to fiscal 2015, PPIAF's knowledge efforts will focus on the implementation of the new knowledge strategy described in the FY15-17 Strategy and Business Plan. This will include working closely with our partners to design and implement our Strategic Knowledge Initiatives (SKIs). Examples of these efforts include the Regulatory Capacity Building for Low-Income and Fragile States in partnership with the Public Utility Research Center, and the Global PPP Certification Program in partnership with the World Bank Group and regional development banks.



PPIAF will also focus on aligning its knowledge and technical assistance activities more closely in fiscal 2015 and integrating knowledge into the learning cycle. The lessons learned and best practices identified in PPIAF’s knowledge products will be incorporated into the design and implementation processes to strengthen our technical assistance activities. Systematically applying the knowledge captured in PPIAF’s global resources will ensure our technical assistance activities are delivered efficiently and effectively, maximizing PPIAF’s value proposition.

Finally, our location in the new PPP Group of the World Bank allows us a great platform to drive the knowledge agenda. We will work closely with the rest of the group to identify knowledge gaps relating to the PPP enabling environment and to address those gaps.

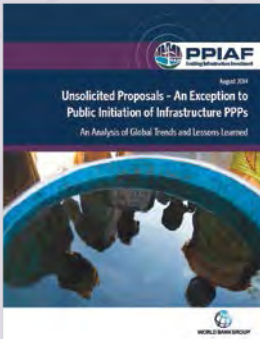
BOX 1: Knowledge in Action: Unsolicited Proposals

PPIAF funding: \$70,000

Background: In recent years, an increasing number of developing countries have adopted policies and frameworks for unsolicited proposals. Despite this trend, there was a lack of information on the effectiveness of policy frameworks and lessons learned from past experience. In 2014 PPIAF designed and led the implementation of a study that aimed to address this knowledge gap and help governments and policymakers make informed decisions about the use of unsolicited proposals.

PPIAF’s Contribution: PPIAF coordinated the study team, which included members from ADB, the AfDB’s African Legal Support Facility, the Inter-American Development Bank’s (IDB’s) Multilateral Investment Fund, and the World Bank Group. The team analyzed the experiences of 17 countries and surveyed government officials to gather data on practitioners’ experience with unsolicited proposals. The participation of PPIAF’s partners strengthened the findings of the study by drawing on lessons learned and experiences across several regions.

The study discusses a series of global trends related to unsolicited proposals, lessons learned from the management of these proposals, and key implications for further consideration. It also recommends simple measures that countries could adopt to better manage these proposals, while recognizing the differences in capacity levels, PPP implementation competencies and the maturity of PPP markets.



An increasing number of developing countries have adopted policies and frameworks for unsolicited proposals



There was a lack of information on the effectiveness of policy frameworks and lessons learned from past experience



The team analyzed the experiences of 17 countries and surveyed government officials to gather data on practitioners’ experience with unsolicited proposals

Outcomes: The study’s findings were presented to the Brazilian Ministry of Finance and BNDES, the Brazilian Development Bank, in August 2014. The government presented lessons learned from its own experiences, and key recommendations from the report, including procurement reform and capacity building, were discussed. The study also informed discussions on how the World Bank Group can best advise governments faced with unsolicited proposals for infrastructure projects.

Going forward, PPIAF will lead the development of global tools for sharing best practices on unsolicited proposals. These tools will be developed in collaboration with partners, such as the ADB, the AfDB, the IDB and the WBG.

BRANDING, COMMUNICATIONS AND DISSEMINATION

The PPIAF vision focuses on positioning the organization as a center of excellence that enables the public sector to attract private-sector participation and investment in infrastructure by supporting institution development and capacity building, and accelerating PPP programs at a regional, national and sub-national level. Incorporated in this vision is the objective to improve communication and dissemination efforts of knowledge products and best practices, to enable learning and accelerate implementation of PPP projects in client countries.

At the PPIAF program council meeting in May 2013, donors emphasized the need to strengthen the visibility and brand identity for PPIAF. In addition to reinforcing PPIAF's role as a center of excellence and knowledge hub, disseminating the knowledge that is being produced is at the center of our communication strategy.

To improve the branding and dissemination of PPIAF products, over the course of fiscal year 2014, we undertook two foundational activities to help us improve our communication and dissemination efforts: 1) a global survey of the PPIAF stakeholder group; and 2) creation of a new visual identity for PPIAF, guided by the results of the survey.

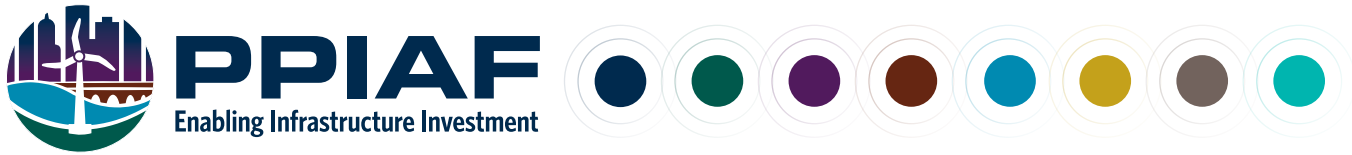
In December 2013, PPIAF conducted a survey of our stakeholders to gather baseline information on the current status of our dissemination efforts and current brand awareness and knowledge of our activities. The survey found that awareness of PPIAF interventions at the country level is high among clients or beneficiaries, donors, partners and World Bank colleagues. The highest awareness of PPIAF products was registered for the toolkits, the PPIAF website, brochures, case studies, working papers, and lessons learned.

Toolkits were identified as one of the most useful products by clients, followed by case studies and the PPIAF website. Additionally a majority of the respondents said that PPIAF should expand its outreach efforts and work to create additional awareness of its product slate. In terms of additional communication channels for the delivery of PPIAF knowledge and learning products, a majority of the respondents said they would like to see news about PPPs and special topical reports, as well as short issue papers and a regular newsletter. Social media was the preferred means of information delivery. Based on this feedback, in fiscal 2014, PPIAF developed a monthly newsletter and a Twitter account to help disseminate new publications.

PPIAF also started a brand revitalization project and developed new brand guidelines. A new PPIAF logo was launched that includes a graphic that helps the organization explain its role in energy, water and transport, and stimulate important conversations about PPIAF's work as a catalyst in creating important partnerships and enabling environments. We are confident the new mark will give stakeholders a perspective into PPIAF's work benefitting people and cities.

The rest of the survey results have also informed the development of new knowledge and learning series that are consistent with our brand guidelines. These products are better targeted to meet the needs of our stakeholders and guide the development of a portfolio of products that will support PPIAF's business goal of maximizing our impact as a center of excellence. In addition to PPIAF's existing products (e.g., toolkits and impact stories), PPIAF added new products such as case studies, issue briefs, and PPIAF executive briefs.

Visual identity guidelines⁴ have also been produced to provide a standardized look and feel across the different series of knowledge and learning products being produced. The guidelines will help PPIAF achieve savings through standardization, and create efficiencies in the product design and development processes.



In fiscal 2014 PPIAF disseminated several knowledge products through our website, newsletter and Twitter. The series of products listed below include impact stories, issues briefs and longer publications.

Impact stories:

- PPIAF Supports Efforts to Catalyze Access to Modern Off-Grid Lighting Products in Africa by Engaging the Private Sector
- PPIAF Supports Ghana’s Urban Water Supply Sector
- PPIAF facilite la révision des accords juridiques du projet d’interconnexion des réseaux électriques de Côte d’Ivoire, du Liberia, de Sierra Leone et de Guinée WAPP-CLSG
- PPIAF Supports the Development of the New National Infrastructure Agency in Colombia
- PPIAF Supports Developing Highway PPPs in Lao PDR
- PPIAF Supports Private Sector Participation in the Solid Waste Sector in the West Bank
- PPIAF Supports the Implementation of a Road Maintenance Fund in Haiti
- PPIAF Supports Ghana’s Urban Water Supply Sector
- PPIAF Supports Uganda’s Roads PPP Program
- PPIAF Helps the Chinese Government Move toward Credit-Based Borrowing by Sub-National Entities

Creditworthiness briefs:

- The Importance of Avoiding Implicit Guarantees in Sub-National Finance
- The Importance of Domestic Municipal Bond Market Development

- Avoiding Financial Management Disasters: Budget and Cash Crises
- Avoiding Financial Management Disasters: Fund Management Problems and Debt Defaults

Issue briefs:

- Lessons Learned in Output and Performance-Based Road Maintenance Contracts
- Tolling Principles

Other publications:

- Fostering the Development of Greenfield Mining-Related Transport
- South Africa’s Renewable Energy IPP Procurement Program: Success Factors and Lessons
- Caribbean Infrastructure PPP Roadmap
- Institutional Investment in Infrastructure in Emerging Markets and Developing Economies
- Resource Financed Infrastructure (PPIAF-sponsored publication)
- Unsolicited Proposals (USPs) – An Exception to Public Initiation of Infrastructure PPPs
- Second Edition of Public-Private Partnerships Reference Guide

⁴ The Identity Guidelines can be downloaded from the PPIAF website: <http://www.ppiaf.org/sites/ppiaf.org/files/publication/PPIAF-Brand-Guide-Final.pdf>



Section 2



REGIONAL OVERVIEWS

SUB-SAHARAN AFRICA

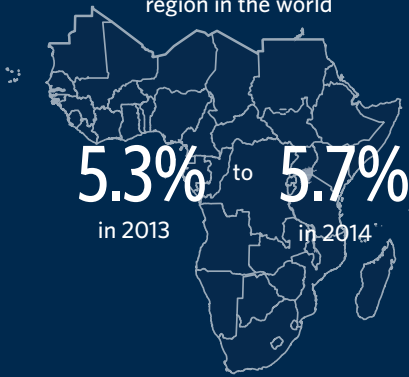
Overview

Over the past decade, the African continent has continued to perform strongly and has been hailed as the next frontier for opportunity and a potential global growth pole. Sub-Saharan Africa (SSA) is now the second-fastest-growing region in the world, just behind emerging Asia, with an estimated growth rate increasing from 5.3 percent in 2013 to 5.7 percent in 2014. This growth story has been built on sound macro-economic principles that have reduced inflation from the highs of the 1990s, brought about tax reforms and energized the market through private-sector-friendly policies and sector strategies.

Despite this improving situation, the region is still facing the serious challenge of increasing the quality and quantity of infrastructure service provision to sustain and enhance economic growth rates in the context of funding constraints. It is generally recognized that the infrastructure deficit is one of the key factors that prevents Africa from realizing its full potential for economic growth, and its abilities to compete in world markets and achieve its millennium development goals (MDGs), including poverty reduction. Only 26 percent of African households have access to electricity, 58 percent to water, and 31 percent to basic sanitation⁵.

⁵ The AU/NEPAD African Action Plan 2010-2015, <http://www.uneca.org/sites/default/files/uploads/sectors.pdf>.

Sub-Saharan Africa (SSA) is now the second-fastest-growing region in the world



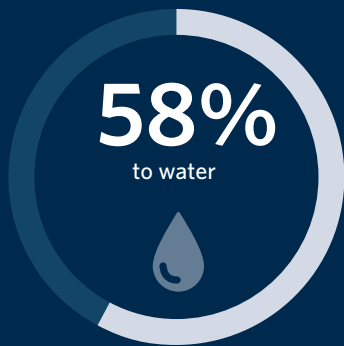
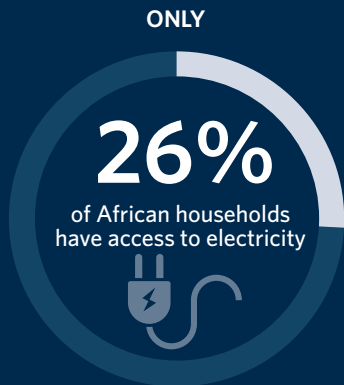
Areas of PPIAF assistance

Highly aware of the above challenges, several governments have adopted an accelerated growth and job promotion strategy and started reforms to attract the private sector and develop infrastructure through PPPs. Countries such as Senegal, Kenya, Uganda, and Tanzania have requested PPIAF support to build institutional capability to develop and implement their PPP programs. In response to a high demand from both country and regional levels, and given PPIAF's new programmatic focus, stemming from its recently redefined strategy, PPIAF has initiated a series of programmatic activities across the region to improve the business environment and promote greater private-sector participation.

PPIAF provided support to several PPP units and Ministries of Finances in strengthening governments' institutional and technical capabilities to develop their PPP markets. As part of its agenda to enable governments to identify gaps and carry out reforms, PPIAF is supporting the Government of Kenya to carry out a comprehensive review of its PPP program. The review will result in policy recommendations designed to scale up and strengthen the implementation of the Government of Kenya's infrastructure financing and PPP program. Similarly, PPIAF is supporting the Government of Togo in developing viable PPP projects and designing an institutional set up to support and streamline PPP implementation.

At the regional level, PPIAF is providing cross-sector support to the OMVS (Organisation pour la mise en valeur du fleuve Senegal) in a number of specific areas to enable it to improve regional connectivity and power supply within Mali, Senegal and Mauritania. The regional energy project provides targeted technical assistance that complements the work of the World Bank Energy and Guarantees teams. It aims to contribute to a successful regional gas-to-power project that provides the populations of those three countries with lower costs and cleaner energy. The SNTA program has also funded several large activities in SSA, including an activity that follows on from the PEFA study in Dakar. The activity will support the City of Dakar with the implementation of a global strategy for fiscal revenue improvement. The objective of this activity aligned with Dakar's plans to issue its first municipal bonds in the relatively near future, with the support of the Gates Foundation. The success of this activity will send a positive signal to donors and other investment banks that promote local government borrowing.

In the same vein of improving fiscal revenue and collaboration between PPIAF and AFD in support of African municipalities, PPIAF-SNTA and AFD proposed a partnership program to provide selected municipalities (Pointe Noire, Republic of the Congo; Beira, Mozambique; Sfax, Tunisia; Agadir, Morocco; and, Antananarivo,



Madagascar) with an assessment of their public expenditure, procurement and financial accountability systems. After the assessment is complete, action plans outlining a practical sequence of reforms and capacity-building activities will be developed. For the first four cities, PPIAF will help the local government assess the management of their public finances, whereas in Antananarivo, support will focus on post-PEFA assessment, on the development of an action plan and its implementation. This activity builds on the experience from previous and ongoing collaboration between PPIAF-SNTA and AFD in support of African municipalities.

In Zambia, PPIAF is supporting the Lusaka Water and Sewerage Company to improve its financial viability and strengthen institutional capability to attract private-sector investment.

Looking forward

PPIAF intends to shift from the current mode of case-by-case engagement to a more systematic approach, and to deliver its program in partnership with other donors working in the same fields or regions. Thus in fiscal 2015, PPIAF will provide programmatic support to UEMOA countries to help build institutional capability at both the regional and member-state levels. The proposed program aims to create an institutional architecture that can ensure that a number of regional and national PPP projects and programs can be developed over the next decade.

Box 2: Partnering to Support Uganda's Roads PPP Program

PPIAF funding: \$720,000.

Background: Much of Uganda's road network requires substantial development to meet current and forecast traffic demands. Improving the roads network will help promote equal distribution of, and access to economic and social development across the country. The road transport infrastructure in Uganda comprises approximately 71,000 km of road that includes 20,000 km of national roads, 17,000 km of district roads, 3,500 km of urban roads and 30,000 km of community access roads. The roads sector carries over 90% of passenger and freight traffic, making it the most dominant mode of transport in Uganda. In addition, the national road network which makes up slightly over 30% of the overall capacity carries well over 80% of the total road traffic. The national road network also provides vital transport corridors linking the land-locked countries of Rwanda, Burundi, Eastern Democratic Republic of Congo (DRC) and Southern Sudan to the Port of Mombasa in Kenya. To meet the increased demands on the road network, the Government of Uganda is committed to fund a sizeable program of road works over a five year horizon. Public-Private Partnerships (PPPs) arrangements have been considered as an option to meet the funding gap through the use of private sector capital. It is hoped that by implementing identified viable road projects through PPPs, the economic growth of the country will not only be sustained but increased, the level of serious and fatal accidents reduced, the level of service on the roads improved, and pollution reduced through smoother and more efficient vehicle journeys.



The road transport infrastructure in Uganda comprises approximately

71,000 km
ROADS

that includes

30,000 km
COMMUNITY ACCESS ROADS

20,000 km
NATIONAL ROADS

17,000 km
DISTRICT ROADS

3,500 km
URBAN ROADS



The roads sector carries

OVER 90%
of passenger and freight traffic

The national road network
which makes up

OVER 30%
of the overall capacity...

...carries

OVER 80%
of the total road traffic

Box 2: Partnering to Support Uganda's Roads PPP Program

(cont. from page 21)

PPIAF's contribution: In 2007 PPIAF funded a study to help the Government of Uganda (GOU) develop a comprehensive policy, legal and institutional framework for the development and implementation of PPPs to finance infrastructure projects and services in the public sector. The study found that while there was no existing PPP-specific legislation, the existing policies and legislation did not prohibit PPP transactions. However, to streamline PPP procurement and implementation, the study recommended that a PPP law be enacted and a PPP unit established. The grant also supported the development of a draft PPP Policy Outline. In 2011 PPIAF provided follow-up support to identify and prioritize potential PPP projects. A list of ten priority projects were identified, including the Kampala-Jinja road. PPIAF recently approved a grant in partnership with Trademark East Africa (TMEA) and IFC to support two main tasks: the development of a tolling policy and an investment appraisal guidance tool, and strengthening the Uganda National Roads Authority (UNRA's) capacity to implement PPP projects.

Results: In March 2010 the Ugandan Cabinet approved the PPP Policy and authorized the drafting of the PPP Bill by the First Parliamentary Counsel in the Ministry of Justice and Constitutional Affairs. The PPP Bill has been approved by Cabinet and was passed by parliament in July 2014. The Bill seeks to govern the relationship between government and the private sector in PPPs and to provide guidelines and procedures for the development of PPP projects. One of the key objectives of the Bill is the creation of a unit to oversee the implementation of PPPs. The priority PPP project pipeline/action plan was adopted and identified the Kampala-Jinja expressway as a major potential project. In May 2014, IFC's Advisory Services in PPPs signed an advisory agreement with the GOU, through the UNRA, to develop a 77 km greenfield expressway between Kampala and Jinja with a possible extension to include the 17 km Kampala Southern Bypass. Together with the existing Kampala Northern Bypass the expressway would form a ring road around Kampala City. The project, with an estimated capital cost of \$1 billion, will seek a concessionaire to design, build, finance, and operate the road as a tolled facility.



EAST ASIA AND THE PACIFIC

Overview

Following several years of subdued performance, the global economic recovery remains on track. The stronger global growth has helped most developing East Asia and the Pacific (EAP) countries grow at a steady pace as they adjust to tighter global financial conditions. The region also remained the largest regional contributor to global growth and trade. The regional growth brings opportunities to increase both the investment in infrastructure and the quality and efficiency of these investments by the private sector. PPIAF assistance in the region continues to be centered on building a robust pipeline of PPP projects and improving enabling environments for private-sector financing.



Areas of PPIAF assistance

Recent PPIAF assistance in the region focused on strengthening institutional frameworks and building the governments' capacity to implement PPPs alongside the preparation of potential projects that would attract private-sector investments. This will help the governments become effective counterparties to private investors, in order to successfully deliver the projects.

In East Timor, PPIAF is assisting the government in setting up a PPP Unit and increasing the capacity of government officials so that they are better able to take an active role in taking PPPs to market. The capacity building will also help government officials establish procedures and mechanisms for using the Petroleum Fund to make public contributions to PPP projects. This activity also provides day-to-day assistance to the government and builds its capacity during the two pilot projects the government is preparing with its transaction advisor.

In Lao PDR, PPIAF has been supporting the Ministry of Public Works and Transport to develop and promote the National Road 13 PPP project. It is the first PPP pilot project in Laos' road sector, and was identified by PPIAF's previous assessment work. This on-going assistance from PPIAF aims to help the government to develop an institutional framework and build its capacity to deliver the PPP project. PPIAF's work in Laos is complemented by support from the IFC, which has been assigned as a transaction advisor, in order for the enhanced institutional framework to allow the government to become an effective grantor to this project as well as to future projects.

PPIAF also has supported the hydropower sector in Lao PDR through strategic capacity-building work. The Ministry of Energy and Mines and the relevant government entities need to strengthen their capacity to respond to the rapid pace of hydropower development, given that the installed generation capacity has risen from 200 megawatts in 1996 to 700 megawatts in 2006 to more than 2,500 megawatts today. Almost 80 projects are currently under construction or under consideration. PPIAF's assistance aims to develop a fiscal regime for the sector and to implement these hydropower generation projects through sound concession agreements.

The installed generation capacity has risen from

200
megawatts
in 1996

to

700
megawatts
in 2006

to more than

2,500
megawatts
today

In Vietnam, PPIAF provided a capacity-building workshop for the central government and two local governments that have been preparing their first PPP projects in the water and solid-waste management sectors. The workshop provided intensive lectures on Vietnam's legal and regulatory framework and on PPP financial fundamentals, using the potential projects and their data as case studies to help the government officials develop and implement the projects.

Looking forward

PPIAF assistance in EAP will continue in the region's larger economies, although focusing on the least-developed economies remains a strategic priority. To date, potential activities in the urban railway sector in the Philippines and in the port sector in Indonesia are being explored. Support for privatization of Myanmar's telecommunication sector has recently been initiated as a follow-up to the previous PPIAF support (see Box 2).

Box 3: Support for the Liberalization of the Telecommunications Sector in Myanmar

PPIAF funding: \$540,000

Background: The Republic of the Union of Myanmar (Myanmar), one of the largest and poorest countries in the South East Asian region, has embarked on a triple transition: from an authoritarian military system to democratic governance; from a centrally directed economy to market-oriented reforms; and from 60 years of conflict towards peace. As part of the government's ambitious economic, political and governance reform program, the telecommunications sector will be liberalized to attract foreign investment, job creation, and local industry development, and promote information and communication technologies as a social and economic catalyzer. These much-needed reforms are crucial for improving the performance of Myanmar's telecommunications sector.

PPIAF's contribution: As part of the telecommunication sector reform, PPIAF provided a \$540,000 technical assistance grant to the Post and Telecommunications Department (PTD), which is currently in charge of regulatory issues as part of the Ministry of Communications and Information Technology (MCIT) and is expected to operate as an independent regulator by the end of 2015. This assistance supported the development of an operational sector road map; the design and implementation of a regulatory framework; and the development of technical and administrative capacity within the PTD to address issues related to sector liberalization.

Outcomes: PPIAF's technical assistance supported the Government of Myanmar's MCIT in the design of its sector liberalization agenda. As part of this close collaboration, an international best-practices report on telecommunications regulations was delivered to the ministry, informing the design of telecommunication regulations that are relevant to Myanmar's context. Consequently, a set of key regulations on licensing, competition, access and interconnection, spectrum and numbering have been finalized and are awaiting final approval by the cabinet, which is expected by the end of 2014. This set of key regulations will enable fair competition and sector liberalization. PPIAF's work has contributed to laying the foundations for a regulatory framework that enables liberalization of the telecommunications market and is based on good practices that have been adapted to Myanmar's reality.





EASTERN EUROPE AND CENTRAL ASIA

Overview

The Eastern Europe and Central Asia (ECA) region has undergone a modest economic recovery since 2010 following the global economic crisis; however a slowdown in the pace of structural reforms, accompanied by economic volatility and political tensions affecting several ECA countries, will likely challenge the region's recovery. A parallel story is reflected in the infrastructure sector. In 2011 the region saw a 34 percent increase in private investment in infrastructure projects, but since then, regional uncertainties have caused private investment in infrastructure to decline. Most investment that has occurred has been in the energy and transport sectors and in more economically advanced countries.

Areas of PPIAF assistance

PPIAF support to the ECA region is used to assist governments at the subnational, national and regional levels. In the past few years, PPIAF has provided support in many countries—Ukraine, Armenia, Azerbaijan and Belarus—with the aim of helping their water and wastewater operations achieve financial sustainability. In Armenia, for example, we are currently supporting an activity that is assessing the levels of water and wastewater tariffs in terms of cost recovery. This analysis will lead to recommended improvements to the tariff structure and rate, in order to ensure efficient use of water resources and the sustainable financing of water utility operations. In the city of Vinnytsia, Ukraine, we are working through our subnational financing window to help the city develop an integrated solid-waste management strategy to address the system’s regulatory, financial, environmental and technical viability and thereby facilitate borrowing by the municipality.



In recent months, PPIAF has approved a regional ECA activity and an activity in Kosovo. The regional activity is a study that will identify opportunities for private sector involvement in district heating in seven countries including Kazakhstan, Serbia and Kosovo, sharing best practices among the countries. The study will examine regulatory trends regarding the capping or curbing of emissions and the cleanliness of fuels being used and will identify possible end-use efficiency gains. In Kosovo, a PPIAF grant is helping the country address gaps in its enabling environment so that it can facilitate the commercialization of existing, unused telecommunications infrastructure.

Looking forward

PPIAF is relatively selective in the ECA region, focusing on activities in fragile states such as Kosovo, or working at the subnational level as in Ukraine and Turkey. Going forward PPIAF will continue to engage in the region with to the aim of strengthening support for activities that will help countries reduce the impacts of and adapt to the effects of climate change.

In recent months, PPIAF has approved a regional ECA activity and an activity in Kosovo. The regional activity is a study that will identify opportunities for private sector involvement in district heating in seven countries including Kazakhstan, Serbia and Kosovo, sharing best practices among the countries.

Box 4: Technical Assistance for Belarus' Water Sector

PPIAF funding: \$75,000

Background: The ageing of Belarus' water and wastewater infrastructure will lead to increasing quality, reliability and efficiency challenges that will affect population welfare, economic productivity and environmental protection. The water and wastewater municipal sector in Belarus largely benefited from the Soviet Union's infrastructure legacy, maintaining coverage levels close to 100 percent for water services and 80 percent for wastewater services. However due to a chronic lack of investment and maintenance, service quality and reliability have deteriorated over the past 20 years, resulting in pressure drops in distribution systems, and leaving unaddressed water quality and wastewater discharge problems in many municipalities. These operational difficulties stem in large part from unsustainable financing mechanisms. Utilities' deteriorating efficiency, combined with rising energy costs, have led to, on average, a doubling of operating costs every five years since the year 2000. While the sector's legal and institutional framework is broadly well defined, insufficient operational regulation undermines efficiency of services.

PPIAF's contribution: PPIAF supported a study that analyzed water and wastewater sector modernization options, with a specific focus on the development of private-sector participation. In particular the study evaluated the legal, regulatory, financial, social, and economic barriers to private-sector participation; reviewed institutional options to overcome these barriers; and recommend the most feasible PPP options for the sector.



However due to a chronic lack of investment and maintenance, service quality and reliability have deteriorated over the past 20 years

The study resulted in a clear set of recommended policy actions, listed by priority level. Recommendations were made to help develop the sector policy and legal framework; increase the sector's operation efficiency; increase investment efficiency in the sector; and finance the development of services.

Policy makers from the Government of Belarus were very involved throughout the study period and showed interest in the proposed recommendations.

Outcomes: Several of the study's recommendations—developing performance benchmarks for utilities, revising design norms for future water-related infrastructure to improve efficiency, and providing technical assistance to select utilities—will be developed through a World Bank lending program focused on Belarus' water and sanitation sectors. selected TA to utilities, preparation of master plans.



LATIN AMERICA AND THE CARIBBEAN

Overview

Infrastructure needs continue to top the agenda across Latin America and the Caribbean (LAC), and there is a continued and growing focus on PPPs as a critical tool in leveraging the financial resources and technical knowhow necessary to efficiently meet the demand for services. Early leader countries with well-developed PPP regulatory and institutional capacities, such as Brazil, Chile, Mexico and Peru, are being joined by rapidly advancing countries such as Colombia and Uruguay, which have both recently implemented PPP laws. Other countries have experienced a mix of successes and challenges. In the Southern Cone, Paraguay passed a PPP law in 2013; however questions linger over the institutional capacity to allocate risks, and implement and manage PPP contracts over the life of a project. The Dominican Republic, an early leader in the implementation of transport and power PPPs in the Caribbean, has experienced some negative reactions against the PPP tool, as difficult experiences with early projects have tarnished expectations. Such examples build the knowledge base of what is required for effective PPP implementation and also highlight the continued need for upstream institutional strengthening in what are relatively advanced PPP markets.



Areas of PPIAF assistance

As a mostly upper-middle-income region, PPIAF is expected to restructure its scope of engagement in the LAC region to focus on strategic priorities—activities that support upstream PPP enabling environments in core target countries such as Colombia and Peru, as well as programmatic engagements where there is a very high potential impact and knowledge transfer to the poorest countries. A good example is the recently approved PPIAF activity assisting Colombia’s National Development Finance Agency (FDN) to effectively perform its key role as an investment financing and promotion agency and mobilize financing from institutional investors for the fourth generation (4G) toll road PPP program. This will help unlock the \$26 billion in private funds required by the program.

Although the LAC region is classified as primarily upper middle income, many of its countries continue to have grave inequality amongst their citizenry, in terms of income but also critically in terms of the level of access to public infrastructure services. Many of the basic services required by citizens are delivered at the sub-national level. Peru has one of the strongest records in terms of stable economic growth of any country over the last 10 years, yet large segments of its urban and rural populations still either lack adequate water and sanitation services or are plagued by constant disruptions in those services. Drawing on its experience in the country, SNTA developed an activity—with partners Water and Sanitation Program (WSP) and Efficient Securities Markets Institutional Development (ESMID)—to raise the capacity of local municipal public banks to source private capital from the local market and provide low-cost micro credits to the “base of pyramid” poor for infrastructure improvements at the household level. SNTA maintained its core focus of building institutional capacity in the areas of financial management and access to capital markets, while partners WSP and ESMID leveraged their respective capacities in the areas of micro-credit portfolio management and corporate governance. The integration of the three departments offers an example of how PPIAF continually seeks effective partners to create a more complete technical assistance product and enhanced impact for our clients.

Looking forward

PPIAF’s tailored focus in the LAC region in fiscal 2014 translated into more than \$1.3 million in PPP and SNTA projects. Going forward, PPIAF will continue to leverage its resources to initiate sustainable PPPs and sub-national financing mechanisms, while staying focused on crucial regional issues, such as inequality, climate change, and inclusive infrastructure development that will benefit all citizens.

Peru has one of the strongest records in terms of stable economic growth of any country over the last 10 years, yet large segments of its urban and rural populations still either lack adequate water and sanitation services or are plagued by constant disruptions in those services.

Box 5: Caribbean Infrastructure PPP Roadmap

PPIAF funding: \$250,000

Background: Traditional government infrastructure projects in the Caribbean are often delivered late and over budget. Inadequate maintenance is also endemic in the Caribbean, and government projects have also not been resilient to climate change. PPPs can help to deliver the right projects faster and cheaper, and make sure they are maintained properly, more resiliently, and with sustained service levels. There has been some experience with PPPs in the Caribbean, but many projects in the region take a long time to develop, and all too often, potential PPPs have simply not progressed. Governments are interested in PPPs and have ideas for projects (some of which originated from the private sector through unsolicited proposals), but have not succeeded in moving these projects forward.

PPIAF's Contribution: PPIAF assistance was requested in 2012 to fund a study to help identify potential PPP projects, their obstacles (whether seller-side failures such as business laws, regulatory structures, procurement and bidding procedures, or tariff levels, or buyer-side failures such as tariffs, access to finance, or sector market structure), and possible strategies for overcoming bottlenecks and implementing PPP schemes that can further close the infrastructure delivery gap. The study covered four sectors (electricity, water, ports and airports, and telecommunications) in 11 Caribbean countries (Antigua & Barbuda, Belize, Dominica, the Dominican Republic, Grenada, Guyana, Haiti, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, and Suriname). This involved a three-step process: 1) identify an indicative pipeline of potential PPP projects; 2) in support of the preceding PPP identification and implementation steps, review as needed: i) the Caribbean's service delivery needs, ii) existing experience with PPPs in the Caribbean, and iii) best practices of PPPs in small economies; and 3) outline the required steps, project by project, to support PPP implementation.

Outcomes: The study identified 33 projects with a total value of \$2 to 3 billion that are feasible from the perspective of an early-stage analysis, and also identified a series of recurrent problems with PPPs in the region:

- Few countries in the region have in place a guiding policy or institutional framework for PPPs setting out clear criteria, processes, and roles for selecting and implementing PPP projects.
- A lack of defined processes and a mismatch of experience between public and private parties may lead to project structures or procurement processes that do not achieve or maximize value for money—particularly, for example, where projects are negotiated with investors on a sole-source basis without being subject to competition.
- Many potentially promising PPP projects may simply fail to launch or move forward without clear processes, roles, and capacity in place.
- There is limited policy commitment and few PPP “champions” in government to build consensus on what PPPs are, where and how they can be useful, and the risks and rewards they entail.
- Attracting “big-name” operators or investors in infrastructure projects to relatively small and less densely populated islands in the region is difficult, given the lack of economies of scale and density. Projects in the region must compete for capital with projects in other countries that can offer greater economies of scale and density.

Drawing on these findings, in fiscal 2014, PPIAF organized the Caribbean PPP forum, which brought together key stakeholders in Barbados to generate consensus-driven PPP solutions at the regional and national levels. Through this endeavor, PPIAF's leadership leveraged key stakeholders, such as the Inter-American Development Bank, the Multilateral Investment Fund and the Caribbean Development Bank, to committing new funds for further technical assistance that will aid the development of the considerable pipeline of projects identified by the Roadmap. This has subsequently led to the design of a follow-up program of PPIAF support for the region that will put in place a regional institutional architecture for PPPs. This program was launched in early fiscal 2015 and is being developed alongside our partners at the Caribbean Development Bank (CDB) and Inter-American Development Bank (IDB).



MIDDLE EAST AND NORTH AFRICA

Overview

Political and economic instability, as well as significant security issues, continue to afflict the Middle East and North Africa (MENA) region. Economic growth rates have yet to recover to pre-Arab Spring levels; unemployment continues to rise; and fiscal deficits and government debt levels have grown because government spending on subsidy programs has increased while tax rates have decreased. It is estimated that the region needs to invest \$100 billion per year to improve the quality and quantity of infrastructure services, drive economic development, and create sufficient jobs to absorb a growing youth population. Given the region's infrastructure needs, and its historically low levels of private investment volume in infrastructure, PPIAF support continues to be highly solicited to help governments create the necessary enabling conditions, and identify suitable projects that could support PPP programs.



Areas of PPIAF assistance

MENA countries have a critical need to upgrade their infrastructure stock to address past underinvestment and new demand. However, state budgets are stretched thin, and governments in the region are therefore increasingly looking to leverage private-sector management expertise and/or financing to expand and improve infrastructure services.

Political and security issues have limited the number of countries in the region that PPIAF can effectively engage. Nevertheless, by working in countries displaying the greatest stability, PPIAF has been able to achieve significant outcomes in fiscal 2014. PPIAF has supported the Government of Jordan to improve the institutional and policy environment for PPPs in order to provide the enabling conditions for the development of a PPP program that seeks to improve and expand access to infrastructure services in that country. PPIAF has helped to define the mandate and organizational structure of a newly established PPP Unit within the Ministry of Finance; provided recommendations to improve the legal and regulatory framework for PPPs that has led to the preparation of a new PPP law; and assisted in the preparation of a draft PPP strategy and the identification of a pipeline of priority PPP projects.

In Egypt, PPIAF has continued its programmatic support to the PPP agenda by undertaking three pre-feasibility studies and providing capacity building to the Central PPP Unit. The studies are assessing potential waste-to-energy projects, the Heliopolis-New Cairo tramway, and a telecommunications center in Cairo, and are vital to the development of PPP projects, given the requirement for pre-feasibility analysis for all PPP projects presented for approval to the PPP Supreme Committee. While the political situation in Egypt has delayed the development of these projects, it is expected that the Ministry of Communications and Information will soon proceed with the telecommunication center project on a PPP basis. Meanwhile in Tunisia, PPIAF provided support to the sanitation utility, ONAS, for a scoping report to assess the potential for switching current operations and maintenance (O&M) contracts to longer-term PPP concessions with a larger transfer of responsibilities to private operators. The scoping report recommended the tendering of five to seven regional PPP contracts, each representing about eight to 10 percent of ONAS' total infrastructure. This approach was endorsed by ONAS, has used a grant from the Arab Financing Facility for Infrastructure to hire transaction advisors to tender multiple PPPs. Additional PPIAF support has also been requested to improve ONAS's institutional capacity to oversee the new PPP contracts.

Finally, PPIAF has maintained its presence in fragile and conflict-affected states by supporting a study on the commercialization of the electricity distribution sector in Iraq. It is hoped that this activity will serve as a catalyst for performance improvements in the sector via private-sector participation.

Looking forward

Looking forward, PPIAF plans to provide programmatic support to select, stable countries in the region in order to help build their institutional capacity to encourage private-sector participation that expands access to adequate infrastructure services and spurs economic development and growth. PPIAF will also seek to engage in fragile and conflict-affected countries as political and security issues improve. In order to optimize its support, PPIAF will partner with other development institutions active in the region, including the Arab Financing Facility for Infrastructure, the Islamic Development Bank, and the European Investment Bank.

Box 6: Solid Waste Management in the Southern West Bank

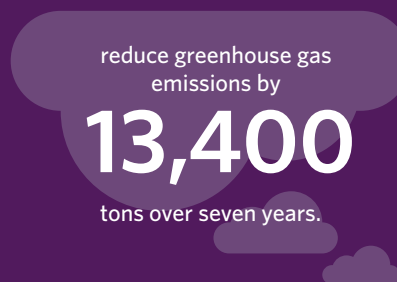
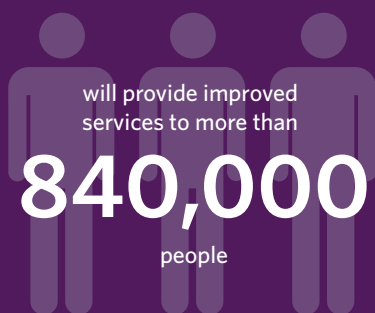
PPIAF funding: \$354,485

Background: Decades of political and economic instability in the West Bank and Gaza have been reflected in years of sub-standard infrastructure services to the Palestinian people. Inadequate solid-waste-management services were a particular concern, given that unsanitary waste-disposal practices presented a serious public health and environmental hazard. The majority of solid waste generated in the West Bank was being disposed of at various unregulated dump sites. To address this, the Joint Service Council of Hebron and Bethlehem (JSC-H&B) expressed interest in exploring PPP options to operate and maintain a donor-funded landfill and associated transfer stations.

PPIAF's Contribution: PPIAF has provided three phases of programmatic support to assist JSC-H&B in the development and implementation of the project. In partnership with the IFC Advisory Services in Public-Private Partnerships team, PPIAF provided support for the legal and regulatory due diligence needed to create a management contract for the project. The PPIAF support was provided in the context of a comprehensive structuring process and was vital to understanding the legal and regulatory issues that could impact the private sector's ability to implement the project, particularly given the unique legal context of the West Bank. Following the successful tendering of the project, PPIAF has provided two phases of capacity-building support to JSC-H&B to enable effective project implementation and oversight.

Outcomes: In September 2013, the JSC-H&B signed a management contract for the operation and maintenance of the Al Minya landfill, and the Hebron and Tarquomiya transfer stations and associated transportation services, with a Greek consortium of W.A.T.T. S.A.-MESOGEOS S.A. & EPEM S.A. The project, which is expected to reach full commissioning in October 2014, will provide improved services to more than 840,000 people and reduce greenhouse gas emissions by 13,400 tons over seven years. The project is the first competitively tendered PPP to successfully close in the West Bank, and its long-term success will set a precedent for leveraging private-sector expertise for the delivery of services across infrastructure sectors in the West Bank and Gaza.

Importantly, the project also benefitted from capital funding support totaling \$30 million from the World Bank, the European Commission, the United States Agency for International Development, and the Government of Italy, and an \$8.3 million output-based aid grant from the Global Partnership for Output Based Aid.





SOUTH ASIA

Overview

South Asia experienced average growth rates of 6.7 percent between 2000 and 2012⁶, and the percentage of people living on less than \$1.25 a day decreased from 61 percent to 36 percent between 1981 and 2008⁷. However, more than 44 percent of the developing world's poor (571 million) live in South Asia⁸. One of the key elements needed to help South Asia realize its economic and social development objectives for present and future generations is to overcome its infrastructure gap. This will require a mix of infrastructure investments adding up to between US\$ 1.7 and US\$ 2.5 trillion until 2020, and the implementation of supportive reforms⁹. Because women, the poor and marginalized groups are the most affected by the lack of access to infrastructure services, enabling infrastructure investment ranks at the top of the region's priorities. In fiscal 2014, PPIAF focused its South Asia efforts on supporting the development of PPPs and their enabling environments in Bhutan and India, and committed \$316,860 to two projects.

⁶ Andrés, Luis, Biller, Dan and Herrera Dappe, Matías. Reducing Poverty by Closing South Asia's Infrastructure Gap. World Bank: 2013. Pg. 3. Online: <http://documents.worldbank.org/curated/en/2013/12/19330904/reducing-poverty-closing-south-asias-infrastructure-gap>

⁷ World Bank. South Asia Overview: Context. Online: <http://www.worldbank.org/en/region/sar/overview>

⁸ Ibid.

⁹ Op. Cit. Andrés, Luis et al. Pg. 3.



One of the key elements needed to help South Asia realize its economic and social development objectives ... is to overcome its infrastructure gap. This will require a mix of infrastructure investments adding up to between,

US\$ 1.7-US\$ 2.5 Trillion

until 2020, and the implementation of supportive reforms

Areas of PPIAF assistance

In Bhutan, PPIAF approved an activity that built on previous support to the Government of Bhutan in fiscal 2012, which focused on building consensus and carrying out consultation rounds on a proposed draft PPP policy and draft PPP institutional framework. The follow-on fiscal 2014 work focused on facilitating the operationalization of the general PPP policy framework. This includes the development of PPP rules and regulations to be adopted by the government; PPP-capacity-development planning in different ministries/agencies; and a series of trainings and workshops aimed at developing PPP-related capacity of government officials.

In India, PPIAF is providing assistance to the Karnataka Urban Infrastructure Development Financing Corporation (KUIDFC) to help it enhance the quality of PPP documentation being prepared for the Karnataka Urban Water Supply Modernization Project. The project under consideration aims to scale up the delivery of continuous water supplies 24/7 across all parts of three cities in North Karnataka and provide continuous water supply to two million people who currently only receive intermittent supply. The potential development results of this project include freeing 30 to 40 hours per month per household for more productive uses, which will especially benefit women and girls in the poorest households.

Looking forward

PPIAF will continue to engage with countries in the South Asia region, exploring potential programmatic and just-in-time engagements in line with PPIAF's strategy for fiscal years 2015 to 2017. Potential future activities include supporting the Government of Bangladesh to further build PPP project prioritization, design and implementation capacities in different government institutions.

Box 7: Supporting the Development of the Royal Government of Bhutan's Capacity to Implement Infrastructure PPPs

PPIAF funding: \$244,410

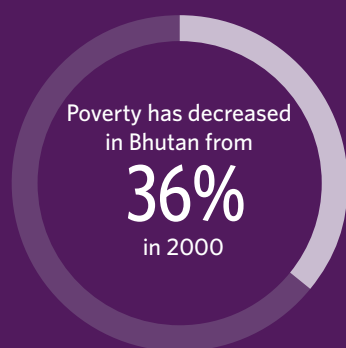
Background: Poverty has decreased in Bhutan from 36 percent in 2000 to 23 percent in 2008, which puts it on track to achieve its Millennium Development Goals¹⁰. Nevertheless conditions have worsened for those suffering severe poverty, due to myriad factors including weak access to road and transport infrastructure¹¹. Recognizing the need to leverage private investments in order to develop strategic infrastructure in Bhutan, the Ministry of Economic Affairs prepared a Framework for Private Participation in Infrastructure in April 2010. In order to achieve its goal of expanding its PPP agenda, the government requested PPIAF support in June 2011 to strengthen its PPP capacity and to help it formulate the PPP policy.

PPIAF's contribution: The Royal Government of Bhutan (RGoB) turned to PPIAF to rapidly assess the RGoB's capacity needs with respect to infrastructure PPP development and propose a roadmap for improved PPP capability in the country. These activities would also address the finalization of a PPP policy with the RGOB.

By April 2012, PPIAF technical assistance had delivered: i) a draft PPP policy in Bhutan; ii) a draft PPP institutional framework; and iii) knowledge sharing and capacity building through rounds of consultations held between September 2011 and April 2012.

Outcomes: The two draft reports were submitted to the Minister of Economic Affairs (MoEA) in April 2012. MoEA circulated both policies among different RGoB ministries/agencies and also to other development partners, such as the Asian Development Bank (ADB) for feedback.

In March 2014, the RGoB requested PPIAF's assistance to develop the rules and regulations that would help operationalize the draft PPP policy and institutional framework. Support was requested as well to continue building the capacity of RGoB officials working in different line ministries and agencies in terms of PPP policy implementation and knowledge regarding required long-term financing for PPP projects.



...conditions have worsened for those suffering severe poverty, due to myriad factors including weak access to road and transport infrastructure

¹⁰ World Bank Group. Bhutan Overview: Context. Online: <http://www.worldbank.org/en/country/bhutan/overview>

¹¹ Ibid.



Section 3



RESULTS AND PROGRAM FINANCES

RESULTS

In fiscal 2014, PPIAF¹² approved nearly \$16.9 million in funding for 77 new activities¹³ to enable private-sector participation in infrastructure development by strengthening institutions, facilitating transactions and enhancing technical capacity in client countries. As of June 30, 2014, PPIAF had contributed to the strengthening of 260 institutions, the adoption of 177 pieces of regulation, and the facilitation of more than 150 transactions, including brownfield concessions, divestitures, greenfield projects, and lease and management contracts. In the following section, we present a cumulative summary of PPIAF's monitoring and evaluation (M&E) methodology and results for fiscal 2014.

¹² Inclusive of SNTA

¹³ See Annex 1



MONITORING, EVALUATION AND LEARNING SYSTEM

In 2014 PPIAF revamped its monitoring and evaluating system. Building on the system established in 2011, the updated Monitoring, Evaluation and Learning System incorporates two enhancements: the introduction of outcome categories reflective of the newly adopted Theory of Change (ToC), and the establishment of tools and processes designed to capture learning and advance the way we measure our results. Both enhancements will allow us to tell a comprehensive story about what we do to improve people's lives through supporting governments' efforts to establish PPPs, as well as learn from our own performance. Learning, in turn, enables us to improve our performance with regard to the goals and priorities set in the strategy.

The ME&L System is composed of the tools and processes used to monitor and evaluate PPIAF-funded activities. These include human and financial resources, information systems, and the performance measurement framework. The implementation of the system permits us to assess whether PPIAF-funded activities are achieving the expected results efficiently (doing things the right way to minimize waste and maximize impact), contributing to PPIAF's core mission and aligning to donors' expectations as outlined in the strategy.

THEORY OF CHANGE

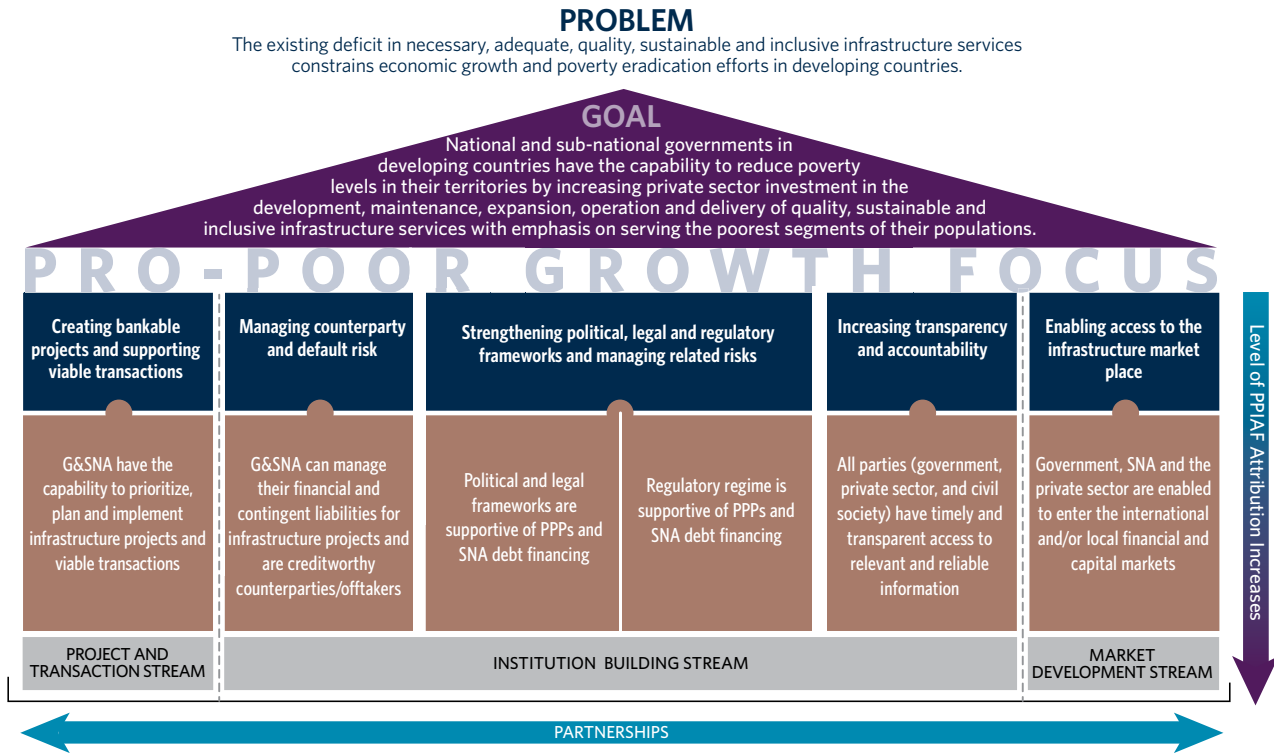
In 2014 PPIAF introduced a theory of change based on our understanding of the conditions required to solve the infrastructure gap problem. The theory of change informs our strategy to achieve the mission of helping to eliminate poverty and achieve sustainable development in developing countries by facilitating private-sector involvement in infrastructure.

A theory of change begins with the definition of the problem, describes the change in circumstances that would enable an organization/actor to overcome the identified problem (also referred to as the mission or goal), and outlines the interventions necessary to achieve the solution. Depending on the complexity of the identified problem and goal, it may illustrate a pathway of change to which one or more organizations contribute in order to achieve the desired change.

PPIAF's Theory of Change (ToC), presented in Figure 4, identifies a series of conditions spanning three main development streams—institution building, project and transaction, and market development—that need to be in place in order for the ToC goal to be realized.

A theory of change begins with the definition of the problem, describes the change in circumstances that would enable an organization/actor to overcome the identified problem (also referred to as the mission or goal), and outlines the interventions necessary to achieve the solution.

Figure 4: Theory of Change: Understanding The Infrastructure Gap Problem



ASSUMPTIONS

Goal Level:

1. High quality, accessible and inclusive infrastructure services contribute to the reduction of poverty levels through: a) increases in well being at the household level via increased assets and better functioning markets of goods and services, and b) increased economic growth via increases in physical and human capital and reduced inefficiency and waste.
2. Poverty eradication requires multiple interventions that go beyond the development and access to infrastructure.
3. The cost of required investments in the development, maintenance, expansion, operation and delivery of quality, sustainable and inclusive infrastructure services is greater than G&SNA revenues.
4. Rapid urbanization is placing growing demands on governments and sub-national entities in the developing world to deliver essential infrastructure services.

Subgoal Level:

1. There is strong political will from key government authorities at the national and sub-national levels to consider and facilitate private sector participation in infrastructure investments.
2. There is a minimum level of development of the local private sector.

Assumption for Outcome Level:

1. There are multiple organizations working at different levels and within different geographic locations on each of these outcomes.

LEGEND

- **GOAL LEVEL**
- **SUBGOAL LEVEL**
- **OUTCOME LEVEL**

G&SNA: Government entities and sub-national authorities/public utilities
SNA: Sub-national authorities/public utilities

The proposed theory of change aims to describe the overall problem that PPIAF (through SNTA and other technical assistance activities) and other similar and/or complementing actors are attempting to tackle, what their overall goal is and the different components required in order to reach that overall goal. The ToC goes beyond what a single actor can achieve and aims to thoroughly describe the infrastructure gap problem. The ToC also includes the assumptions that need to be true at each level in order for it to be as logical and truthful as possible. It also establishes a pro-poor growth and gender focus as a common criteria to be considered, where appropriate, in the analysis, design, implementation, monitoring and evaluation of the interventions contributing to the secondary outcomes, outcomes, sub goals and goal.

To measure our interim and final outcomes, we have developed indicators based on the type of advisory assistance PPIAF can provide: enabling environment reform, project cycle-related assistance, and capacity and awareness building. These are indicators common to advisory work, which is the nature of the technical assistance PPIAF provides.

THE THEORY OF CHANGE AND OUR INTERNAL MONITORING AND EVALUATION SYSTEM

In order to match the monitoring and evaluation information that will be required by the implementation of the new strategy and business plan, we have modified our output and outcome categorization. This allows for clearer connections between the outputs and outcomes and the necessary conditions described in the ToC to reach the ultimate goal. The updated definitions have been included below:

- Outputs are the direct deliverable(s) as mandated in the terms of reference for the activity being funded by PPIAF.
- Interim outcomes include the changes that happen as a direct result of PPIAF-funded outputs. These outcomes can usually be expected to occur within two to three years of completion of the outputs. A group of interim outcomes may contribute to achieve an Outcome as described in the ToC.
- Outcomes are the changes at the national and/or sub-national authorities' level that help position a country or sub-national entity on the path towards achieving the ultimate goal as defined in the ToC.
- Impacts are the changes at the government and/or direct beneficiary level resulting from realization of the outcomes described in the ToC. Impacts usually take much longer to materialize, particularly in PPIAF's case, given that most PPIAF-funded activities take place very early in the project cycle and at the upstream—enabling environment—level. Furthermore, impacts are normally the result of several interventions by multiple actors and at different levels.

In terms of our Monitoring, Evaluation and Learning Plan, we will focus on evaluating impact at the outcome level of PPIAF's ToC. This means that we will attempt to assess whether the different activities financed by PPIAF have contributed to: building the institutional capacity of government actors at the national and municipal levels to create bankable projects; supporting viable transactions and managing counterparty and default risk; strengthening the legal and regulatory framework at the national and municipal levels; increasing transparency and accountability; and/or, enabling government and subnational authorities' access to the infrastructure marketplace.

To measure our **interim and final outcomes**, we have developed indicators based on the type of advisory assistance PPIAF can provide: enabling environment reform, project cycle-related assistance, and capacity and awareness building. These are indicators common to *advisory* work, which is the nature of the technical assistance PPIAF provides.

PERFORMANCE MEASUREMENT FRAMEWORK

PPIAF’s value proposition is not solely in designing and approving new technical assistance grants that are strategically aligned with our mission and fit with the Theory of Change. Our value is also in ensuring that once activities are approved, they are delivered within budget, on time and at a high level of quality. Likewise, it is also our role to ensure that the beneficiaries (i.e. the client governments) of our technical assistance are satisfied with the quality and validity of our support and the outputs. Moreover, we also aim for our work, along with activities of relevant partners, to lead to demonstrable outcomes and impacts (see previous section on the ToC) and for us to efficiently capture these. If we perform all these roles in combination by providing optimal resource commitment to each one, then we should deliver value for money for our donor group by maximizing the value of the results of our work. In this sense, PPIAF’s work takes place across a value chain representing the different phases (origination, design and approval; implementation; close-out; and output review and impact measurement) of a typical PPIAF activity. Across each of these phases of the value chain, PPIAF will act to ensure that performance is monitored and success (or failure) is captured.

On that basis, our performance measurement framework intends to assess PPIAF’s performance in a balanced way across all phases of the activity lifecycle, to ensure that the full value produced by PPIAF is appraised. It is for this purpose that we have adopted for fiscal 2015 a “balanced scorecard approach” that will measure performance across four distinct phases—design, implementation, close-out and impact—and that incorporates tools and information from our ME&L system as well as new indicators, processes and third-party interaction. The Balanced Scorecard presented below will be used to assess PPIAF’s Activity Portfolio performance and to report the results of this assessment to donors on a quarterly basis.

Figure 5: PPIAF’s Balanced Scorecard

PPIAF BALANCED SCORECARD					
IMPACT			DESIGN		
Indicator	Baseline	Target	Indicator	Baseline	Target
Outcome Realization Score	TBD FY15	TBD FY15	% of Approvals in LICs from Core Funds		
			% of Approvals in Fragile Countries from Core Funds		
			% of Approvals in Africa from Core Funds		
			Value (\$) of new activities in priority MICs		
			Number of activities implemented in partnership	TBD FY15 Q1	TBD FY15 Q1
			Contribution to Climate Change mitigation/adaption	TBD FY15 Q1	TBD FY15 Q1
			Strategic Fitness Score	TBD FY15 Q1	TBD FY15 Q1
			TAP Strategic Fitness Score	TBD FY15 Q1	TBD FY15 Q1
Indicator	Baseline	Target	Indicator	Baseline	Target
PPIAF Closure Score	TBD FY15 Q1	TBD FY15 Q1	PPIAF Financial Utilization Score	TBD FY15 Q1	TBD FY15 Q1
TAP Closure Score	TBD FY15 Q1	TBD FY15 Q1	PPIAF Implementation Score	TBD FY15 Q1	TBD FY15 Q1
Stakeholder Satisfaction Score	TBD FY15 Q1	TBD FY15 Q1	TAP Quality of Implement Score	TBD FY15 Q1	TBD FY15 Q1
CLOSE-OUT			IMPLEMENTATION		

A brief description of each of the four phases included in the Balanced Scorecard is presented below:

- **Design** (includes origination, design and approval): We assess whether our technical assistance grants are aligned with the ToC and whether we are deploying our technical assistance consistently with our strategy and business plan (specifically assessing the volume of activities in low-income countries, in Africa, and in fragile and conflict-affected countries).
- **Implementation**: Once activities have been approved, we will assess the effectiveness by which the technical assistance is implemented in terms of the timeliness, cost effectiveness, and quality of the execution by Task Team Leaders, governments (in the few cases of recipient-executed activities) and suppliers (i.e., consultants and firms).
- **Close-out** (includes close-out and output review): Once the activities are completed, we will assess whether the technical assistance is achieving its objectives, whether the quality of the work was satisfactory, and whether client countries' counterparts were satisfied with the results.
- **Impact**: To accurately evaluate the impact of our program activities, we will undertake ex-post reviews of a sample of completed activities. These reviews will take place 12 to 18 months following the completion of the activity and will assess how the client government has acted on the technical assistance (focusing on the interim or final outcome level).

Additionally, an overall program evaluation will be conducted every three to four years to more deeply assess the overall impact of PPIAF's work at the program level. The scope and timing would be agreed upon with donors to avoid duplication of donor-commissioned program evaluations. Furthermore, this proposed program evaluation is in addition to the periodic in-depth evaluations commissioned by the Program Council and is subject to donors' value for money assessment of such an exercise.

The balanced scorecard approach is designed so that enough emphasis is given to all of these phases rather than over-focusing on one particular phase of the value chain. During the first quarter of fiscal 2015, we have focused our efforts on developing the scoring methodologies for the indicators included in the Balanced Scorecard as well as on creating new tools and reviewing the tools we currently use to collect, systematize and analyze the information that will feed into the Balanced Scorecard indicators. We expect to start incorporating the newly developed tools and start reporting preliminary scores for our Balanced Scorecard indicators by the first quarter of fiscal 2015. This will allow us to achieve two goals: 1) set up the baseline score and develop more accurate targets for improving our performance in the following years, and 2) collect detailed information for a better-informed and evidence-based value-for-money analysis of our portfolio's overall economy, efficiency and effectiveness.

The balanced scorecard approach is designed so that enough emphasis is given to all of these phases rather than over-focusing on one particular phase of the value chain.

PROGRESS CAPTURING PPIAF'S OUTPUTS AND OUTCOMES

The table below provides an update on how many outputs and outcomes have been captured in the PPIAF database as of June 30, 2014 (the numbers are cumulative).

Table 1: Total PPIAF and SNTA Outputs and Outcomes Captured as of June 30, 2014			
Total outputs captured	FY2014	FY2013	FY2012
Enabling environment reform			
Analyses/Assessments prepared	782	726	500
Credit ratings (SNTA only)	69	69	68
Policies prepared or legal or regulatory changes recommended	171	162	104
Plans/strategies prepared	240	227	159
Project-cycle-related assistance			
Total number of times advice given or studies/legal documents related to transaction/financing support prepared	191	177	110
Capacity and awareness building			
Workshops/seminars	624	577	365
Workshops/seminars participants	14,533	13,305	8,223
Knowledge products produced or disseminated	111	94	19
Total outcomes captured	FY2014	FY2013	FY2012
Enabling environment reform			
Institutions created/strengthened	260	252	192
Policies adopted, legislation passed/amended, or regulation issued/revise	177	113	86
Plans/strategies adopted or implemented	144	136	110
Project-cycle-related assistance			
Number of transactions facilitated (PPIAF only)	125	119	86
Total size of all contracts (PPIAF only)	\$16.6 billion	\$16.6 billion	\$7.3 billion
Number of financings facilitated (SNTA only)	29	17	17
Financing raised from non-sovereign sources (SNTA only)	\$1.1 billion	\$1.1 billion	\$1.1 billion
Capacity and awareness building			
Total number of activities with technical capacity enhanced reported to PPIAF	198	194	161
Participants with technical capacity enhanced	2,194	2,159	1,219
Total number of activities leading to consensus achieved reported to PPIAF	136	132	95

A disaggregated report of outputs and outcomes for both PPIAF and SNTA is presented below.

PPIAF PROGRAM

As of June 30, 2014, PPIAF has provided funding for the following outputs:

Table 2: PPIAF Outputs Captured as of June 30, 2014
Enabling environment reform
644 analyses/assessments prepared
167 policies prepared or legal or regulatory changes recommended
205 plans/strategies prepared
Project-cycle-related assistance
Advice given related to 174 transactions, including model legal documents related to transaction support prepared
Capacity and awareness building
569 workshops/seminars with 13,533 participants
104 knowledge products disseminated

As a result, the following outcomes have been achieved and captured in PPIAF's internal database so far:

Table 3: PPIAF Outcomes Captured as of June 30, 2014
Enabling environment reform
174 institutions created or strengthened
112 policies adopted, legislation passed/amended, or regulation issued/revised
112 plans/strategies adopted
Project-cycle-related assistance
125 transactions facilitated worth a total of \$16.6 billion
Capacity and awareness building
192 activities with technical capacity enhanced reported to PPIAF, with a total of 2,099 participants
132 activities leading to consensus achieved

SNTA PROGRAM

As of June 30, 2014, PPIAF's SNTA program has facilitated the following outputs:

Table 4: SNTA Outputs Captured as of June 30, 2014
Enabling environment reform
138 analyses/assessments prepared, including 69 credit ratings
5 policies prepared or legal or regulatory changes recommended
35 plans/strategies prepared
Project-cycle-related assistance
Advice given related to 17 transactions, including model legal documents related to transaction support prepared
Capacity and awareness building
55 workshops/seminars with 1,000 participants
7 knowledge products produced or disseminated

As a result, the following outcomes have been achieved and captured in PPIAF's internal database:

Table 5: SNTA Outcomes Captured as of June 30, 2014
Enabling environment reform
86 institutions strengthened
4 policies adopted, legislation passed/amended, or regulation issued/revised
32 plans/strategies adopted
Project-cycle-related assistance
20 transactions facilitated that raised \$1.1 billion in loans from non-sovereign sources
Capacity and awareness building
6 activities with technical capacity enhanced reported to PPIAF, with a total of 95 participants
4 activities leading to consensus achieved

PROGRAM COUNCIL

In fiscal 2014, PPIAF held a special Program Council meeting in addition to its annual Program Council meeting. The Special Program Council meeting was held November 21-22, 2013 in Dublin to discuss and gain preliminary endorsement for PPIAF's draft Three Year Strategic Plan. The meeting was attended by donor representatives from France, Germany, IFC, Millennium Challenge Corporation, Netherlands, Norway, Sweden, Switzerland, the United Kingdom, and the World Bank.

The Donors welcomed the evolution of the draft strategy presented by the PPIAF Management, discussed its key outlines and asked the PPIAF PMU to further elaborate on the poverty eradication angle of PPIAF's work. Donor representatives also asked for clarification on other areas related to the implementation of the proposed strategy, including: regional presence, work in partnership, and prioritization of PPIAF funding. Following the discussions, it was agreed that PPIAF would continue implementation on the basis of the draft strategy, provide clarification to the questions raised by donors, and present its Business Plan at the Annual Program Council meeting scheduled for June 2014.

The Program Council held its annual meeting in Zurich, Switzerland on June 19-20, 2014. The meeting was attended by donor representatives from Germany, IFC, Millennium Challenge Corporation, Switzerland, the United Kingdom, and the World Bank. The overall objective of the meeting was for the PMU to present and seek endorsement for the 2015-17 Business Plan and Strategy and the FY15 Work Program. The meeting was also an opportunity to retrospectively review the FY2014 Work Program and discuss the organizational reform of the World Bank Group, including the establishment of the PPP Cross Cutting Solutions Area (CSSA), which is where PPIAF will organizationally be located

After discussions, the Program Council endorsed in principle the FY15-17 Strategy and Business and approved the FY15 Work Program. In light of the new strategic direction of PPIAF, which allows for a more programmatic approach, and due to the fact that the existing Program Charter has not been updated since 2001, there was general consensus that the PMU should work with the Strategic Oversight Committee to outline potential reforms to PPIAF's governance structure.

TAP REPORT

Each year PPIAF's Technical Advisory Panel (TAP) conducts an independent evaluation of PPIAF and its portfolio, and includes detailed reviews of a sample of individual activities. As part of its regular responsibility for independent evaluations, the panel conducted a review of ongoing activities and presented its findings at the PPIAF Program Council meeting in May 2014.

This year the report was based on cross-cutting themes and referred to specific reviewed projects when appropriate to those themes. Although in their early days, the themes were chosen to reflect the orientation of PPIAF through its ToC, and thus to start the process of the TAP developing an enhanced monitoring role as indicated in the FY15-17 Business Plan. The themes as agreed between TAP and PMU included:

- Strategic fit of activity and how well it aligned with PPIAF's mission and ToC
- Clarity and quality of the activity design
- Quality of activity outputs
- Role of the PMU in activity implementation
- Role of partnerships in activity design and implementation
- Satisfaction of stakeholders

The TAP evaluated seven activities across sectors according to these themes. Activities evaluated spanned the globe from Laos to Ghana, Kenya, Uganda, and Haiti and the Caribbean region.

The review determined that the activities applied the ToC and that PPIAF's reorientation towards upstream activities and programmatic activities seems to be taking effect. It also determined that the quality of documented outputs from activities remains high; partnerships between PPIAF and other development agencies are used to implement activities; and for the most part, stakeholders seem very satisfied with PPIAF's assistance. The evaluation also commended PPIAF for revisiting the theme of how to manage unsolicited proposals in many of its technical assistance activities. It did note, however, that there is a danger that the enthusiasm generated within client governments from PPIAF's work on PPPs may lead to an "optimism bias" that reduces the rigor of assessment of potential projects. In that vein, government resources or subsidies allocated to projects may be seen as income for projects and not as a cost to the public, and that there was little discussion of the "opportunity cost" of state subsidies to PPPs.

PROGRAM FINANCES

PPIAF derives its resources from donor contributions, which are channeled through trust funds administered by the World Bank Group. The World Bank Group recovers an administrative fee for costs associated with this task.

CONTRIBUTIONS

In fiscal 2014, PPIAF received cash contributions from its donors totaling \$4.77 million. Of this, the contribution for PPIAF core activities received through its Multi-Donor Trust Fund II amounted to \$3.29 million. Non-Core Trust Funds for 1) Integrating the Climate Change Agenda with a Public-Private Partnerships Program, 2) Middle-Income Countries, 3) Water and Sanitation in Sub-Saharan Africa, and 4) the SNTA received \$1.48 million during the fiscal year (see Table 8).

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\$4.77 MILLION



Of this, the contribution for PPIAF core activities received through its Multi-Donor Trust Fund II amounted to

\$3.29 MILLION

Non-Core Trust Funds for...

Integrating the Climate Change Agenda with a Public-Private Partnerships Program



Middle-Income Countries



Water and Sanitation in Sub-Saharan Africa



the SNTA received

\$1.48 MILLION

during the fiscal year

Table 6: Member Contributions Receipts, Fiscal 2014, 2013 and 2012

	Fiscal 2014 (\$)	Fiscal 2013 (\$)	Fiscal 2012 (\$)
PPIAF Core fund			
Austria	-	n/a	2,739,600
Australia	1,878,600	4,924,660	4,622,450
France	-	n/a	656,650
Germany	675,400	615,750	335,825
International Finance Corporation	-	250,000	162,000
Italy	-	n/a	n/a
Millennium Challenge Corporation	250,000	250,000	250,000
Norway	487,876	533,229	n/a
Netherlands	-	n/a	n/a
Sweden	-	n/a	279,099
United Kingdom	-	n/a	n/a
World Bank	-	n/a	n/a
Sub-total	3,291,876	6,573,639	9,045,624
Non-Core funds			
Norway: Climate Change	-	n/a	n/a
Netherlands: Climate Change	-	285,990	2,000,000
Switzerland: for Middle-Income Countries	-	2,159,360	2,864,344
Switzerland: for Global Financial Crisis	-	n/a	n/a
United Kingdom: for Global Financial Crisis	-	n/a	n/a
USAID: Water for Sub-Saharan Africa	651,105	740,456	245,450
Japan	830,000		
Sub-total	1,481,105	3,185,806	5,109,794
SNTA program			
Australia	n/a	1,047,800	983,500
France	n/a	n/a	672,100
Switzerland	n/a	1,400,000	2,499,573
United Kingdom	n/a	n/a	n/a
World Bank	n/a	n/a	n/a
Sub-total	n/a	2,447,800	4,155,173
Total contribution receipts	4,772,981	12,207,245	18,310,591
Net investment income	253,213	318,340	369,233
Total funding	5,026,194	12,525,585	18,679,824

Contributions received in fiscal 2014 brought cumulative donor contributions received since PPIAF's inception to \$272.22 million (\$237.9 million for PPIAF and \$34.31 million for SNTA), as indicated in Table 9.

Table 7: Member Contributions Received, From Inception to June 30, 2013	
	Fiscal 2000–2014 (\$)
PPIAF Core fund	
Austria	2,739,600
Australia	16,250,390
Canada	2,129,508
European Bank for Reconstruction and Development	
European Commission*	1,254,610
France	3,424,852
Germany	4,712,630
International Finance Corporation	3,900,000
Italy	1,178,840
Millennium Challenge Corporation	1,250,000
Netherlands	5,250,853
Norway	3,871,697
Sweden	13,989,626
Switzerland	12,640,818
United Kingdom	78,912,004
U.S. Agency for International Development	1,000,000
World Bank	18,374,000
Sub-total	170,879,429
Non-Core funds	
Asian Development Bank	1,438,353
Japan	17,379,952
Norway	2,028,006
Netherlands	2,285,990
Sweden	9,178,000
Switzerland	15,873,477
United Kingdom	17,201,781
U.S. Agency for International Development	1,637,011
Sub-total	67,022,570
Total	237,902,000
SNTA program	
Australia	2,031,300
France	1,101,340
International Finance Corporation	4,100,000
Italy	647,140
Switzerland	7,544,597
United Kingdom	13,039,125
World Bank	5,850,000
Total	34,313,502
Grand Total	272,215,502

* European Commission is no longer a contributor to the Multi-Donor Trust Fund II, effective 2009.

DISBURSEMENTS

In fiscal 2014, \$10.16 million was disbursed for PPIAF activities. Disbursements were made for activities approved in fiscal 2014, as well as for activities approved in prior years that are being implemented over multiple years. In accordance with the administration agreements entered into by the World Bank and PPIAF donors, \$0.05 million was collected as an administration fee.

In fiscal 2014, the PMU incurred a total of \$2.7 million in administrative costs, as indicated in Table 8. This included expenses such as staff salaries, benefits and travel, evaluation of proposals, governance and coordination of donor relation. Other expenditures amounted to \$0.8 million and included expenses for the administration, consultants' fees, Technical Advisory Panel, annual meetings, communication, IT, and monitoring and evaluation. Regional coordination offices incurred expenses amounting to \$0.24 million and included regional office staff salaries, benefits, overhead and portfolio monitoring. The PMU cost excludes various cross-support expenses charged to PPIAF.

Table 8: Disbursements, Fiscal Years 2014, 2013 and 2012			
Disbursements	Fiscal 2014 (\$)	Fiscal 2013 (\$)	Fiscal 2012 (\$)
Activity disbursements	10,160,836	9,894,970	11,045,888
Administration fee	50,263	292,721	368,674
Program Management Unit expenses:			
1) Program Management Unit headquarters	1,711,246	1,696,148	1,410,968
2) Regional coordination offices	238,943	230,705	129,133
3) Other expenditures	762,094	571,672	774,285
Total Program Management Unit expenses	2,712,283	2,498,525	2,314,386
Total Disbursements	12,923,382	12,686,216	13,728,948

SINGLE AUDIT PROCESS

The World Bank Group has instituted an annual "single audit" exercise for all trust funds. As part of this exercise, the PPIAF Program Manager signs a trust fund representation letter attesting to the correctness and completeness of the financial process for all PPIAF trust funds. The task manager for each approved activity is required to confirm that due diligence has been exercised with respect to the administration, management and monitoring of the funds awarded for the activity, and to ensure that all expenses and disbursements are made in accordance with World Bank procurement and administrative guidelines.

ANNEX A: OVERVIEW OF ACTIVITIES APPROVED IN FISCAL 2014

Table A.1: Summary of PPIAF Activities Approved in Fiscal 2014, by Region and Sector				
Region	Number of activities	Funding (US\$)	Share of activities (%)	Share of funding (%)
Sub-Saharan Africa	24	5,014,787	40	39
East Asia and the Pacific	9	2,545,385	15	20
Latin America and the Caribbean	6	1,737,052	10	13
Global	12	1,687,430	20	13
Eastern Europe and Central Asia	3	895,303	5	7
Cross Regional	1	370,000	2	3
Middle East and North Africa	3	353,475	5	3
South Asia	2	316,860	3	2
Total	60	12,920,292	100	100
Sector				
Multi-sector	23	4,625,026	38	36
Energy	12	2,798,368	20	22
Water and sanitation	12	2,469,835	20	19
Transport	9	1,661,700	15	13
Telecommunications	4	1,365,363	7	10
Total	60	12,920,292	100	100

Table A.2: Summary of SNTA Program Activities Approved in Fiscal 2014, by Region and Nature of Activity				
Region	Number of activities	Funding (US\$)	Share of activities (%)	Share of funding (%)
Sub-Saharan Africa	9	2,778,010	53	69
Latin America and the Caribbean	4	469,685	23	12
Middle East and North Africa	1	325,000	6	8
Eastern Europe and Central Asia	1	244,840	6	6
Global	1	135,950	6	3
East Asia and the Pacific	1	74,363	6	2
Total	17	4,027,848	100	100
Nature of Activity				
Specific performance improvements	13	3,400,173	76	84
Other	2	380,790	12	9
Financing	2	246,885	12	6
Total	17	4,027,848	100	100

ANNEX A: OVERVIEW OF ACTIVITIES APPROVED IN FISCAL 2014 (cont.)

Table A.3: Summary of PPIAF and SNTA Program Activities Approved in Fiscal 2014, by Region and Sector				
Region	Number of activities	Funding (US\$)	Share of activities (%)	Share of funding (%)
Sub-Saharan Africa	33	7,792,797	43	46
East Asia and the Pacific	10	2,619,748	13	15
Latin America and the Caribbean	10	2,206,737	13	13
Global	13	1,823,380	17	11
Eastern Europe and Central Asia	4	1,140,143	5	7
Cross Regional	1	370,000	1	2
Middle East and North Africa	4	678,475	5	4
South Asia	2	316,860	3	2
Total	77	16,948,140	100	100
Sector				
Multi-sector	33	7,006,349	43	41
Energy	13	2,868,053	17	17
Water and sanitation	18	4,046,675	23	24
Transport	9	1,661,700	12	10
Telecommunications	4	1,365,363	5	8
Total	77	16,948,140	100	100

ANNEX B: DETAIL OF ACTIVITIES APPROVED IN FISCAL 2014

All activities approved from PPIAF core and non-core funds in fiscal year 2014 are listed below by region. Activities funded from a non-core trust fund are color-coded according to the guide below. Activities without shading are funded from the MDTF II.

- **Austria Climate Change**
- **Asian Development Bank Non-Core Fund**
- **Japan Trust Fund for East and South East Asia**
- **Norway Netherlands Integrating Climate Change in PPPs**
- **SECO: Middle-Income Countries**
- **USAID for Water, Sanitation, and Hygiene in Sub-Saharan Africa**

Table B.1: PPIAF and SNTA Program Activities in Sub-Saharan Africa, Approved in Fiscal 2014				
Country/Title	Activity Description	Approved Funding	Sector	Action Area
PPIAF Activities				
AFRICA: Definition and Implementation of a Regional Interconnection Regime for Broadband Fiber Optic Networks in Central Africa (Economic Community of Central African States (ECCAS) Countries) - Part 1 Evaluation, Market and Legal Assessment Pillar	Developing a strategy that will address connectivity gaps in the ECCAS sub-region and renew the momentum of ECCAS and the Monetary Union of Central Africa (CEMAC) harmonization efforts by building on work already undertaken by the World Bank, PPIAF and the International Telecommunication Union (ITU).	\$300,000	Telecom	Emerging best practices
AFRICA: East African Urban Transport Institutional Strengthening Initiative	Developing the appropriate governance framework for managing urban public transport services in the five target cities and their metropolitan regions through a programmatic approach. This initiative allows them to build the institutions and policy needed to facilitate capacity development and knowledge sharing to enable more sophisticated and appropriate use of PPP instruments.	\$60,000	Railway	Policy, regulatory and institutional reforms
AFRICA: Leveraging the Existing Regional Energy Infrastructure to Improve Internet Connectivity in Mali, Mauritania and Senegal with Private Sector Participation Process	Improving internet access and communications by facilitating private-sector usage of surplus fiber-optic lines already installed on existing high-voltage electricity transmission lines.	\$305,000	Telecom	Infrastructure development strategies

Table B.1: PPIAF and SNTA Program Activities in Sub-Saharan Africa, Approved in Fiscal 2014

Country/Title	Activity Description	Approved Funding	Sector	Action Area
PPIAF Activities				
AFRICA: Facilitating Regional PPP in Energy Supply to Mali, Mauritania and Senegal	Enabling production of natural gas for generation of electricity to reduce the cost and increase the supply for Mauritanian households and industry, and enable regional integration through exports of electric power from Mauritania to Senegal and Mali. Supporting SPEG (Mauritania) and EdM (Mali) in a number of specific areas to enable them to implement this regional power supply project.	\$382,500	Energy	Pioneering transactions
AFRICA: Promoting PPPs for Infrastructure Services and Facilities in Francophone Africa through Capacity Building Activities	Providing a knowledge exchange platform for about 100 high-level delegates from CEMAC and UEMOA to learn from each other about good practices and emerging lessons in the design and implementation of PPPs in the region.	\$ 73,814	Multi-sector	Capacity building
AFRICA: Regional Meetings on PPP Fostering Infrastructure Services and Facilities in Francophone Africa - Phase II	Organizing a workshop in partnership with UEMOA, the World Bank and Agence Française de Développement (AFD) to encourage UEMOA countries with harmonization of frameworks and regional transactions. The organizers shared their suggestions about a comprehensive PPP promotion program for each region, constituting a base for discussion and improving the likelihood of achieving results.	\$50,000	Multi-sector	Capacity building
BURUNDI: Enabling Private Investment in the Power Sector	Supporting the Ministry of Energy and Mines with a comprehensive review of the legal and regulatory framework to accelerate access to electricity and ensure the provision of high-quality energy services and promote regional energy integration.	\$230,000	Energy	Policy, regulatory and institutional reforms
COMOROS: Improving Private Sector Management of Water Supply Phase II	Providing additional support to the Government of Comoros to analyze the performance of the ongoing management contracts and assess the range of management options available for the provision of water services, to identify the best option for private-sector participation in the sector.	\$66,500	Water	Policy, regulatory and institutional reforms
GABON: Review of the Institutional and Regulatory Framework Governing Access to Basic Services in Rural Gabon	Reviewing the institutional and regulatory framework for access to basic services in the water and electricity sectors in rural areas and studying financing solutions for the operation and maintenance of services.	\$105,000	Energy	Policy, regulatory and institutional reforms

Table B.1: PPIAF and SNTA Program Activities in Sub-Saharan Africa, Approved in Fiscal 2014

Country/Title	Activity Description	Approved Funding	Sector	Action Area
PPIAF Activities				
GAMBIA: Support to Gambia's PPP program (Phase II)	Supporting the Government of Gambia in developing a pipeline of first-mover PPP projects; providing detailed recommendations on enabling environment reforms; and building the PPP capacity of government officials.	\$63,200	Multi-sector Infrastructure development strategies	Infrastructure development strategies
GHANA: Establishment and Preparation of Business Plan for Ghana Infrastructure Investment Fund	Helping the Government of Ghana establish an Infrastructure Investment Fund to enable it to facilitate access to long-term financing by crowding-in private sector sources to support infrastructure and PPP projects.	\$491,380	Multi-sector	Infrastructure development strategies
GUINEA: Private Sector Participation Strategy for Solid Waste Management in Selected Cities	Developing a strategy to organize and manage solid waste in a sustainable manner and improve sanitation in the four capital cities (Kindia, Labe, Kankan and N'Nzérékoré) through private-sector participation.	\$338,000	Water/ Solid Waste	Infrastructure development strategies
KENYA: Support to Kenya's PPP Program	Providing policy analysis and recommendations that will help strengthen the design and implementation of the Government of Kenya's PPP program through identification of current knowledge gaps and policy challenges in the program's implementation	\$226,000	Multi-sector	Infrastructure development strategies
MALAWI: Support to Lilongwe Water Board for a Tariff Review and Willingness to Pay Study	Reviewing tariff of water supply services to meet increasing demand and assessing the affordability and level of capital investment required for a new bulk water treatment facility.	\$210,650	Water	Infrastructure development strategies
NIGERIA: Private Sector Participation in Solid Waste Management Activities in Ibadan	Improving the enabling environment for more effective private-sector participation in municipal solid-waste management (SWM) activities in Ibadan. This activity is fully aligned to be an SWM infrastructure solution and contribute towards a larger flood risk management strategy.	\$355,000	Water/ Solid Waste	Infrastructure development strategies
RWANDA: Energy Water and Sanitation Authority (EWSA) Institutional Reform Program and Developing a Master and Investment Plan for the Water Utility (Phase I)	Supporting the Ministry of Infrastructure to review the performance of the water and sanitation sector and propose options for the restructuring of EWSA's water- and sanitation-specific activities as a sustainable, autonomous entity.	\$275,925	Water	Policy, regulatory and institutional reforms
RWANDA: Energy Water and Sanitation Authority (EWSA) Institutional Reform Program and Developing a Master and Investment Plan for the Water Utility (Phase II)	Implementation of EWSA Reform - Assisting the Ministry of Infrastructure to support the development of a strategic business and investment plan for EWSA's transition to a sustainable company offering improved water and sanitation services.	\$248,200	Water	Policy, regulatory and institutional reforms

Table B.1: PPIAF and SNTA Program Activities in Sub-Saharan Africa, Approved in Fiscal 2014

Country/Title	Activity Description	Approved Funding	Sector	Action Area
PPIAF Activities				
SOUTH AFRICA: Review of the South Africa Renewable Energy IPP Process	Documenting the experience and process by which the Renewable Energy Independent Power Producer Procurement Program (REIPPP) was designed and implemented, including changes which have evolved over the course of the program. Lessons learned from the process which might be valuable to other global and regional players developing renewable power programs were produced and shared.	\$41,000	Energy	Emerging best practices
SOUTH AFRICA: PPP Options Study for Solar Home System (SHS) Concessions for Rural South Africa	Reviewing the institutional, legal, regulatory and fiscal regime applicable to the establishment of concessions for the installation and maintenance of SHS on a commercially viable PPP basis and developing optimal model PPP structures for consideration by the client.	\$149,228	Energy	Infrastructure development strategies
SIERRA LEONE: Asset Management Strategy Development in Support of Pilot Output and Performance-Based (OBC) Road Maintenance Contracts	Supporting the Government of Sierra Leone in piloting output and performance-based maintenance contracts by developing an asset management strategy to improve utilization of existing resources and to be able to define a technical specification for pilot OBC contracts.	\$298,000	Transport	Capacity building
SEYCHELLES: Strengthening of the Enabling Environment for PPP Implementation	Supporting the government in advancing its PPP agenda through clarifying and improving the legal, regulatory, and institutional environment for the implementation of PPPs.	\$74,000	Multi-sector	Policy, regulatory and institutional reforms
TANZANIA: Workshop for Tanzania on Fast-tracking PPP Procurement and Managing Unsolicited Proposals	Preparing a high-level workshop on "How to do PPP fast and well." The workshop included an analysis of global best practices, and some good regional experiences from the South African Treasury and PPP Unit and the Ministry of Finance in India and its PPP Unit. This workshop was held in December 2013.	\$42,000	Multi-sector	Capacity building
TOGO: PPP program support	Supporting the Ministry of Finance in developing and implementing its PPP program from both a capacity building and enabling environment approach.	\$234,170	Multi-sector	Policy, regulatory and institutional reforms
UGANDA: Institutional Readiness Program for The Ugandan National Roads Authority (UNRA)	Developing a tolling policy for UNRA as well as an investment appraisal guidance tool (e.g. cost-benefit analysis)	\$325,000	Transport	Policy, regulatory and institutional reforms

Table B.1: PPIAF and SNTA Program Activities in Sub-Saharan Africa, Approved in Fiscal 2014

Country/Title	Activity Description	Approved Funding	Sector	Action Area
SNTA Activities				
AFRICA: Support for Africa Resolutions Conference in Marrakech	Identifying the issues and opportunities linked to urban development funding, and to organizing an agenda that promotes operational solutions and removes roadblocks through training, publications and thematic workshops	\$36,500	Multi-sector	Specific performance improvement
AFRICA: PPIAF-SNTA's Partnership with AFD on the Public Expenditure and Financial Accountability (PEFA) Program	Providing selected municipalities in Africa with an assessment of their public expenditure, procurement and financial accountability systems, and developing an action plan of a practical sequence of reform and capacity-building activities.	\$681,750	Multi-sector	Financing
CAPE VERDE: Structuring Corporatized Multi-Municipal Water and Sanitation Utilities (MMU)	Creating two MMUs for the provision of water and sanitation services, one each on the Islands of São Antão and São Nicolau. The activity will structure and assist in the transition from the current institutional arrangement to corporatized utilities that operate on a commercial basis.	\$235,500	Water	Financing
ETHIOPIA: Assessment of Debt Capacity & Revenue Enhancement for 13 Ethiopian Municipalities	Preparing a study on the institutional and governance context and fiscal position of local governments, with a specific focus on revenue enhancement and analyzing the constraints for borrowing by the city of Addis Ababa.	\$480,000	Multi-sector	Specific performance improvement
MOZAMBIQUE: Enhanced Financial Management Practices in Mozambique Municipalities	Building creditworthy practices in four selected municipalities by assisting them to increase their own source revenue generation and improve their financial management systems. This activity aims to complement the efforts initiated under the World Bank's Cities and Climate Change Project.	\$408,260	Multi-sector	Specific performance improvement
SENEGAL: Improving Fiscal Revenues for the City of Dakar	Following the recommendations of the Public Expenditure Financial Accountability assessment (PEFA), which was funded by PPIAF with the support of AFD, this activity analyzes the effectiveness of the revenue collection process by reviewing the effectiveness of the advertising revenues and the existing efficiency of local taxes.	\$164,500	Multi-sector	Specific performance improvement

Table B.1: PPIAF and SNTA Program Activities in Sub-Saharan Africa, Approved in Fiscal 2014

Country/Title	Activity Description	Approved Funding	Sector	Action Area
SNTA Activities				
ZAMBIA: Improve the Commercial Viability of the Lusaka Water and Sewerage Company (LWSC)	Supporting LWSC improve the company's financial efficiency and reducing risk, with the underlying premise that this will effectively reduce the utility's cost of capital. The activities target critical issues identified in the company's operations. Initially support will be provided to LWSC to obtain a (shadow) credit rating. The activities cover the subjects of corporate governance and full-cost recovery; include hands-on support for implementing staff performance contracts; and, for strengthening the company's balance sheet.	\$371,600	Water	Specific performance improvement
ZAMBIA: Strengthening Institutional Capacity to Attract Investment in WSS Infrastructure - Support to the Development Bank of Zambia	As part of the Program to Improve the Commercial Viability of LWSC this activity focuses on Supporting the Development Bank of Zambia (development finance institution) to prepare it to access the local debt capital market to mobilize resources and to begin to develop a lending program for sub-national entities.	\$141,200	Water	Specific performance improvement
ZAMBIA: Zambia: Strengthening Institutional Capacity to Attract Investment in WSS Infrastructure - Support to the Nkana WSC; and Support to Identified Training Providers/Institutes	As part of the Program to Improve the Commercial Viability of LWSC this activity focuses on providing support to a small activity to replicate local best practice in a second utility, and includes support to training institutes under the national capacity building and training program.	\$177,200	Water	Specific performance improvement

Table B.2: PPIAF and SNTA Program Activities in East Asia and Pacific, Approved in Fiscal 2014

Country/Title	Activity Description	Approved Funding	Sector	Action Area
PPIAF Activities				
EAST ASIA AND PACIFIC: Air Space Management Towards a Regional Air Traffic Management Facility for Pacific Island Countries	Developing a strategy to establish a regional air-traffic management facility in the Pacific through a PPP arrangement. The study will assess the current commercial and operational settings of upper airspace air-traffic management. The activity will include a workshop to build consensus among stakeholders.	\$70,000	Transport	Infrastructure development strategies
TIMOR L'ESTE: PPP Program Support	Assisting the government in setting up a PPP Unit and increase the capacity of government officials to enable them to assume a more active role in taking PPPs to market and assist in establishing a procedure and mechanism for using the Petroleum Fund to make public contributions to PPP projects.	\$250,000	Multi-sector	Policy, regulatory and institutional reforms
INDONESIA: Development of PPP Unit in the Ministry of Finance and Assessment of PPP Project Pipeline	Assisting the Government of Indonesia to design and make operational a PPP Unit within the Ministry of Finance (MOF) to improve the quality of PPP project identification, screening, preparation and oversight and approval functions in the national PPP program.	\$420,000	Multi-sector	Policy, regulatory and institutional reforms
LAO PDR: Capacity Building to Support a Sustainable Hydropower Sector Development	Supporting the relevant government entities with the "upstream," strategic capacity-building work that is needed to develop a fiscal regime for the hydropower sector and to implement hydropower generation projects through sound concession agreements.	\$240,000	Energy	Capacity building
LAO PDR: Institutional Readiness Program for Highway Sector PPPs	Supporting the Government of Lao PDR to develop institutional framework and capacity that will allow the government to be an effective counterparty to the National Road NR13 project and other future projects.	\$252,650	Transport	Policy, regulatory and institutional reforms
MYANMAR: Support the restructuring of the Post and Telecommunications (MPT) as part of the Telecommunications Sector Reforms Process	Ensuring separation of the policy and regulatory roles of government from that of operation during sector liberalization. PPIAF's support is requested for the restructuring of the government-owned operator, Myanmar Post and Telecommunications (MPT).	\$441,000	Telecom	Policy, regulatory and institutional reforms

Table B.2: PPIAF and SNTA Program Activities in East Asia and Pacific, Approved in Fiscal 2014

Country/Title	Activity Description	Approved Funding	Sector	Action Area
PPIAF Activities				
VIETNAM: Capacity Building Workshop for Promoting Private Sector Participation in Water and Solid Waste Sector	Assisting the government to enhance capacity in the design and execution of PPPs, and building consensus for the understanding of PPPs, to develop and promote PPP projects in the water and solid waste sector.	\$282,000	Water	Capacity building
VIETNAM: Equitization and Divestiture Strategy for Vietnam Electricity (EVN) Generation Companies	Supporting the implementation of measures to complete the unbundling and restructuring of the Gencos and prepare a plan for their divestiture in order to facilitate development of a competitive generation market, and to attract private investment in generation.	\$508,975	Energy	Infrastructure development strategies
VIETNAM: Financing Options Study for Private Sector Participation in Energy Efficiency Projects in Da Nang, Vietnam	Supporting the Sustainable Urban Energy Emissions Planning (SUEEP) Program, a World Bank East Asia and Pacific (EAP) regional program aimed at attracting PPPs for developing green infrastructure investments in Da Nang.	\$80,760	Energy	Infrastructure development strategies

Country/Title	Activity Description	Approved Funding	Sector	Action Area
SNTA Activities				
EAST ASIA AND PACIFIC: Partnership between PPIAF and WB's Low-Carbon Livable Cities Initiative to support the second City Creditworthiness Academy	Supporting the second City Creditworthiness Academy Program scheduled to be held in Seoul, South Korea, from April 20-24, 2014. This Training Program assisted senior financial officials from sub-national governments and public enterprises across the East Asia Region to master the underpinnings of creditworthiness and to develop an action plan to improve their creditworthiness and access to finance for low-carbon infrastructure projects.	\$74,363	Multi-sector	Specific performance improvement

Table B.3: PPIAF and SNTA Program Global Activities, Approved in Fiscal 2014

Country/Title	Activity Description	Approved Funding	Sector	Action Area
PPIAF Activities				
GLOBAL: Designing Sustainable Irrigation PPPs: Lessons Learned from Developing Countries	Identifying the possible role of the private sector in irrigation in developing countries, and producing a practical guide for designing and tendering sustainable irrigation PPPs. This activity will examine existing cases to investigate major issues related to the sustainable financing, structuring and implementation of irrigation schemes in developing countries.	\$267,300	Water/Irrigation	Emerging best practices
GLOBAL: Public-Private Partnerships in Infrastructure Resource Center (PPIRC) Website (FY14)	Maintaining and promoting the PPIRC website and supporting a number of new initiatives. A user survey was conducted to establish a baseline for its users, and the results will be used to develop targeted dissemination efforts and future initiatives that respond to the target audience's needs.	\$71,830	Multi-sector	Emerging best practices
GLOBAL: An Analysis of Global Trends in Infrastructure Policies Related to Unsolicited Proposals and Lessons Learned from Using Unsolicited Proposals	Reviewing the global trends in the use of unsolicited proposals at both the regional and national levels. The review evaluates global PPPs executed through unsolicited proposals and identifies benefits, risks and lessons learned and potential implications. The study disseminates lessons learned from global experiences that developing-country governments can use to inform their policy decisions.	\$70,000	Multi-sector	Emerging best practices
GLOBAL: Capacity Building for Leaders in Urban Transport Planning Phase II	Supporting the development of materials on PPP models for urban transport and private-sector engagement to be used in training workshops for transport officials.	\$175,000	Transport	Capacity building
GLOBAL: Development of a Web-Based Version of the PPP Reference Guide	Developing the PPP reference guide as an online knowledge resource to widely disseminate the reports, case studies and basic data on PPP performance. The guide is one of PPIAF's most popular knowledge products, and the web-based platform will provide a cost-effective and innovative delivery mechanism for the material in the reference guide.	\$120,000	Multi-sector	Emerging best practices
GLOBAL: Examining the Role of Institutional Investors in Financing Developing Country Infrastructure	Producing practical examples of how institutional investors have been making infrastructure investments in developing economies. Both successful and less successful examples will be studied in order to develop a set of potential models or tools for other countries to adapt for their own needs. The analysis will focus on how to structure infrastructure financing vehicles to make them attractive to institutional investors.	\$75,000	Multi-sector	Emerging best practices

Table B.3: PPIAF and SNTA Program Global Activities, Approved in Fiscal 2014

Country/Title	Activity Description	Approved Funding	Sector	Action Area
PPIAF Activities				
GLOBAL: Investigating the Infrastructure Financing Gap	Assessing the infrastructure gap and the current level of investments; mapping out the current sources of financing and the different approaches and instruments to address the viability gap in the market; and identifying the factors present in successful projects in developing countries.	\$75,000	Multi-sector	Emerging best practices
GLOBAL: Energy Efficient Street Lighting Transformation Initiative	Promoting energy efficiency improvements in urban/municipal street lighting (MSL) through knowledge management and exchange of best practices in technologies, policies, financing and implementation models.	\$75,000	Energy	Infrastructure development strategies
GLOBAL: PPIAF Guide to Managing Traffic and Revenue Risk in Highway and Public Transport PPPs	Providing developing country governments with a comprehensive understanding of traffic and revenue risk in transport PPPs and how it can affect project economics and bankability.	\$62,000	Multi-sector	Emerging best practices
GLOBAL: PPP Certification Program	Evaluation of the sustainability of a certification program for regulatory staff that would permit signaling of skills in the fields relevant for regulatory agency staff.	\$55,000	Multi-sector	Emerging best practices
GLOBAL: Disclosure of Project and Contract Information in Public-Private Partnerships	Developing a guidebook on the public disclosure of PPP contracts that examines the issues that governments need to consider when drafting a disclosure policy and provide examples of international best practice.	\$151,000	Multi-sector	Emerging best practices
GLOBAL: The Art and Science of Urban Water and Sanitation Service Delivery	Developing knowledge products on the science of urban WSS service delivery and utility reform to improve the technical, managerial, operational and financial performance of utilities.	\$195,300	Water	Emerging best practices ¹⁴
SNTA Activities				
GLOBAL: Leveraging Land to Structure Urban Regeneration PPPs	Developing a guidebook that assesses urban regeneration PPPs to identify successful PPP structures, policies, and financing instruments. The guidebook will outline various policy and financial instruments for structuring PPPs for urban regeneration, through leveraging land and promoting private-sector participation in the redevelopment of underutilized/unutilized areas and the requisite infrastructure improvements.	\$150,950	Multi-sector	Financing

¹⁴ This activity is funded from the USAID for Water fund and MDTFII.

Table B.4: PPIAF and SNTA Program Activities in Latin America and Caribbean Approved in Fiscal 2014

Country/Title	Activity Description	Approved Funding	Sector	Action Area
PPIAF Activities				
BRAZIL: Institutional Strengthening and PPP Options for an Integrated Regional Solid Waste Management System in the Cariri Region of the State of Ceará	Provide an analysis of institutional arrangement and PPP options to inform the structuring of a pilot regional solid-waste-management transaction that can be replicated in other poor areas of Brazil and the LAC region.	\$75,000	Water	Infrastructure development strategies
COLOMBIA: Financing Options for the Bogota Metro Project	Evaluating the options available to the municipal and national governments to finance the Bogota Metro Project, and provide a detailed roadmap for the implementation of the preferred option(s) identified.	\$262,500	Transport	Infrastructure development strategies
COLOMBIA: Institutional Strengthening of the National Development Financing Entity (FDN) to promote best practices in Investments of Institutional Investors in Road PPPs	Creating a framework for sustainable infrastructure financing with a strong capital market component. Developing such a framework will require the selection and financial structuring of one or two pilot projects to help Colombian institutional investors and FDN build capacity in all relevant areas related to project finance for infrastructure through the capital markets.	\$533,402	Transport	Pioneering transaction
HAITI: Capacity Building to the PPP Unit	Helping to strengthen the institutional capacity of the PPP unit in Haiti. The activity will also provide a "learning by doing" opportunity on a potential PPP priority project by undertaking an early-stage PPP viability and options study.	\$409,600	Multi-sector	Capacity building
LATIN AMERICA AND CARIBBEAN: Introduction of Liquefied Natural Gas (LNG) in Central America and the Role of the Private Sector	Providing support to countries in Central America to determine if the benefits of developing LNG import infrastructure for electricity generation from natural gas outweigh the costs. If the study determines that LNG would produce net benefits, it then will assess the role of the private sector in developing the LNG sector value chain, to identify the constraints to private-sector participation, and to build stakeholder consensus on what role public and private entities can play to maximize the benefits of LNG for electricity generation.	\$300,000	Energy	Infrastructure development strategies
PERU: Institutional Strengthening and Capacity Building Support to Lima Metro Lines 2&4	Strengthening OSITRAN as an institution so that it can play its role as independent regulator to properly enforce the contractual obligations of the Line 2 & 4 PPP projects, and at the same time function as a catalyst to build consensus and coordinate the various federal and municipal agencies involved with the reform of the transportation system in the large Lima metropolitan area.	\$156,550	Transport	Consensus building

Table B.4: PPIAF and SNTA Program Activities in Latin America and Caribbean Approved in Fiscal 2014

Country/Title	Activity Description	Approved Funding	Sector	Action Area
SNTA Activities				
BRAZIL: Financing Options for Municipal Energy Efficiency Projects in the City of Rio de Janeiro	Providing recommendations for financing structures that achieve scale by bundling/ aggregating projects that are fragmented and disparate in terms of sectors and facilities. The study will also inform policy interventions that facilitate and/or accelerate the bundling and financing of municipal energy efficiency projects and it is expected to lead to a sub-sovereign transaction.	\$69,685	Multi-sector	Financing
PERU: Creditworthy Peruvian Municipal Banks & the Creation of Sanitation Markets for the Base of Pyramid Poor (Activity 1 and 2)	Building the CMACs' Capacity for Micro Lending in the Sanitation Sector—An activity to build the financial management, corporate governance and micro-finance lending capacity of four to five Cajas Municipales de Ahorro y Credito (CMACs).	\$150,000	Multi-sector	Financing
PERU: Creditworthy Peruvian Municipal Banks & the Creation of Sanitation Markets for the Base of Pyramid Poor (Activity 3)	Building the CMACs' Corporate Governance Practices, by (i) determining the scope of the review; (ii) conducting research and analysis in the form of a desk review; (iii) fieldwork; (iv) review report; and (v) conducting follow-up policy work.	\$125,000	Multi-sector	Financing
PERU: Creditworthy Peruvian Municipal Banks & the Creation of Sanitation Markets for the Base of Pyramid Poor (Activity 4)	Building the Financial Management and Creditworthiness of the CMACs, and Transaction Advisory as required. The activity will: (i) conduct CMAC identification exercise; and (ii) perform a financial management and issuance structure analysis.	\$125,000	Multi-sector	Financing

Table B.5: PPIAF and SNTA Program Activities in Eastern Europe and Central Asia, Approved in Fiscal 2014

Country/Title	Activity Description	Approved Funding	Sector	Action Area
PPIAF Activities				
EASTERN EUROPE AND CENTRAL ASIA: Opportunities for Private Sector Participation in District Heat	Identifying opportunities for private-sector involvement in district heating in seven countries, and sharing best practices among the countries. The evaluation of each country will assess the regulatory trends capping/curbing emissions and the cleanliness of fuels used, and identify possible end-use efficiency gains.	\$260,000	Energy	Infrastructure development strategies
KOSOVO: Facilitation of Efficient Infrastructure Sharing	Facilitating the operationalization of sharing infrastructure for fiber optics on a commercial basis by addressing gaps in the enabling environment.	\$319,363	Telecom	Infrastructure development strategies
KOSOVO: Institutional Strengthening and Capacity Building to Support the Post Privatization Unit Following the Privatization of the Kosovo Electricity Distribution and Supply Company	Supporting the creation and operation of the Post Privatization Unit to enhance its capacity and provide support to the unit to “jumpstart” the post-privatization process and maintain the momentum of the privatization initiatives.	\$295,940	Energy	Capacity building
SNTA Activities				
UKRAINE: Assistance to the City of Vinnytsia to Access Commercial Lending for an Integrated Solid Waste Project	Developing an integrated solid-waste-management strategy to address the regulatory, financial, environmental and technical viability of the system, and thereby facilitate borrowing by the municipality. A case study on financing of solid-waste-management projects and procurement strategy (including private-sector participation) will be produced.	\$244,840	Water/ Solid Waste	Specific performance improvement

Table B.6: PPIAF and SNTA Program Activities in Middle East and North Africa, Approved in Fiscal 2014

Country/Title	Activity Description	Approved Funding	Sector	Action Area
PPIAF Activities				
LEBANON: Institutional Support for the Development of Lebanon's LNG Sector	Supporting the establishment of a PPP Unit within the Ministry of Water and Energy (MoEW) and providing advice on the unit's optimal institutional design, the required level and capacity of staffing, and the development of a program for capacity development of existing MoEW staff to form the nucleus of the unit.	\$199,965	Energy	Policy, regulatory and institutional reforms
MIDDLE EAST AND NORTH AFRICA: Municipal Services PPP Conference	Organizing a PPP conference to build understanding among key municipal government officials and private-sector representatives on the fundamentals of designing, structuring, tendering and implementing bankable PPPs.	\$70,000	Multi-sector	Capacity building
WEST BANK AND GAZA: Solid Waste Management Capacity Building Support	Transferring implementation know-how to the JSC-H&B to ensure the long-term success of the first successfully closed PPP in the West Bank. This capacity-building activity will be part of broader PPIAF programmatic support for the West Bank and Gaza's PPP program, and additional support for other infrastructure sectors will be provided in the next phase of this program.	\$83,510	Water/ Solid Waste	Capacity building
SNTA Activities				
TUNISIA: Enhancing the Financial Sustainability of SONEDE	Supporting the strengthening of SONEDE's financial viability, by identifying a series of measures to be carried out to gain sufficient debt capacity to support the various loans necessary to finance the National Water Security Investment Program (NWSIP) program and make its various investment components bankable.	\$325,000	Water	Specific performance improvement

Table B.7: PPIAF and SNTA Program Activities in South Asia, Approved in Fiscal 2014

Country/Title	Activity Description	Approved Funding	Sector	Action Area
PPIAF Activities				
BHUTAN: Improving the capacity of the Royal Government of Bhutan to implement infrastructure PPPs (Phase II)	Supporting the government in operationalizing the PPP policy previously supported by PPIAF, through the development of rules and regulations and by holding trainings/workshops on PPP policies for government officials and other stakeholders.	\$244,410	Multi-sector	Capacity building
INDIA: Institutional Support to the Karnataka Urban Water Supply Modernization	Assisting the World Bank and Karnataka Urban Infrastructure Development Financing Corporation (KUIDFC) team in enhancing the quality of the PPP documentation being prepared by the KUIDFC's transaction advisory team.	\$72,450	Water	Capacity building

Table B.8: PPIAF and SNTA Program Activity Cross Regional, Approved in Fiscal 2014

Country/Title	Activity Description	Approved Funding	Sector	Action Area
PPIAF Activities				
CROSS REGIONAL: Country Diagnostic Study on PPP Legal, Institutional and Financial Frameworks and Identification of PPP Project Pipeline	Assessing the PPP readiness of Mongolia, Pakistan and Vietnam. A detailed assessment of the legal, institutional and financial frameworks governing PPP projects in these countries will be conducted, and specific improvements will be recommended for each country.	\$370,000	Multi-sector	Policy, regulatory and institutional reforms

ANNEX C: PERFORMANCE AGAINST SIX-MONTH LOGFRAMES

Tables C.1 and C.2 provide the full breakdown of PPIAF's performance against the targets set out in the six-month logframes.

Table C.1: Performance Against July - December 2013 Mini Logframe		
Objective	Target	Actual
Increased activity in Africa	At least 66% of all approved activities (by funding volume) to be in Africa within the core fund	62%
Lowest income (DAC 1 or DAC 2) and fragile countries	73% of funding	64% of funding
SNTA activities in DAC 1 or DAC 2 countries	60% of funding	54% of funding
Number and amount of activities in fragile countries	5 activities/\$1.2 million	6 activities/ \$1.2 million
Prioritized support to MICs identified as none-core fund priority countries (one new activity in each of the non-core priority MICs)	7 activities	5 activities
Amount of activities approved in non-core priority MIC countries	\$1.2 million	\$1 million
Increased focus on key thematic areas	90% of funding in water, energy and transport ¹⁵	96% of funding
Total amount of PPIAF-approved activities	\$5.9 million	\$5.2 million
Total amount of SNTA-approved activities	\$2.4 million	\$2.1 million
Increased focus on external partnerships by PPIAF	5 new partnership activities	6 ¹⁶ new partnership activities
Increased focus on external partnerships by SNTA	1 new partnership activities	2 ¹⁷ new partnership activities
Improved communication of PPIAF results and impacts	5 impact stories	4 ¹⁸ impact stories
Approval and initiation of PMU-led knowledge products	5 new knowledge products	5 new knowledge products

¹⁵ Includes multi-sector activities

¹⁶ Partnership activities funded through PPIAF during the six-month work program period were:

- Introduction of Liquefied Natural Gas (LNG) in Central America and the Role of the Private Sector (in collaboration with IDB)
- Promoting PPPs for Infrastructure Services and Facilities in Francophone Africa through Capacity Building Activities (in partnership with AFD)
- Country Diagnostic Study on PPP Legal, Institutional and Financial Frameworks and Identification of PPP Project Pipeline (in partnership with ADB)
- An Analysis of Global Trends in Infrastructure Policies Related to Unsolicited Proposals and Lessons Learned from Using Unsolicited Proposals (in collaboration with AfDB and ADB)
- PPP Framework Development in Timor L'Este (in partnership with Australia Department of Foreign Affairs and Trade (DFAT))
- Promoting PPPs for Infrastructure Services and Facilities in Francophone Africa through Capacity Building Activities- Phase II (in partnership with AFD)

¹⁷ Partnership activities funded through SNTA during the six-month work program period were:

- PPIAF-SNTA's Partnership with AFD on the Public Expenditure and Financial Accountability (PEFA) Program (in partnership with AFD)
- Cape Verde - Structuring Corporatized Multi-Municipal Water and Sanitation Utilities (in partnership with MCC)

¹⁸ While we did not meet the target for impact stories in the first half of FY14 we completed 10 by the end of the FY, including the first ever in French.

Table C.2: Performance Against January – July 2014 Mini Logframe

Output	Target	Actual
Increased activity in Africa (PPI)	At least 65% of all approved PPI activities (by funding volume) to be in Africa within the core fund	43%
Increased activity in Africa (SNTA)	At least 60% of all approved SNTA activities (by funding volume) to be in Africa	77%
Lowest income (DAC 1 or DAC 2) and fragile countries from MDTF funds	65%	77%
SNTA activities in DAC 1 or DAC 2 countries	60%	78%
Number of activities in fragile countries	7	8
Amount of activities approved in non-core priority MIC countries	\$1.2 million	\$1.1 million
Increased focus on key thematic areas	\$8.5 million	\$8.1 million (86%)
Roll-out of Cities Creditworthiness Program	<ul style="list-style-type: none"> Create Academies for 100 cities Creditworthiness action plans developed for at least 20 cities 	<ul style="list-style-type: none"> Academies conducted in 67 cities, with 202 participants Action plans for all 67 cities have been done
Improved communications of PPIAF's results and impacts	<ul style="list-style-type: none"> Develop knowledge management system and identify dissemination avenues for the knowledge products Identify optimal resourcing option and start building regional presence Establish results framework and monitoring and evaluation system 	<ul style="list-style-type: none"> Communication plan developed As described in FY15-17 Business Plan The tools that would allow us to fully put into place the performance measurement framework are put into place.
Strengthened relations with donors	2 quarterly donor calls and individual meetings as needed	Achieved
Develop knowledge products	Produce all knowledge products outlined in the work program	<p>Knowledge products to be produced:</p> <p>PPI:</p> <ul style="list-style-type: none"> Demand Supply Management and Project Prioritization for Multi-Sector Energy Efficiency in Cities (under preparation) Regional Transport Infrastructure Tolling Policy and Regulation (published) <p>SNTA:</p> <ul style="list-style-type: none"> Online Community of Practice on Creditworthiness (peer-to-peer) (completed and now live) Revenue Enhancement Opportunities Briefing Note (published) Avoiding Cash Management Disasters Briefing Note (published) Creditworthiness Self-Assessment Online Tool (completed and used at the City Creditworthiness Academy) Trainers Material for Creditworthiness Capacity Building (under preparation)

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INFRASTRUCTURE
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PPIAF is a multi-donor trust fund that provides technical assistance to governments in developing countries to develop enabling environments and to facilitate private investment in infrastructure. Our aim is to build transformational partnerships to enable us to create a greater impact in achieving our goal.