

InfraSAP

Driving infrastructure growth and private sector engagement globally

Agenda Overview

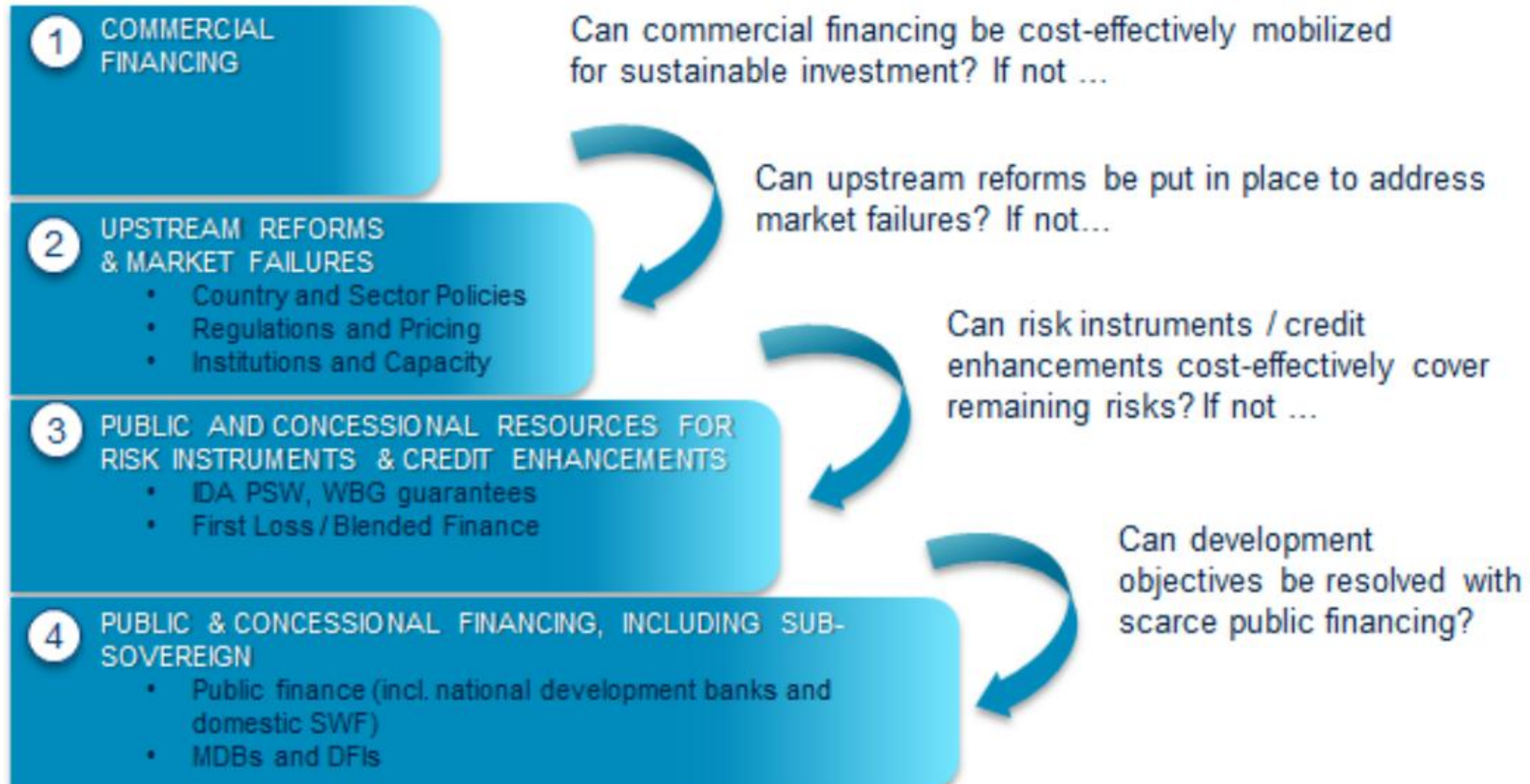
MFD

InfraSAP

Other useful resources

- ❑ Launched as part of the World Bank Group's broader strategy to achieve the **Sustainable Development Goals (SDGs)**.
- ❑ Recognizes that **public resources alone**—including concessional and official development assistance—are insufficient to meet the scale of investment needed in developing countries.
- ❑ Seeks to **mobilize private capital** and create markets, while using scarce public funds strategically.

Cascade Approach



- ❑ World Bank introduced a new **Scorecard**. This new unified framework (FY24–FY30) for measuring outcomes / impact rather than inputs. It replaces older scorecards with ~150 indicators with a much leaner set (~22 global indicators).
- ❑ Two of these indicators are dedicated to track progress on MFD through Private Capital Mobilization and Private Capital Enabled.

Joint Efforts by MDBs and DFIs



MOBILIZATION OF PRIVATE FINANCE

by Multilateral Development Banks and Development Finance Institutions

2023 JOINT REPORT
PUBLISHED FEBRUARY 2025



Private capital mobilized by MDBs to middle- and low-income countries rose \$87.9 billion in 2023, marking a **24 percent increase** from the previous year. This was the **largest increase** since MDBs began to report jointly seven years ago.

MFD

Maximizing Finance for Development

A strategic approach by the World Bank Group that aims to mobilize private capital for development

- Using public resources more effectively
- Creating enabling environments for investment

InfraSAP

(Infrastructure Sector Assessment Program)

A diagnostic tool developed by the World Bank to evaluate infrastructure delivery across countries and sectors

- Identify investment gaps
- Policy shortfalls
- Opportunities for private sector participation



- ❑ InfraSAP: An infrastructure diagnostic tool developed by the World Bank to evaluate the status and quality of infrastructure delivery in a country.

- ❑ It assesses and addresses systematically how infrastructure is planned, procured, delivered, funded, financed, governed, managed and monitored at the country and sector levels.

- ❑ The objective is to:
 - ✓ Provide a comprehensive analysis of the status of infrastructure
 - ✓ identify policy shortfalls and investment gaps
 - ✓ provide a technical roadmap to address these gaps and shortfalls
 - ✓ address binding constraints and identify opportunities for private sector participation.
 - ✓ inform the partnership dialogue between the development partners and country.

InfraSAP Program Launch

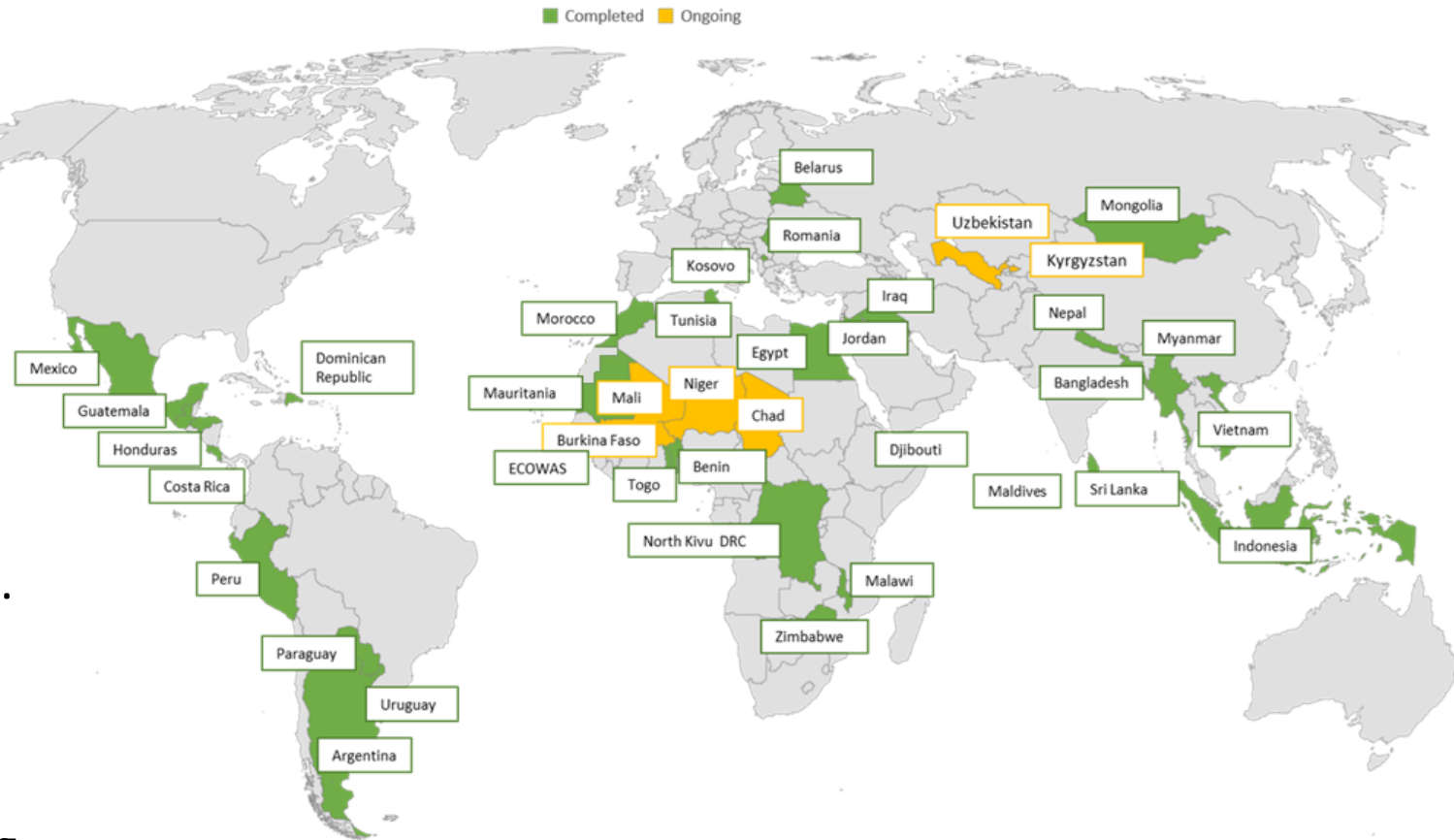
InfraSAP was launched in 2017 to support development finance through the WBG's Maximizing Finance for Development approach.

Comprehensive Infrastructure Diagnostics

InfraSAP diagnostics analyze infrastructure sectors to identify connectivity gaps, investment opportunities, and reform needs.

Scope and Reach of InfraSAP

40 InfraSAPs completed across multiple countries support policymakers in addressing infrastructure challenges systematically.



Economic Growth and Job Creation

Infrastructure development drives economic growth by enabling productive investment and creating job opportunities.

Funding Challenges in EMDEs

Emerging market and developing economies face infrastructure funding needs beyond traditional public and IFI sources.

Private Sector Mobilization

Mobilizing private sector participation is key to bridging infrastructure gaps and scaling up investment.

InfraSAP Diagnostic Role

InfraSAP diagnostics help identify infrastructure gaps and guide prioritization of spending and financing strategies.

InfraSAP Roadmap Impact

InfraSAP roadmaps have catalyzed reforms advancing infrastructure agendas in multiple countries.



World Bank Lending Support

World Bank committed around US\$ 7 billion in lending and guarantees to support infrastructure projects.

Technical Assistance Programs

Nearly \$40 million in Advisory Services and Analytics have supported technical assistance across regions.

Vietnam Power Sector Reforms

Vietnam's PDP VIII promotes renewable energy and competitive electricity markets, supported by new PPP laws and SOE restructuring.

Indonesia Energy & PPP Policies

Indonesia prioritizes renewable projects and IPPs, with PPP reforms and a \$1.14 billion clean electricity expansion project.

DRC Energy & Telecom Reforms

The DRC adopted telecom laws, plans SOE restructuring via PPPs, and advances renewable energy projects to reduce emissions.

Main Pillars of InfraSAP

CONNECTIVITY	GOVERNANCE	FINANCE
<p>Examines the physical performance of the infrastructure sectors in delivering the services needed to meet a country’s social and economic goals.</p>	<p>Examines the institutional and regulatory organization of the sector, distinguishing between the governance framework surrounding the project cycle for infrastructure investment, and the governance surrounding service delivery</p>	<p>Examines how infrastructure is funded and financed, including both public and private sources of finance, at both the domestic and international level.</p>
<p>Benchmarks performance on connecting people and firms to local and regional opportunities.</p>	<p>Benchmarks quality of institutional, regulatory, and governance environment</p>	<p>Benchmarks adequacy, efficiency, and composition of public and private finance.</p>
<p>Identifies investments with greatest potential to advance development goals.</p>	<p>Identifies how governance constraints limit the productivity of hard infrastructure investments</p>	<p>Identifies opportunities to promote efficiency, increase funding, and raise finance</p>

Infrastructure Performance Evaluation

Assesses the physical performance of infrastructure in meeting social and economic goals effectively.

Governance and Regulatory Framework

Analyzes governance structures for project cycles and service delivery to ensure regulatory quality and institutional effectiveness.

Funding and Financing Analysis

Examines public and private funding sources domestically and internationally to support infrastructure projects.

Benchmarking and Solutions

Benchmarks connectivity, governance, and finance to identify bottlenecks and propose efficiency improvements and investments.

- The methodology is rigorous and evidence-based, drawing upon a global database of infrastructure performance indicators that permit benchmarking and a global infrastructure map that helps provide spatial visualization on a macro as well as a sector level.
- Types of InfraSAP

Comprehensive

Provide a comprehensive analysis of the status of infrastructure planning and delivery in a country (including an assessment of cross-cutting issues)

SectorSAP

Focus on a specific sector including sector performance, sector institutional and regulatory organization, sector funding and financing

Rapid Diagnostic

Provide a quick benchmarking analysis of infrastructure delivery and performance to help clients better focus on sectors and issues that are most urgent



Energy (generation, transmission and distribution)



Transportation (roads, ports/maritime, airports/aviation and logistics services)



Digital Infrastructure (mobile and broadband connectivity plus data infrastructure)



Water and Sanitation (water supply and sanitation)



Solid Waste (collection, disposal and treatment, waste to energy)

Accessibility Challenges

Rural and underserved populations face low energy access due to geographic and cost barriers for grid extension.

Reliability Issues

Frequent power outages result from aging infrastructure and insufficient generation capacity.

Affordability Concerns

Electricity costs are high for consumers, while tariffs fail to cover provider expenses, limiting grid expansion.

Sustainability Barriers

Slow adoption of renewable energy leads to continued reliance on fossil fuels and environmental harm.



Connectivity and Quality of Life

Transport connectivity often fails to meet accessibility needs, causing congestion and pollution that degrade quality of life.

Infrastructure Challenges

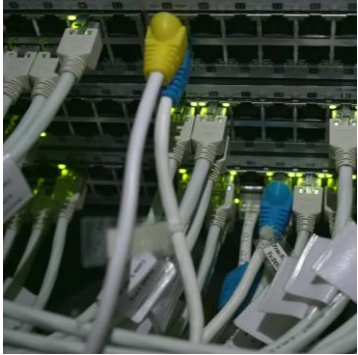
Inadequate infrastructure like unreliable roads and underdeveloped railways limits trade and economic diversification.

Governance and Funding Issues

Weak institutional frameworks, poor funding, and lack of multimodal planning worsen transport inefficiencies.

Sustainability and Environmental Risks

Transport sector faces risks from seismic activity, flooding, and climate change impacting sustainability.



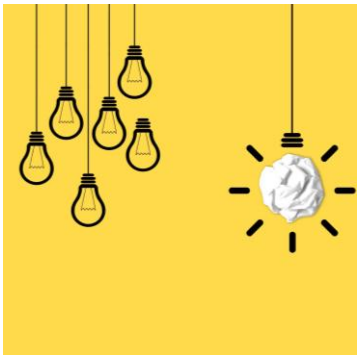
Infrastructure Challenges

Limited accessibility and affordability stem from inadequate infrastructure and monopolistic market conditions.



Human Capital Limitations

Shortage of qualified ICT professionals and low digital literacy hinder effective digital tool adoption.



Recommended Actions

Enhancing infrastructure and promoting digital education to overcome sector challenges.

Develop broadband connectivity, improve affordability, build human capital, and integrate digital infrastructure.

Water and Sanitation Sector: Challenges and Recommendations



Access and Infrastructure Challenges

Inadequate access to clean water is caused by aging infrastructure and poor maintenance.

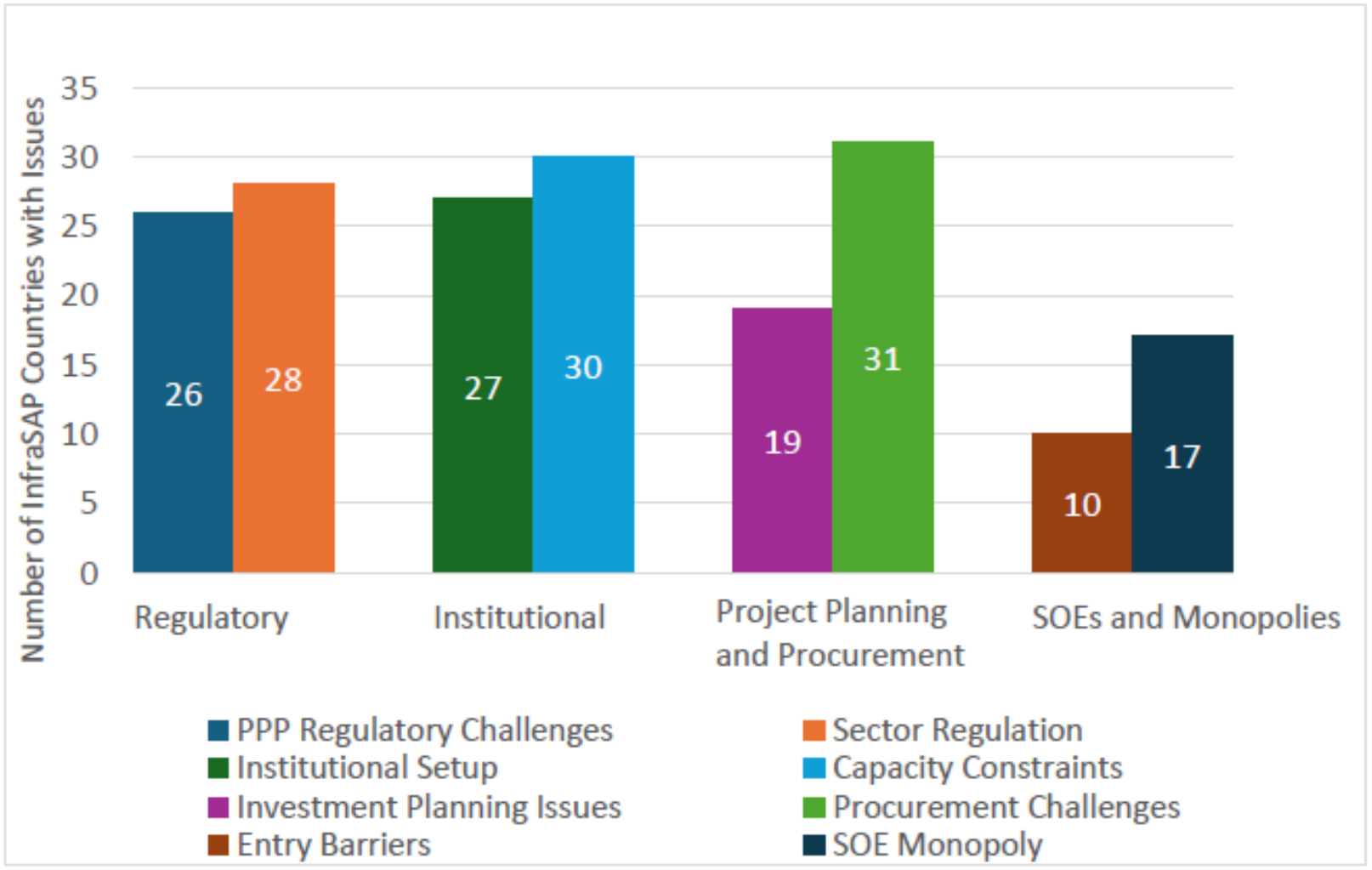
Operational Inefficiencies

High non-revenue water and lack of institutional capacity hamper efficient water service operations.

Financial Sustainability Issues

Low water tariffs and insufficient funding threaten the financial viability of water services.

Governance and Common Shortfalls

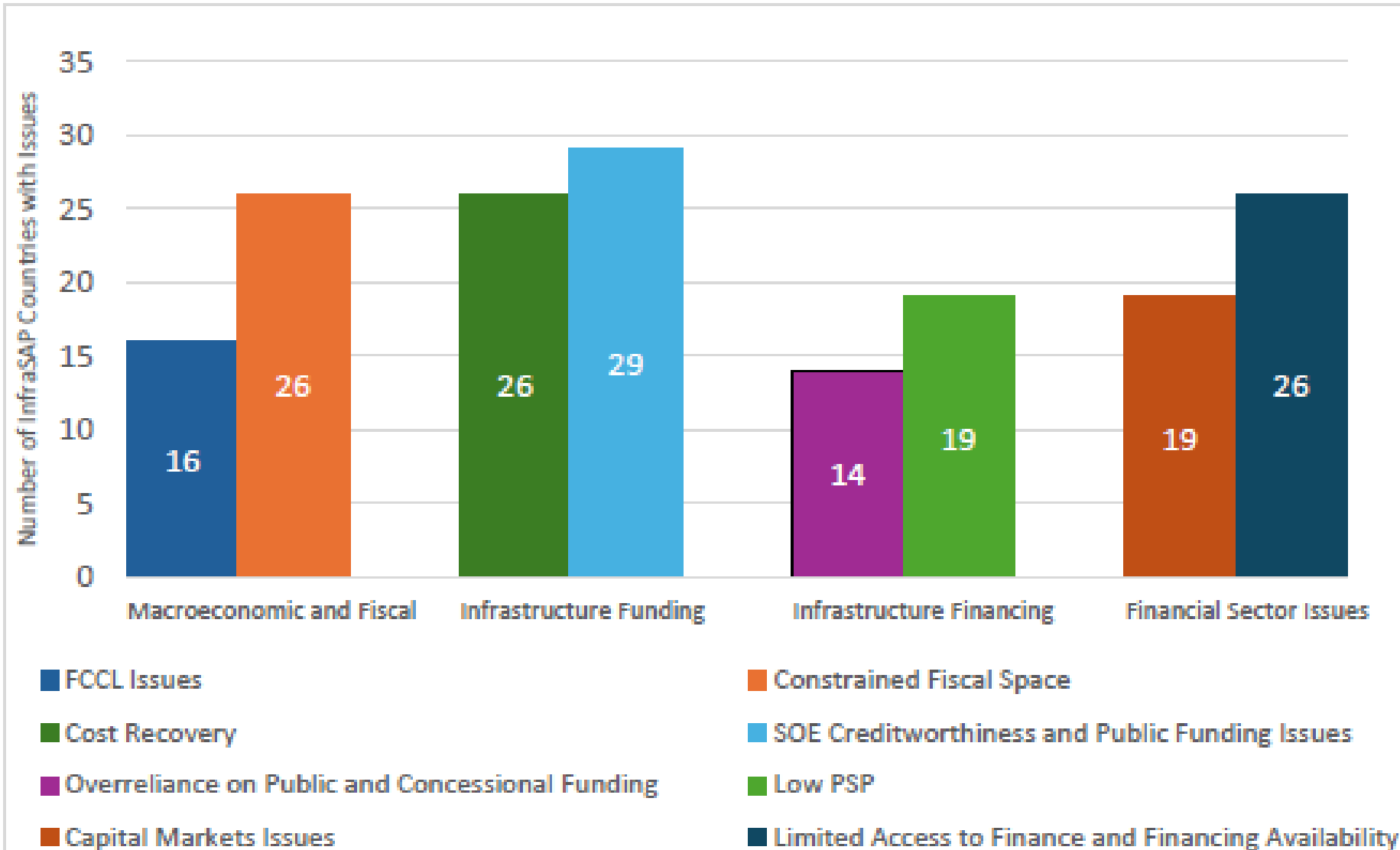


Regulatory, Institutional, and SOE Challenges

Structural Challenges	Examples of how the structural challenges manifest (regions where this particularly applies)
<p>Outdated practices (leading to operational inefficiencies & poor service delivery)</p>	<ul style="list-style-type: none"> • Overlapping responsibilities (MENA & ECA) • Lack of performance-based incentives (MENA & ECA) • Fragmented coordination leading to poor planning and execution (LAC)
<p>Insufficient governance (leading to a lack of effective management or strategic planning, corruption, and undermining of public trust)</p>	<ul style="list-style-type: none"> • Failure to promote transparency and accountability (SAR, EAP) • Poor rule-of-law metrics (all) • Weak enforcement mechanisms (all) • Inefficient SOEs run infrastructure sectors, negatively affected the sectors' performance (MENA)
<p>Over-reliance on state support and/or high SOE debt levels (leading to explicit and implicit fiscal risk for governments)</p>	<ul style="list-style-type: none"> • SOEs provide essential services (food, fuel, utilities) to support government priorities, relying on state subsidies (SAR, MENA) • Due to debt, additional investment needs are not able to be met, even if utilities in sectors like energy and transport can cover operational costs (SSA)
<p>Limited SOE institutional capacity (leading to underleveraging of available assets and poor financial performance)</p>	<ul style="list-style-type: none"> • Constrained opportunities for alternative financing strategies, such as land value capture (SAR) • Poor management (all)

Caution: Examples are based on existing country portfolio where InfraSAP is done and should not be taken as representing the region.

Finance Pillar: Challenges by Category



Finance Pillar: Challenges by Category

Challenge Category	Challenge Components
Macroeconomic and Fiscal Issues	<p>Constrained fiscal space. Rising debt-to-GDP ratios, particularly post-COVID, have left governments with little room to allocate resources to critical infrastructure sectors such as transport, energy, and urban mobility. This lack of fiscal resources often forces governments to make trade-offs with other essential areas. For instance, in LAC, strict fiscal constraints have resulted in infrastructure being assigned lower priority, while in regions like MENA and EAP, limited revenue bases and competing budgetary demands have exacerbated financing gaps.</p>
	<p>Fiscal management and contingent liability issues. Weak fiscal frameworks, poor institutional capacity, and inadequate monitoring of contingent liabilities heighten risks, erode investor confidence, and undermine macroeconomic stability.</p>
	<p>Sovereign risk and Offshore financing challenges. As a macroeconomic issue, reliance on offshore financing for infrastructure projects exposes countries to foreign exchange fluctuations, political instability, and regulatory uncertainties. These factors can increase the cost of capital and deter private investment. Additionally, sovereign risk—stemming from a country's economic instability or policy unpredictability—can lead to higher borrowing costs and limited access to international capital markets. Certain SSA countries face challenges in attracting foreign investment due to macroeconomic instability and debt sustainability risks, exacerbating infrastructure funding shortages.</p>

Finance Pillar: Challenges by Category

Infrastructure Funding Issues	<p>Investment gap. The global infrastructure gap stems from energy transition and climate needs, with SSA, LAC, and MENA struggling with underfunded transport, energy, and water sectors. SAR and EAP face major energy investment shortfalls, while ECA lacks funds for modernization and green projects.</p>
	<p>Public funding issues. Public resources alone are not able to fill the infrastructure investment gap. These funding gaps are further heightened by inefficient use of available resources, such as poor project prioritization in SAR and fragmented institutional arrangements in MENA, which can often lead to delays, cost overruns, and suboptimal outcomes.</p>
	<p>Cost recovery remains a major challenge across sectors, with subsidized energy tariffs in certain EAP and SAR countries, underpriced water services in ECA and MENA and non-cost-reflective transport and telecom pricing in MENA and SSA, limiting infrastructure sustainability.</p>
	<p>Creditworthiness of SOEs/Offtakers. Many SOEs have issues with their creditworthiness, restricting their ability to access commercial financing for investments or be credible off-takers and contracting authorities for PPP projects.</p>

Finance Pillar: Challenges by Category

<p>Infrastructure Financing Issues</p>	<p>Overreliance on public and concessional funding. Driven by a variety of factors that vary by region, that include reliance on foreign Official Development Assistance (ODA) and reliance on subsidies (LAC and MENA) for infrastructure financing for state-owned entities or to attract PSP.</p> <p>Low private sector participation. Driven by the low prioritization of mobilizing private sector capital (which is often sought only when public funding is unavailable). Additional challenges include:</p>
	<ul style="list-style-type: none"> • Failure to ensure that private capital sees a project as having reduced risk and reliable returns (this bankability of infrastructure projects is achieved by carefully managing the project's financial structuring, risk profile, and overall feasibility) • Governance constraints, including poor project identification and preparation, coordination failures between government agencies and stakeholders, and lack of institutional capacity to structure and oversee complex projects • Lack of a regulatory framework that provides the necessary clarity, stability, or incentives necessary for private investment • Counterparty risks caused by inadequate risk allocation, where the private sector bears an unfair share of the risks • Land disputes and disputes over land acquisition further complicate PSP • Uncertain investment environment due to a lack of a well-established project pipeline, which limits opportunities for long-term planning by the private sector

Finance Pillar: Challenges by Category

<p>Financial Sector Issues Impacting Infrastructure Investment</p>	<p>Limited access to finance and financing availability.</p> <ul style="list-style-type: none">• Underdeveloped domestic financial sector in regions like MENA and SSA cannot provide sufficient loan amounts, tenors, or affordable interest rates to meet infrastructure demands.• Bank inefficiencies and lack of expertise: Local banks prioritize short-term assets over infrastructure lending, lacking the expertise to support long-term projects.• Attracting offshore commercial financing can be challenging due to currency risks, weak credit ratings, regulatory constraints, and the absence of bankable project pipelines, while high hedging costs make offshore financing costly and unsustainable• Small size of investors (for example, there is limited current capacity to use the asset growth of pension funds to contribute to the financing of infrastructure projects)• Failure to tap into institutional investors (i.e., pension funds, insurance companies, and mutual funds), due to regulatory constraints, lack of incentives, capability limitations, and limited experience in managing infrastructure-focused portfolios <p>Capital markets issues. These markets are generally underdeveloped and not liquid enough to support the large amounts of investments required for capital-intensive infrastructure sectors. Additional identified challenges include:</p> <ul style="list-style-type: none">• Fragmented bond markets: SAR and LAC suffer from low liquidity, limiting infrastructure funding.• Weak and/or outdated regulatory regimes for capital markets, which fail to address the complexities and demands of modern capital markets, including the regulations needed to support the growth of secondary markets• Absence of dedicated market development agencies, which could provide a clear strategy and institutional support to modernize and expand capital markets
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☐ Enhancing Project Bankability

- **Credit Enhancement Instruments:** These tools help lower financing costs for sovereign-backed infrastructure by using IFI guarantees to reduce project risk.
- **Viability Gap Funding (VGF):** can be used to enhance project bankability and attract private investment
- **Blended Finance Platforms:** Setting up blended finance sector platforms that combine IFI/DFI financing with commercial finance to support key sectors

☐ Improving Project Funding

- **Commercial Value Capture, Including Land Value Capture (LVC):** This approach monetizes the increase in property and commercial value resulting from infrastructure investments to fund further development.
- **Levying Taxes:** Raising taxes, though often politically sensitive, could help to solve infrastructure bottlenecks through increasing public revenues, for instance fuel, vehicle and carbon taxes in Guatemala and Indonesia can potentially help reduce traffic congestion while at the same time raising funds for road expansion or environmental improvements activities. Argentina is using fuel tax revenues to partly finance the provincial road network.

❑ Leveraging Infrastructure Financing Vehicles

- **Climate Financing/Green Financing Instruments:** Use of green bonds and climate financing are being actively pursued by many countries across the regions. Countries such as Togo, Zimbabwe, Burkina Faso, Benin, Maldives, Egypt, Morocco), Uruguay, Costa Rica, Kosovo-Pristina city, Belarus, and Sri Lanka have all been exploring these instruments
- **Local Currency Financing:** Identify financial institutions and instruments that can support local currency financing by local financiers, such as Indonesia Infrastructure Finance (IIF) and Bangladesh Infrastructure Finance Fund Limited (BIFFL), to fund infrastructure projects. IIF offers debt, equity, and advisory services for commercially viable projects, while BIFFL provides long-term financing for key sectors like energy, transport, and water. In Nepal, a proposed Nepal Infrastructure DFI (NIDFI) would support projects with debt and minority equity financing.
- **PE Funds and Institutional Investors such as insurance companies, pension funds.** These institutions can bring long-term, stable capital to infrastructure projects, helping to bridge financing gaps while enhancing project sustainability through their focus on risk-adjusted returns and due diligence. In Sri Lanka, there are revolving funds promoting commercial lending to priority sectors such as solar power, and micro, small and medium enterprises (MSMEs).

InfraSAP

Diagnosing Infrastructure Challenges

InfraSAP identifies key challenges in infrastructure to enable targeted solutions and improvements.

Catalyzing Reforms

InfraSAP acts as a catalyst to promote reforms that enhance infrastructure efficiency and effectiveness.

Mobilizing Private Sector Investment

InfraSAP facilitates private sector investment to support sustainable infrastructure projects worldwide.

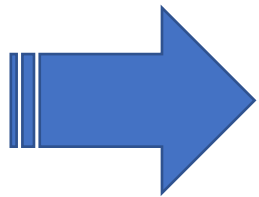
Driving Sustainable Development

InfraSAP's comprehensive approach advances sustainable infrastructure development across sectors and regions.

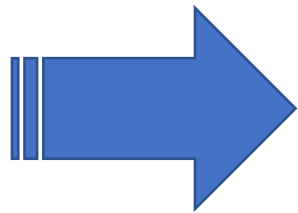
USEFUL TOOLS



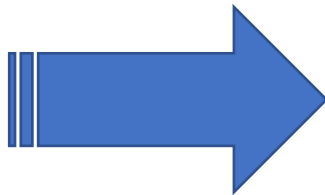
The PPP Group supports creating optimal PPP ecosystems



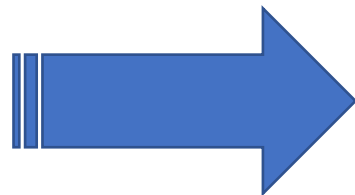
Diagnostic tools, including InfraSAP, to help address bidding constraints to private participation in infrastructure



Upstream support and enabling environment for private participation in infrastructure



Midstream support for pipeline development to mobilize private capital with suitable and fiscally sustainable PPPs



Managing infrastructure PPPs during the project life cycle including contract structuring, management and disclosure.

The PPP Group supports the PPP project cycle using customized support and tools

SETUP

PPP Certification

PPP Reference Guide

Guidance on PPP legal frameworks

Country Readiness Diagnostic / InfraSAP

Infrastructure Prioritization Framework

Online resources

1

FRAMEWORK

PPP Reference Guide

Guidance on PPP legal frameworks

Country Readiness Diagnostic / InfraSAP

Infrastructure Prioritization Framework

PFRAM

Unsolicited Proposals Framework for Disclosure

Online resources

2

DESIGN & BID

PPP Reference Guide

Country Readiness Diagnostic

Screening Tool

PFRAM

Framework for Disclosure

Online resources

3

IMPLEMENTATION

PPP Reference Guide

Country Readiness Diagnostic

PFRAM

Contract Management Tool

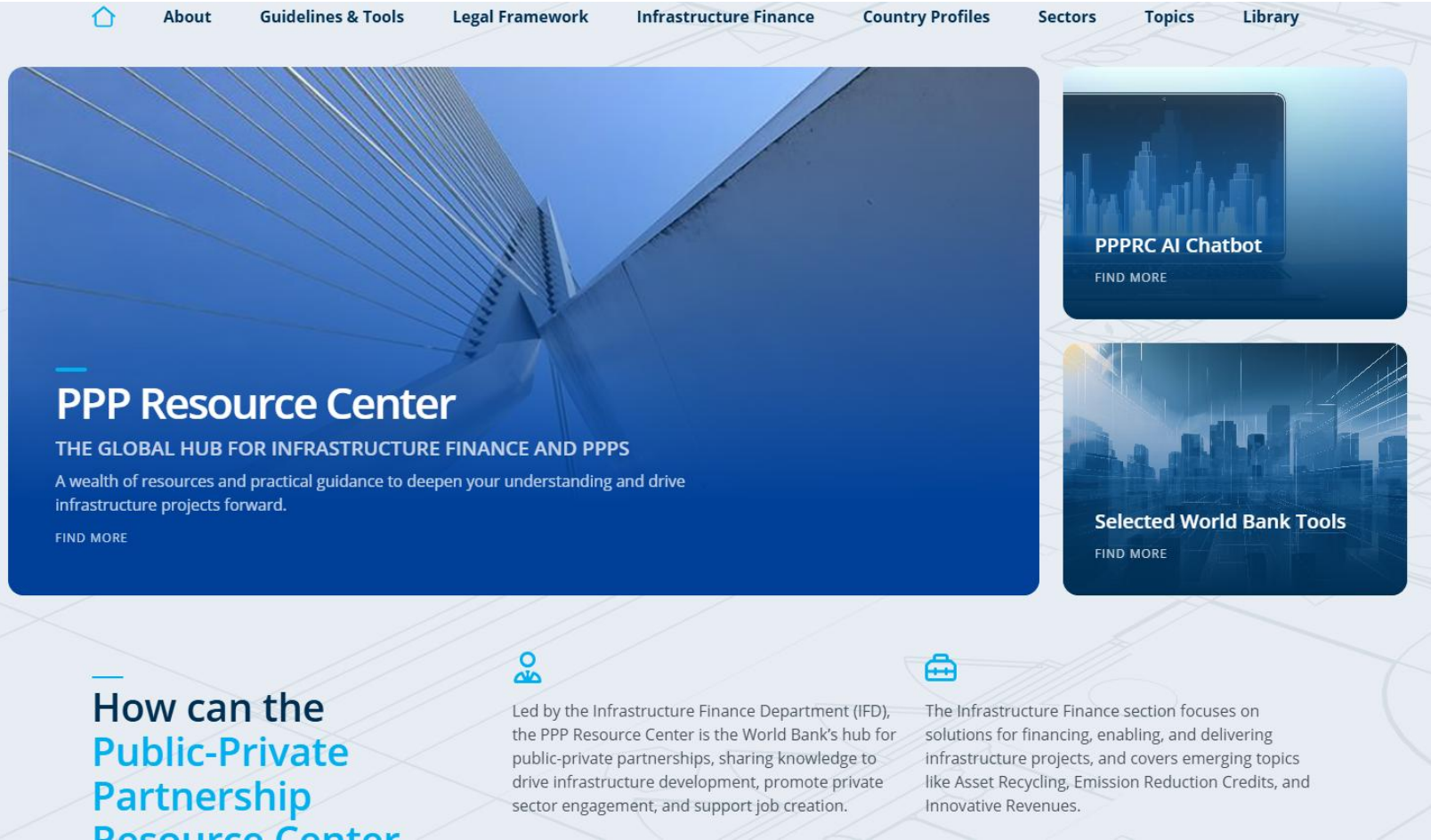
Framework for Disclosure

Contractual Provisions

Online resources

4

PPP Resource Center (PPPLRC)



What it is

Launched in 2006, PPPRC is a knowledge center that provides sample legal materials (agreements, regulations, laws, Terms of Reference, sample clauses, risk matrices) to assist in the planning, design and legal structuring of any infrastructure project in different sectors and across such topics as climate, gender, risks, transparency and governance

Over 1 million visitors per year.

Energy and Power

Sub-national and municipal PPPs

Telecom and ICT

Transport

Water

PPP Resource Center (PPPLRC) & AI Chatbot

Introducing Our AI Chatbot: Now in Beta Testing

The AI-powered chatbot offers an intuitive and reliable search function designed to help users navigate a wide range of curated content on infrastructure finance. Whether exploring materials hosted on the PPPRC site or across other vetted sources across the World Bank Group, the chatbot enables quick access to high-quality knowledge and practical insights. Developed to support informed decision-making, the tool draws on carefully selected resources to provide accurate, up-to-date responses on key topics such as public-private partnerships, financing mechanisms, risk management, and more.

AI Chatbot Search

Prompt of the day

How can PPPs help reduce carbon ...

What are the top 5 countries with t...

How can PPPs help reduce carbon emissions in energy and transport projects?

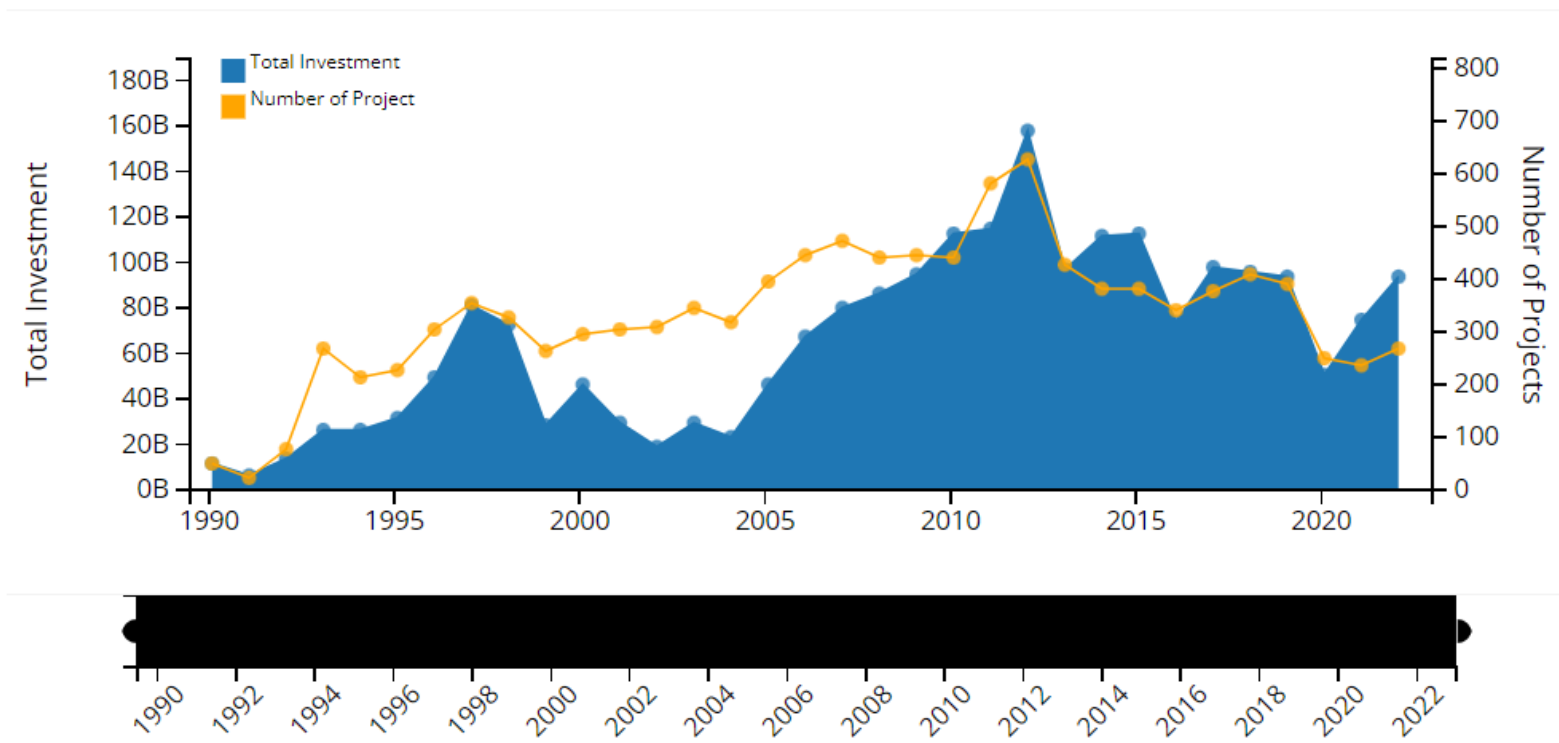
[Prompt Library](#)

This Chatbot is trained solely on publicly available information and uses artificial intelligence (AI) to generate responses. Underlying model for the Chatbot is documented by the World Bank Group. The World Bank Group monitors the Chatbot's usage and curates prompts to improve quality and relevance, and reduce bias.

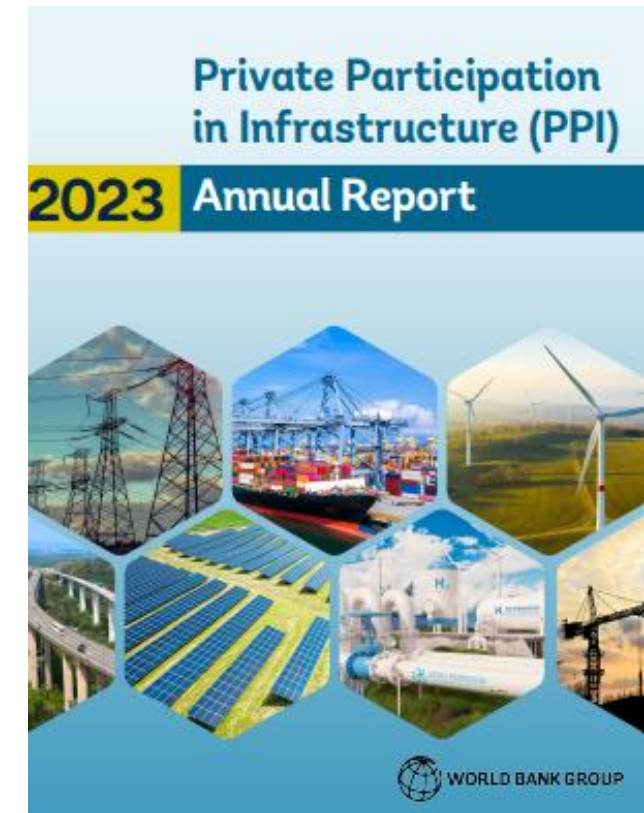
You ("the User") remain responsible for the accuracy, utility, and formulation of prompts and other inputs used to interact with the Chatbot. As with any AI technology, results/outputs may be inaccurate or misleading. Please use responsibly and apply judgment before incorporating into your work. World Bank Group is not responsible for inaccurate or misleading outputs.

By agreeing to use this Chatbot, the User confirms to have read, understood, and agreed to the above and all legal provisions applicable to the use of the website available [here](#). If the User does not agree, they must discontinue use of the Chatbot immediately.

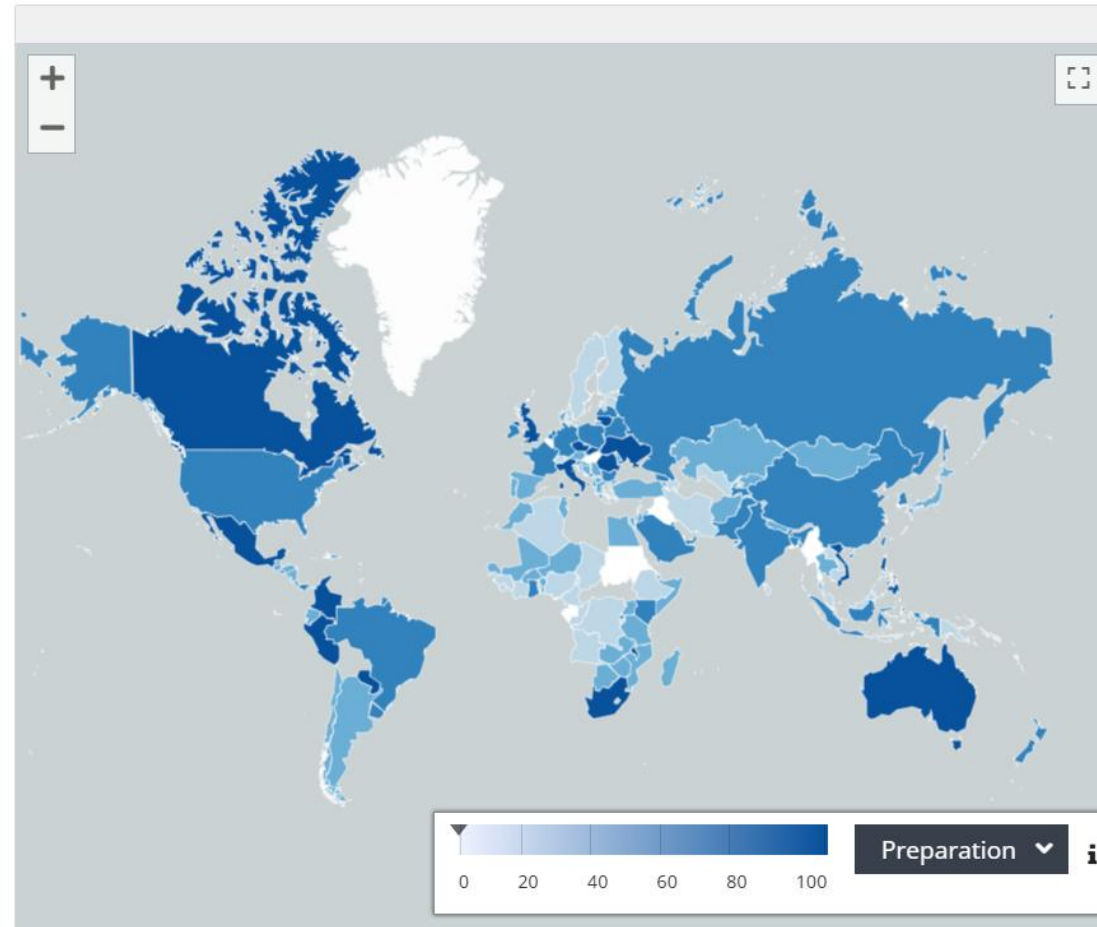
The World Bank PPI Database tracks private participation in Infrastructure



[World Bank, PPI Database \(2022\)](#)



The World Bank Benchmarking Infrastructure Development assesses regulatory quality to conduct PPPs.



PPP Reference Guide Version 3.0: New and updated version coming in soon.

The PPP Reference Guide provides the most relevant examples and resources on key PPP topics and helps readers navigate the substantial body of knowledge that has been generated across the world by practitioners from governments, international development institutions, academia, and the private sector.

How can this tool help you? The PPP Reference Guide is not a step-by-step guidebook; nor does it cover the specifics of PPPs in any given country or sector. Rather, the Reference Guide aims to help government officials and other interested parties in answering following questions through its three modules: (i) what are PPPs, and why use them?, (2) what kind of policy, legal, and institutional framework is need to ensure PPPs achieve their stated objectives efficiently and effectively?, and (3) what is the process for developing and implementing a PPP project?



Guidance on PPP legal frameworks and contractual provisions



- The Guidance on PPP Legal frameworks sets out the main aims of and requirements for a PPP legal framework, while recognizing that there is no "one size fits all" solution. Drawing on good practice sources and benchmarks, it provides succinct, practical guidance regarding the drafting of PPP-specific primary and secondary legislation and guidance materials.



- The Guidance on PPP Contractual Provisions provides discussion and drafting guidance on contractual provisions that can be found in virtually every PPP contract, taking into account feedback received during internal and external consultations with relevant public and private stakeholders.

Policy Guidelines for managing Unsolicited Proposals

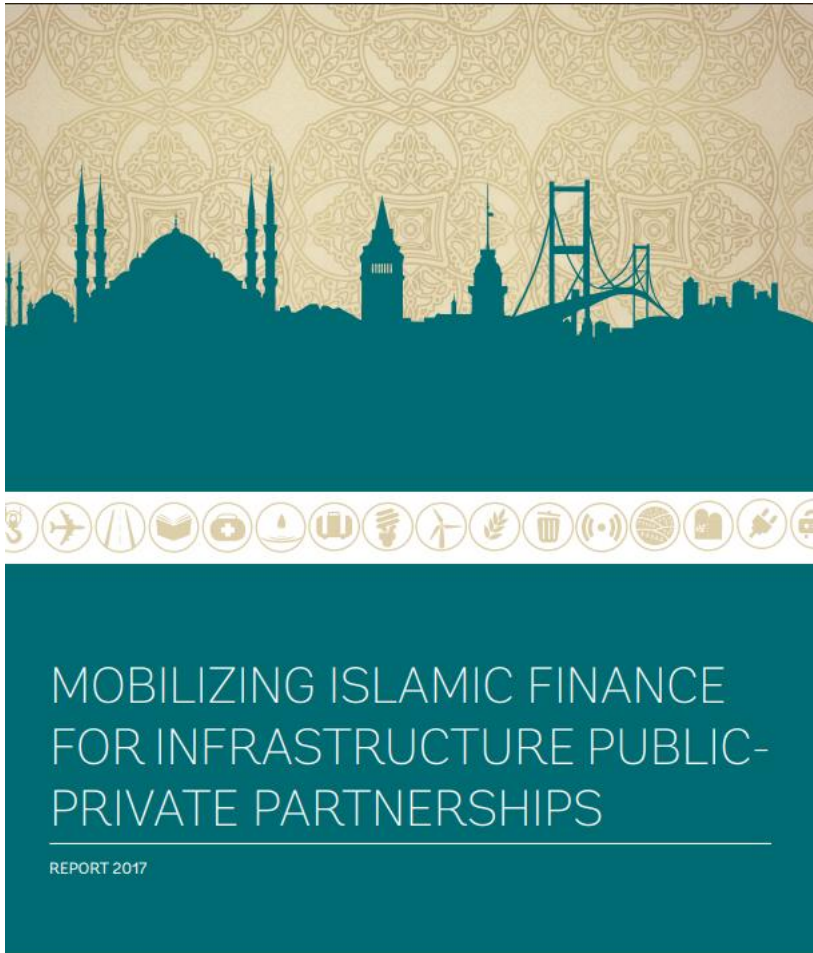
The Guidelines provide dedicated recommendations on how to address the challenges related to unsolicited proposals in infrastructure projects. The Guidelines introduce USP related processes, regulations and institutions to ensure that privately initiated PPP projects are subject to equal or higher standards as publicly initiated PPPs.

How can this tool help you?: Unsolicited proposals (USPs) are an exception to the public initiation of infrastructure projects. Although international approaches to managing USPs differ, many USP projects have created challenges related to transparency, governance and lack of competition, particularly in developing countries. These Guidelines provide a framework for public authorities interested in considering and managing USPs and for developing a USP Policy.



POLICY GUIDELINES FOR MANAGING
UNSOLICITED PROPOSALS
IN INFRASTRUCTURE PROJECTS

Mobilizing Islamic Finance for Infrastructure PPP



- For governments and practitioners to explore Islamic finance as an additional source of funding for infrastructure development, addressing the growing infrastructure needs in developing countries
- Global Islamic Finance Market
- Islamic Finance Structures: Various Islamic finance instruments and project finance techniques that can be applied to infrastructure PPP projects. It emphasizes the flexibility of Shari'ah-compliant structures to accommodate specific needs of different countries, sectors, and projects
- Case Studies
- Recommendations: Recommendations to facilitate the deployment of Islamic finance for infrastructure PPP projects. These include creating a robust enabling environment, raising awareness, and building capacity among stakeholders

PPP Disclosure Framework



A Framework for Disclosure in Public-Private Partnership Projects



- The Framework provides systematic structure for proactively disclosing information pertaining to PPP Projects. Aims to improve policy and practice related to transparency and accountability in PPPs in client countries. The initiative includes a Framework for Disclosure in PPPs, Jurisdictional Studies, Good Practice Cases, Disclosure Diagnostic Reports, and advisory services to various client countries.
- Supports WB client countries to undertake diagnostics of the status of disclosure policy and practice, provides actionable recommendations to improve their disclosure frameworks, processes and capacities to follow the WB Framework for Disclosure in PPPs, and handholds implementation of improved frameworks.

PPP Certification program



The APMG Public-Private Partnerships Certification Program

Building APMG Certified PPP professionals to tackle infrastructure challenges

The APMG PPP Certification Program is an innovation of the Asian Development Bank (ADB), the European Bank for Reconstruction and Development (EBRD), the Inter-American Development Bank (IDB), the Islamic Development Bank (IsDB), the World Bank Group (WBG) and part funded by the Public-Private Infrastructure Advisory Facility (PPIAF) with a shared vision of enhancing PPP performance globally. CP³P is the definitive credential to demonstrate to your peers that your abilities are aligned with international PPP good practice.

What it is

Is an MDB innovation to enhance PPP performance globally

It offers:

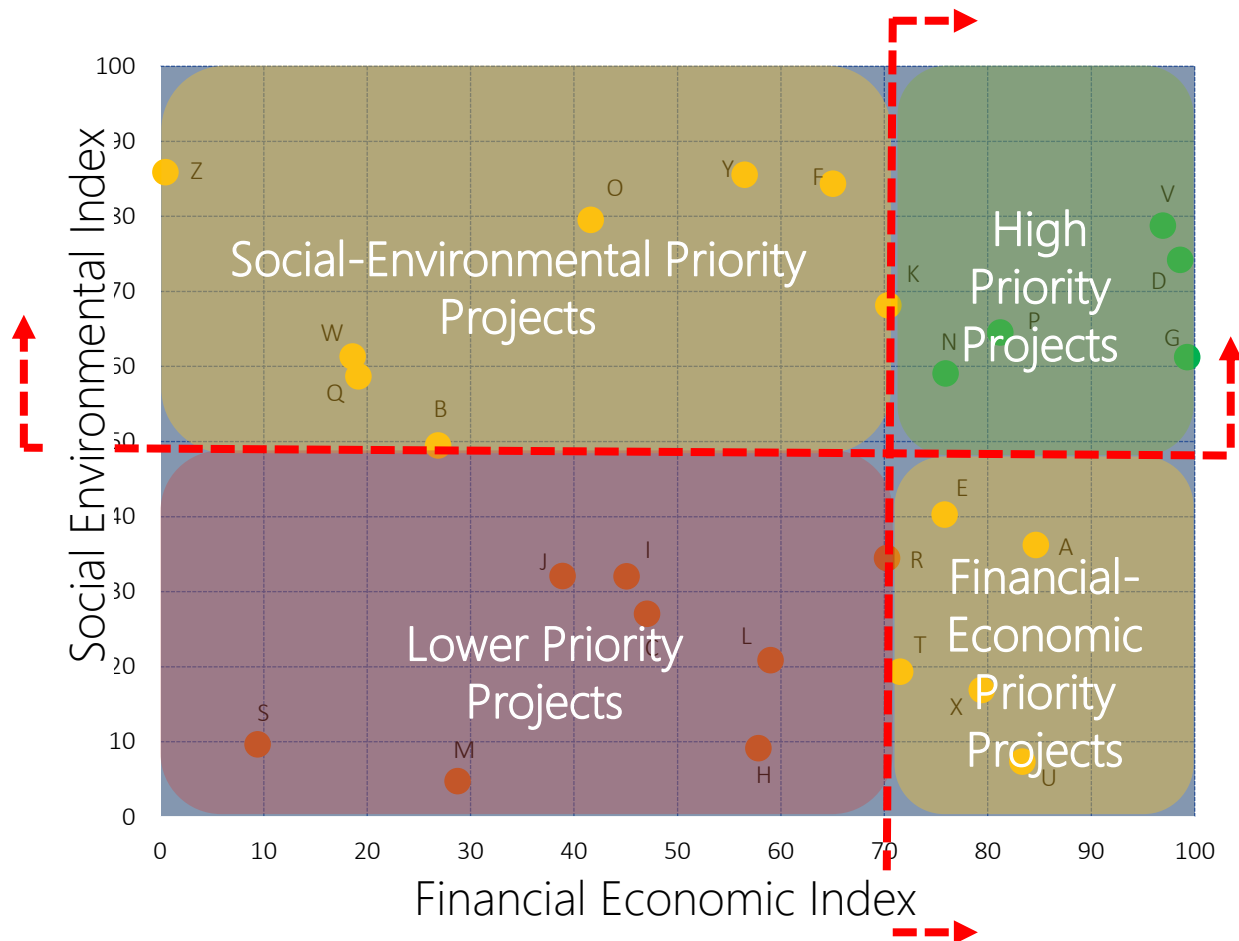
1. PPP Guide – free of use encyclopedia on PPPs
2. Trainings on Foundation, Preparation and Executions levels
3. Certified PPP Professional (CP3P) Credential recognized by the market globally

Where to find it

<https://ppp-certification.com/>



Infrastructure Prioritization Framework (IPF). Multi-criteria tool to help governments prioritize infrastructure investments



- Multi-criteria tool to help governments prioritize infrastructure investments. The tool combines project outcomes in two indices: social-environmental and financial-economic. The application of the tool results in a prioritized pipeline of infrastructure investments including identification of high priority investments
- ***How product supports country engagement:*** Improved infrastructure planning process, with greater transparency and objectivity while considering policy and development priorities.

Selecting projects for PPP implementation. PPP Project Screening and Analytics Tool (PSAT)



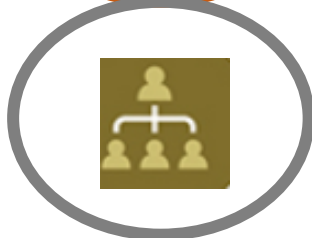
Enter project information



Respond to 6 parameter questions



Review individual project results, analyze and prioritize across projects



Generate reports in PDF, Excel, Word with charts

Enables screening and ranking of multiple projects and development of an online course on analyzing, prioritizing and selecting infrastructure PPPs.



PSAT. User interface – parameter screen

PSAT - PPP Projects Screening and Analytics Tool | BUS RAPID TRANSIT SYSTEM FOR KIGALI

1. Menu

2. Questions

3. Parameter sections

4. Real time scores

5. Position indicator

Alignment with government priorities
Does the project have high strategic importance for the region and could it enable significant private sector investments in the economic development of the region?
[Learn More \(!\)](#)

Yes
 No
 Uncertain
 Skip
 N/A

Comments:

Will the project lead to an improvement in the quality of life of the citizens? For example, by way of reduced cost of living or improved liveability for the citizens.
[Learn More \(!\)](#)

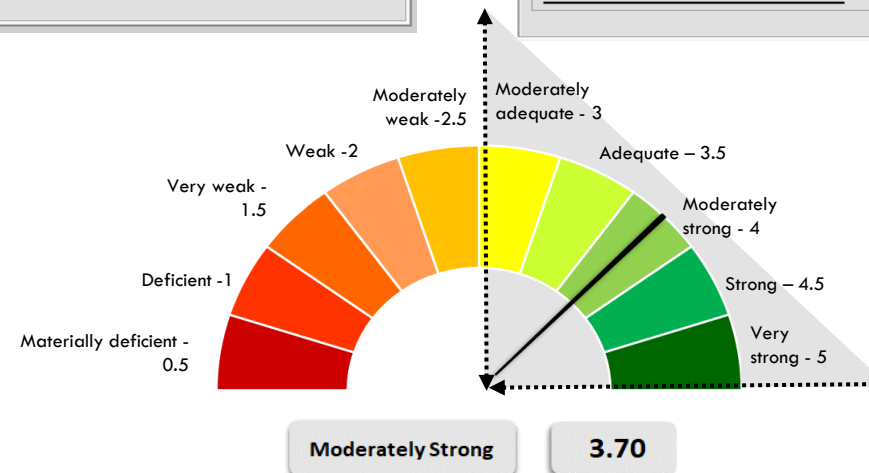
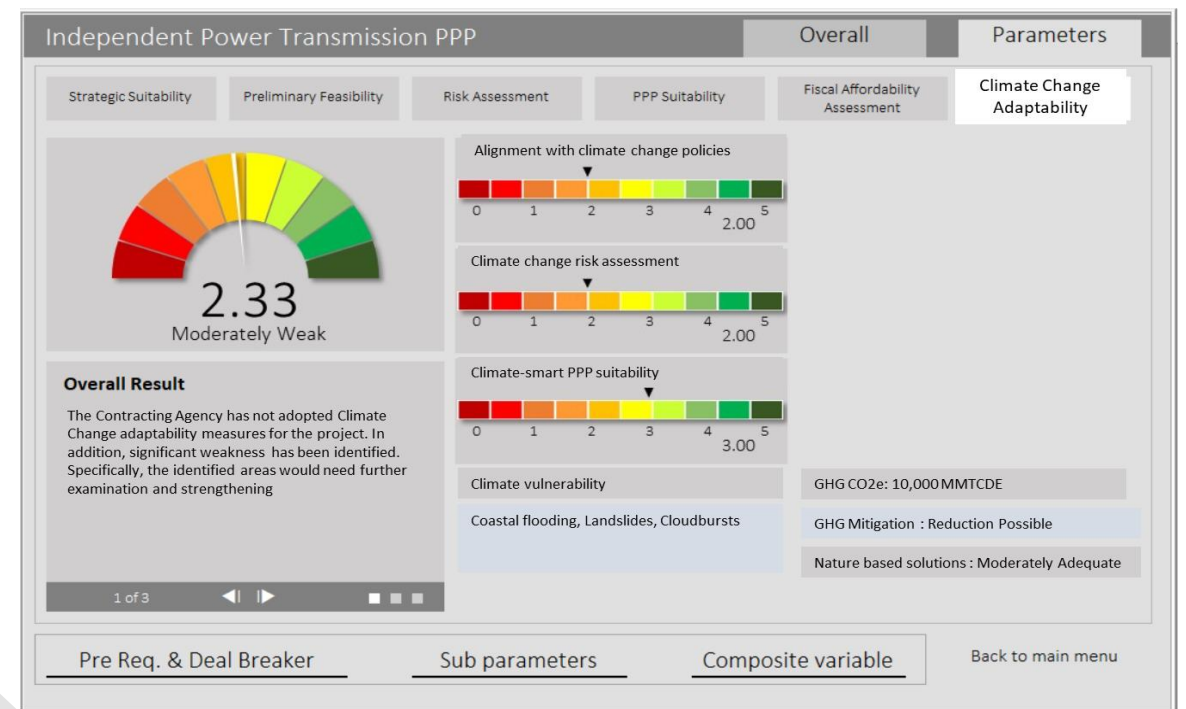
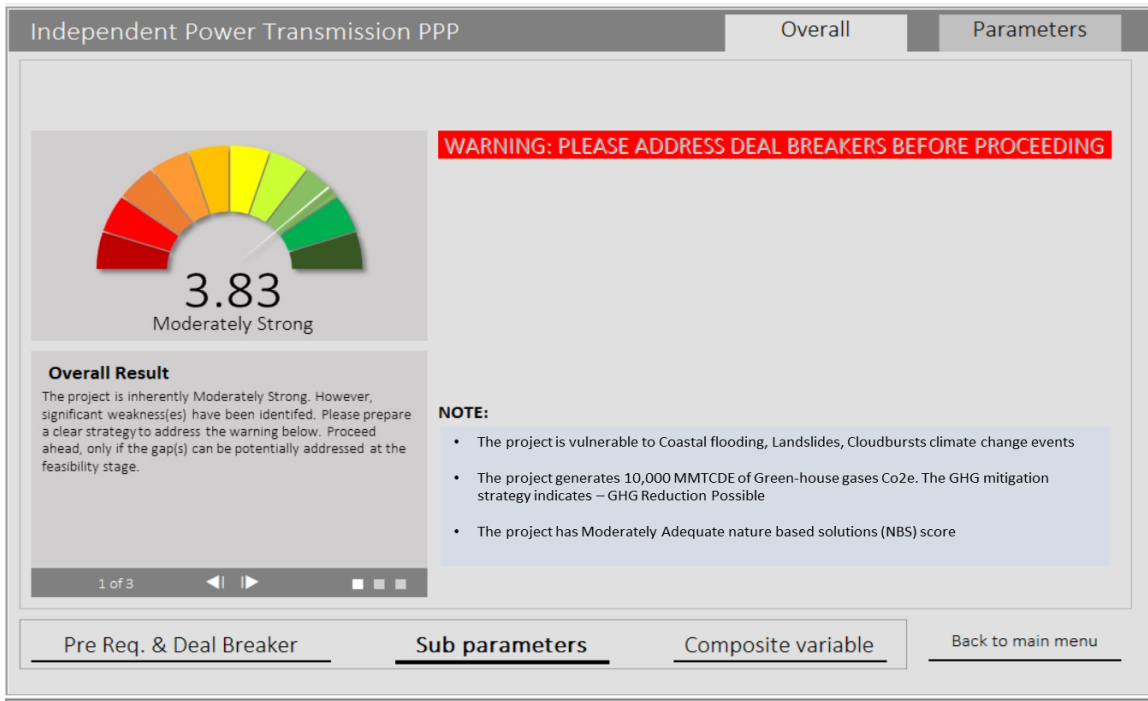
Yes
 No
 Uncertain
 Skip
 N/A

Comments:

Parameter
3.38

1. Menu
2. Questions
3. Parameter sections
4. Real time scores
5. Position indicator

PSAT: Dashboard- PROJECT RESULTS



PSAT: PIPELINE ANALYTICS FUNCTIONALITY SUPPORTS PROJECT PRIORITIZATION

Pipeline Analytics - PSAT

Pipeline Analytics

Dashboard

Viability Analysis

Customized Analysis

Ranking of Projects

Download data

EXIT

107

Number of projects

13.5 billion USD

Total size of the pipeline

72

Number of implementing government agencies

79

Number of projects that need government support

20

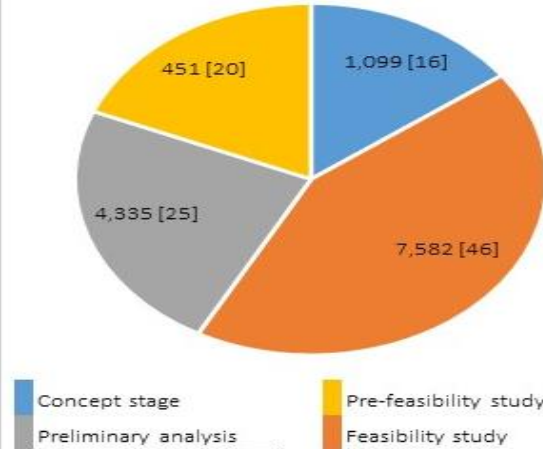
Number of sectors

54

Number of unsolicited proposals

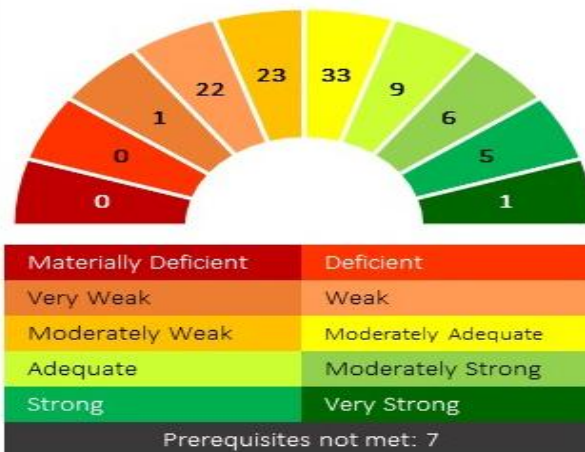
PORTFOLIO SIZE BY STAGE

In million USD, [Number of projects]



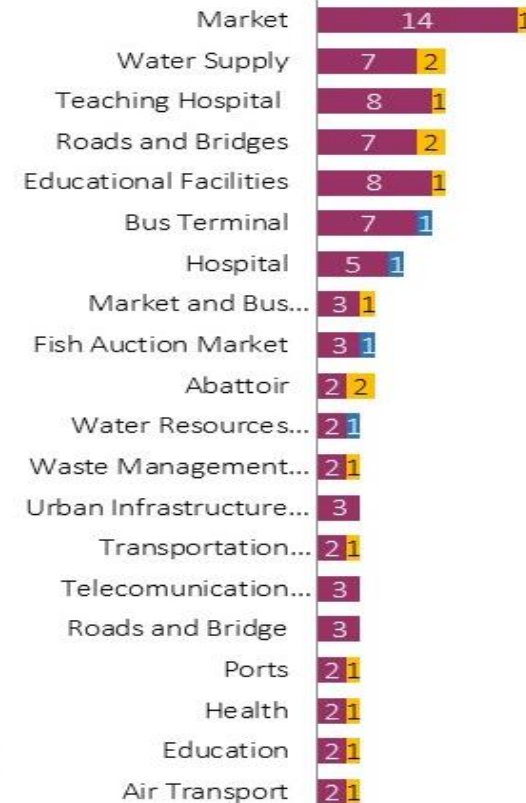
PSAT SCORE

Number of projects



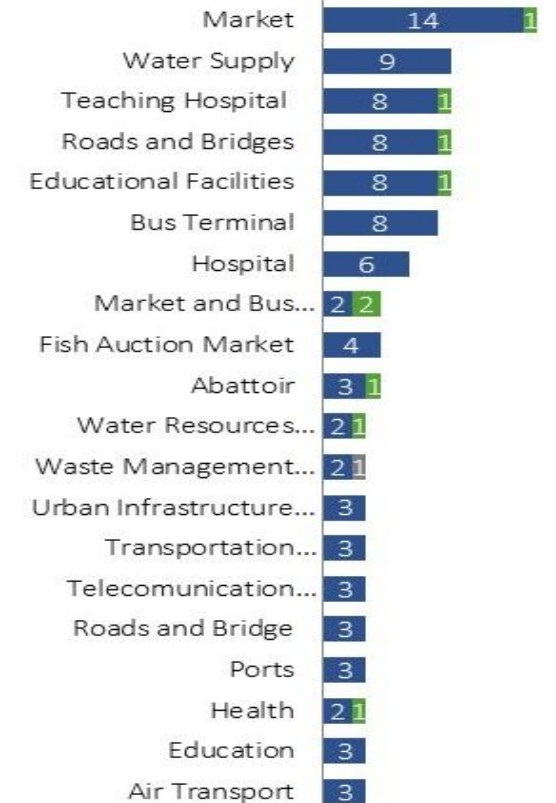
PAYMENT SOURCE

Number of projects

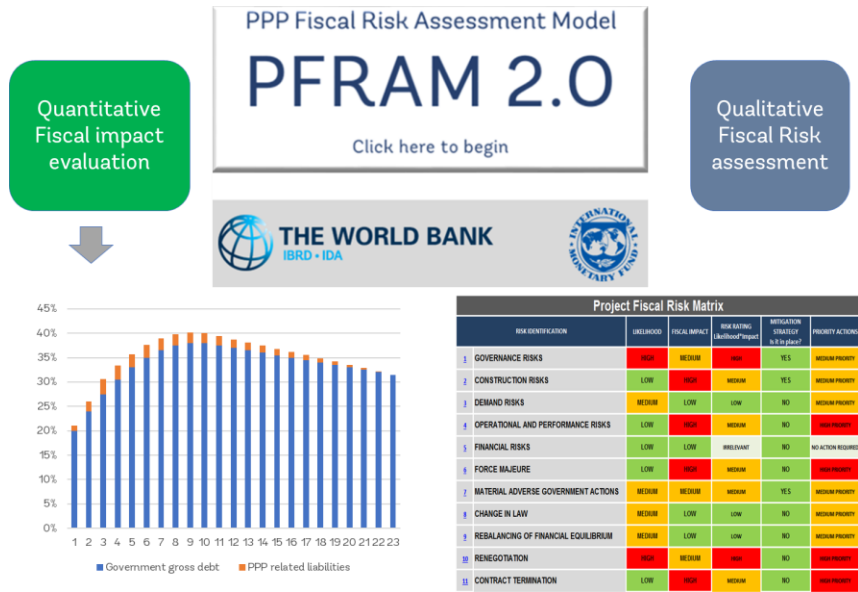


TYPE OF PROJECT

Number of projects

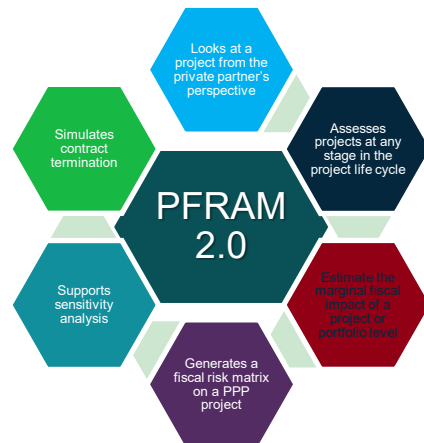


Managing Fiscal implications of PPPs. PPP Fiscal Risk Assessment Model (PFRAM)



Analytical tool to assess fiscal costs and risks arising from PPP projects developed by the IMF and WBG

- How this product supports country engagement:**
 PFRAM supports the use of PPP in a responsible manner by assisting governments in quantifying and assessing macro-fiscal implications of PPP projects (by calculating their affordability and accounting impact based on the IPSAS-32 standards and GSFM 2014), developing a risk matrix, priority actions, and potential mitigations measures. It thus, assisting governments in managing fiscal risk from PPPs upholding efficiency reasons without circumventing budget constraints and postponing recording the fiscal costs of providing infrastructure services.



Through a user-friendly environment PFRAM allows for the quantitative evaluation of PPP projects

PFRAM 2.0 - PPP FISCAL RISK ASSESSMENT MODEL

PFRAM 2.0

Number of projects: 11 **Currency:** DOM
Domestic Currency

Start year for portfolio: 2015

Input country information

Macroeconomic data

Input project information

P1 *Unidad de Personas Privadas de Libertad No 1*

PROJECT DATA PROJECT RISK

Output project simulation

Government Statements Macro charts

Input Sensitivity Analysis

Shocks simulation

EDIT EXCEL SAVE EXIT

PFRAM 2.0 - PPP FISCAL RISK ASSESSMENT MODEL

THE WORLD BANK
IBRD · IDA

INTERNATIONAL MONETARY FUND

Initial data

Name of the project: Unidad de Personas Privadas de Liber

Start year - Contract (e.g. 2015): 2015

Length of contract: 27.5

Options

General Information Asset-specific information

Project revenue Maintenance, Operation & Other Cost

Projection of guarantees Charts

Contract termination

MAIN MENU

PFRAM takes a simplified view of PPP project finance and link its results to government income, balance sheet and cash statements

- **Assess project from 2 standpoints**

- Private partner (commercial viability)
- Government (fiscal sustainability)

- **Multiple analytical uses**

- One project vs. portfolio (aggregation)
- Existing project vs. project idea
- One project under alternative designs

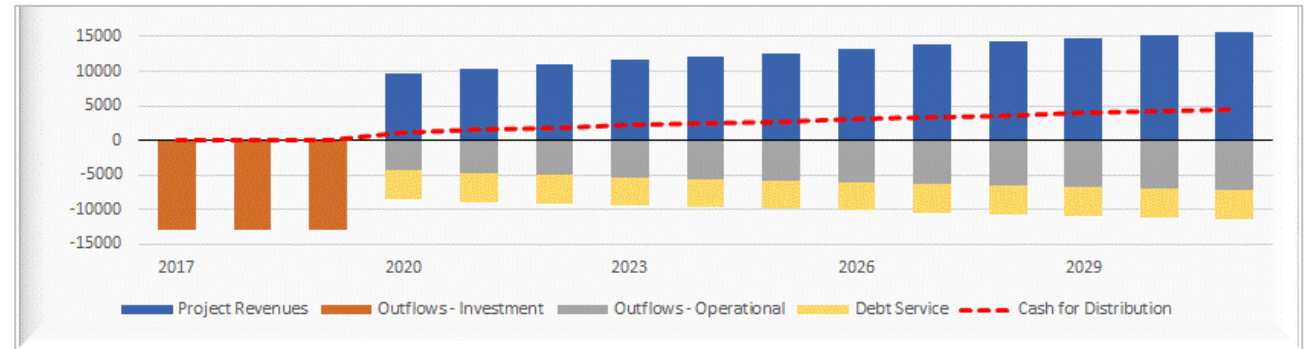
- **Cash & accrual accounting basis**

- Project cash flow
- Government Income statement
- Government Balance sheet
- Government Cash statement

- **All levels of government**

- Central, subnational, public enterprises

Project cash flows



Government financial statements: accrual + cash

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Whole contract
Revenues	0	0	0	0	0	0	0	0	0	0	0
Interest received	0	0	0	0	0	0	0	0	0	0	0
Capital transfers	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Expenses											
Use of goods and services											
Consumption of fixed capital											
Interest payments											
Other											
Net operating balance (NOB)											
Nonfinancial assets	525	1,050	994	938	882	826	770	824	768	713	
Fixed assets	525	1,050	994	938	882	826	770	824	768	713	
Others											
Net acquisition of nonfin. assets											
(+) Acquisitions											
(-) Disposals											
Net lending/borrowing (NLB)											
Change in Financial Assets											
Cash											
Loans											
Other											
Change in Liabilities											
Loans											
Other											
Memo items:											
Gross debt											

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Net worth	0	-32	-167	-295	-414	-525	-627	-720	-809	-888
Nonfinancial assets	525	1,050	994	938	882	826	770	824	768	713
Financial assets										
Liabilities										

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Whole contract
Cash inflows due to operating activities	0	0	0	0	0	0	0	0	0	0	0
Interest received											
Capital transfers											
Other											
Cash outflows due to operating activities	0	0	200	200	200	200	200	200	200	200	1600
Use of goods and services											
Interest payments											
Other											
Net cash outflows due to operating activities	0	0	-200	-200	-200	-200	-200	-200	-200	-200	-1600
Net cash outflows due to acq. of nonfin. assets	0	0	0	0	0	0	0	0	0	0	0
(+) Acquisitions											
(-) Disposals											
Cash balance /deficit	0	0	-200	-200	-200	-200	-200	-200	-200	-200	-1600
Change in financial asset (excluding cash)	0	0	0	0	0	0	0	0	0	0	0
Loans											
Other											
Change in Liabilities	0	0	0	0	0	0	0	0	0	0	0
Loans											
Other											

Based on the user input information it compiles a Fiscal Risk Matrix for each PPP project evaluated

FISCAL RISKS		LIKELIHOOD	FISCAL IMPACT	RATING	MITIGATION	PRIORITY
		Likelihood*Impact			Rating*Mitigation	
1	Governance risks	Medium	Low	Low	NO	Medium priority
2	Construction risks	Medium	Medium	Medium	NO	High priority
3	Demand risks	Low	Medium	Low	YES	Low priority
4	Operational and performance risks	Low	Medium	Low	YES	Low priority
5	Financial risks	Medium	Medium	Medium	YES	Medium priority
6	Force majeure	Low	High	Medium	YES	Medium priority
7	Material adverse government actions	Low	High	Medium	YES	Medium priority
8	Change in law	Low	Medium	Low	YES	Low priority
9	Rebalancing of financial equilibrium	Low	Medium	Low	YES	Low priority
10	Renegotiation	Medium	Medium	Medium	YES	Medium priority
11	Contract termination	Low	High	Medium	NO	High priority

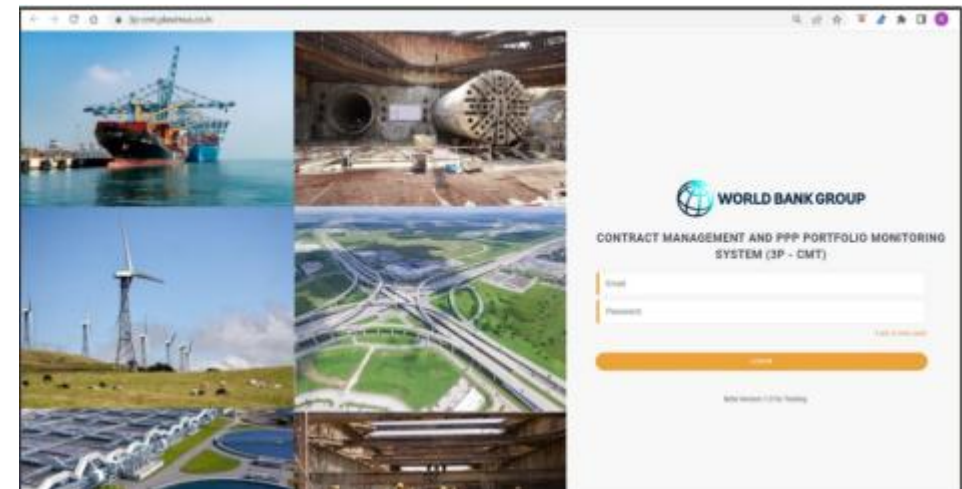
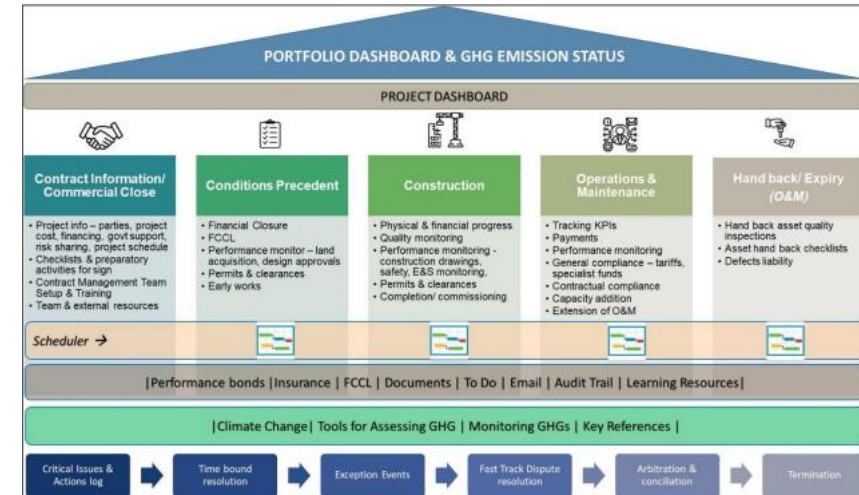
WB Contract Management tool (3P CMT)

The World Bank Contract Management Tool helps contracting authorities monitor implementation of PPP projects.

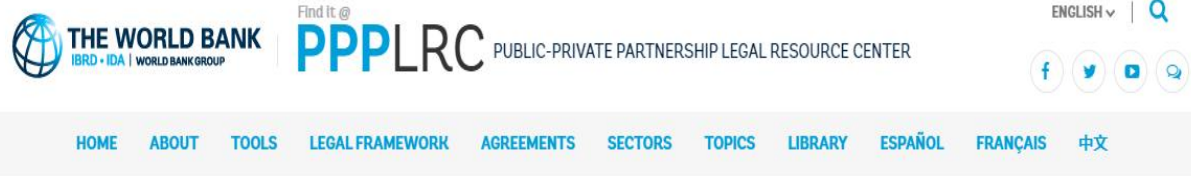
It provides web-based resources for managing contracts including project schedulers, activity trackers, contractual compliance, key performance indicators trackers, payment & receivable monitoring, FCCLs, managing escalations, penalties, reviews, disputes etc.

These are supplemented by databases for storing and retrieving contractual information, day to day documentation, other documentary details and audit trails across the life of the project.

At a portfolio level, the 3P CMT® can help governments to consolidate contract implementation information, analyze and present results on the PPP portfolio, with functionalities for a deep dive into a project and escalating issues.



Chat PPP



Home > Welcome to ChatPPP!



What it is

safe space to help designed for government officials to ignite discussion

Where to find it

https://ppp.worldbank.org/public-private-partnership/Global_PPP_Community_Forum/Landing