



# **INDO-PACIFIC STRATEGY (IPS) INFRASTRUCTURE TRANSACTION AND ASSISTANCE NETWORK (ITAN) FY 2022 ANNUAL REPORT: SUMMARY OF RESULTS**

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## **How to Use This Report:**

- For the high-level results across the Goals/Cross-Cutting Outcomes, please refer to the [Key Results and Achievements](#) section.
- For results listed by Mission/OU, please to [Table II](#) in [Annex I](#).
- For indicator results, see [Annex II](#).

## ACRONYMS

ASEAN	Association of Southeast Asian Nations
BIMSTEC	Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation
CBIC	Cross-Border Infrastructure and Connectivity, Asia Bureau
CC	Cross-cutting
CSE	Civil Society Engagement
DELIVER	Delivering Effective Government for Competitiveness and Inclusive Growth
DIS	Development Information Solution
DPWH	Department of Public Works and Highways
EV	Electric Vehicle
FTF	Feed the Future
FY	Fiscal Year
GESI	Gender, Equality, and Social Inclusion
ICC	Investment Coordination Committee
IPS	Indo-Pacific Strategy
ITAN	Infrastructure Transaction and Assistance Network
LES	Laos Energy Security
MCE	Metro Cebu Expressway
MEM	Ministry of Energy and Mines
MOU	Memorandum of Understanding
NREL	National Renewable Energy Laboratory
OU	Operating Unit
PAE	Pacific Architects and Engineers
PPP	Public-Private Partnership
PSE	Private Sector Engagement
SL-SEA	Sri Lanka Sustainable Energy Authority
STEM	Science, Technology, Engineering, and Math
TAF	Transaction Advisory Fund
TOC	Theory of Change
VCCI	Vietnam Chamber of Commerce and Industry

## INTRODUCTION

The [Indo-Pacific Strategy](#) (IPS) is a whole-of-government commitment to advancing a free and open, connected, prosperous, secure, and resilient Indo-Pacific region. USAID contributes to the IPS through three Government-wide Initiatives<sup>1</sup> and five USAID Program Focus Areas.<sup>2</sup> Each Initiative/Program Focus Area consolidates USAID programming contributing to one or more of the five IPS Pillars and three USAID Objectives.<sup>3</sup> Infrastructure Transaction and Assistance Network (ITAN) is an Initiative for all USAID infrastructure programming in Asia and it contributes principally to the IPS Pillar “Drive Indo-Pacific Prosperity” and the USAID IPS Objective “Foster Sustainable, Inclusive, Transparent Economic Growth.”

Launched in July 2018, the Infrastructure Transaction and Assistance Network (ITAN) is a whole-of-government initiative to advance sustainable, transparent, and high-quality infrastructure across the Indo-Pacific region. Under ITAN, the U.S. Agency for International Development (USAID) plays a leading role in helping its Indo-Pacific partners to catalyze private sector investment by strengthening their ability to implement and manage sustainable, transparent, and high-quality infrastructure projects. ITAN is supported by three interconnecting Outcomes, related Intermediate Outcomes, and five Cross-Cutting (CC) Outcomes. The [Theory of Change](#) (TOC) states that:

**IF** systems and structures for infrastructure planning, implementation, and governance are improved (Outcome 1);

**IF** laws, regulations, policies, and standards for infrastructure development are improved (Outcome 2); and

**IF** market-based investments for infrastructure are catalyzed (Outcome 3);

**THEN** Indo-Pacific countries’ management and implementation of sustainable, transparent, and high-quality infrastructure projects will be strengthened (Goal).

The Results Framework illustrating the ITAN TOC is presented [here](#) and in Figure 1 below. The ITAN TOC was developed in 2019 and remains relevant under the [2022 Indo-Pacific Strategy](#).

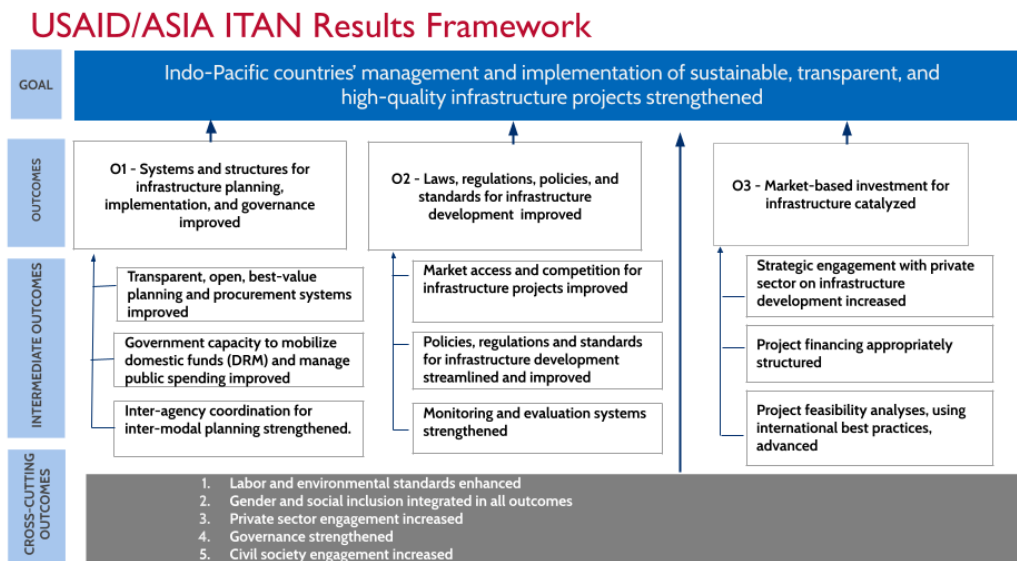
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<sup>1</sup> The three IPS Initiatives are Digital Connectivity and Cybersecurity Partnership (DCCP), Infrastructure Transaction and Assistance Network (ITAN) and Enhancing Development and Growth through Clean Energy (Clean EDGE Asia).

<sup>2</sup> The five Program Focus Areas are Democracy, Human Rights and Governance (DRG), Trade and Competitiveness (T&C), Workforce Development and Primary Education (WDPE), Natural Resources Safeguards and Security (NRSS), and Health Systems in the Indo-Pacific (HSIP).

<sup>3</sup> The three USAID IPS Objectives are: strengthen democratic institutions to support good governance and human rights, foster sustainable, inclusive, and transparent economic growth, and improve resilience to health and climate threats.

**FIGURE I. ITAN RESULTS FRAMEWORK**



Within the ITAN TOC, three contextual assumptions inform the Initiative's design:

1. Economic growth globally and in the region continues without any major crises, continuing the need for new infrastructure;
2. Political situations in Indo-Pacific countries are stable; and
3. Foreign investment, especially from the U.S., continues flowing to the region.

While the Indo-Pacific region still needs significant investments to meet existing infrastructure demand, the three assumptions above serve as an important lens through which to assess USAID achievements to date. Achieving concrete results in infrastructure presupposes a lead time of years of planning and design, so establishing the right policies and systems assumes greater importance. In FY 2021, several ITAN-relevant activities ended, resulting in fewer reported results for FY 2022. However, in FY 2022, the Indo-Pacific Missions/OUs showed increased focus on improving systems and structures for infrastructure planning, implementation, and governance compared to the previous reporting period. Moreover, Mission reporting indicates that the number of results may increase in FY 2023.

This annual report synthesizes quantitative and qualitative data collected from the IPS performance monitoring and reporting system (originally designed in 2019 and updated in 2020). Data consist of performance indicator and narrative submissions from relevant IPS Missions and Operating Units (OUs) for the FY 2022 reporting period. Refer to Annexes I-III for more detailed syntheses of all results, including OU programming results by Mission/OU ([Annex I](#)) and quantitative indicator results ([Annex II](#)). Further details about data collection and the analysis approach, including original data submissions and data collection instruments, are available in [Annex III, Methodology](#).

## KEY RESULTS AND ACHIEVEMENTS

USAID and its implementing partners produced results aligned to the Goal, Outcome 1, Outcome 2, and Outcome 3 of the ITAN Framework despite the persistence of the COVID-19 pandemic effects and the conclusion of many ITAN activities in FY 2021. Although OUs reported fewer overall results when

compared to the previous year, all OUs that reported in FY 2022 demonstrated efforts to improve infrastructure systems and structures.

Table I indicates which OUs reported results under the ITAN Goal and Outcomes. Descriptions of the most significant results follow immediately thereafter.

**TABLE I. RESULTS REPORTED BY OU ACCORDING TO GOAL/OUTCOME**

OU	Goal	O1	O2	IO2	O3	CCI <sup>4</sup>	CC2 <sup>5</sup>	CC3 <sup>6</sup>	CC4 <sup>7</sup>	CC5 <sup>8</sup>
Bangladesh	--	✓	--	--	--	--	✓	✓	--	✓
Bureau for Asia (Washington, D.C.)	✓	✓	--	--	✓	--	✓	✓	--	✓
Laos	--	✓	✓	--	✓	--	--	--	--	--
Philippines	--	✓	--	--	--	--	--	--	--	--
Vietnam	--	✓	--	--	✓	--	✓	✓	--	✓

Since the IPS ITAN Initiative launched about five years ago, a third of the OUs that fall under the Asia Bureau IPS programming have made great efforts to strengthen the management and implementation of sustainable, transparent, and high-quality infrastructure projects in the Indo-Pacific region. For example, in FY 2022, USAID/Asia Bureau continued its technical assistance for the Palau Cable by providing project management and legal advisory support to oversee the installation and operationalization of the undersea spur cable. This infrastructure support will lead to greater digital connectivity and result in economic and developmental benefits for Palau.

### **Outcome I: Systems and Structures for Infrastructure Development Improved**

Compared to 2021, OUs made more strides to improve systems and structures for infrastructure development. USAID/Bangladesh’s [Feed the Future \(FTF\) Bangladesh Agricultural Infrastructure Development Activity \(Agricultural Infrastructure Activity\)](#) worked in 21 targeted districts under the FTF Zone of Influence to upgrade rural markets, roads, and collection centers. Additionally, this Activity identified new construction sites and established formal relationships with local government and administrative bodies essential to the smooth progression of infrastructure projects. In its support to the Government of Laos, USAID/Laos awarded and launched the USAID-NREL Electric Vehicle (EV) Readiness Activity with the National Renewable Energy Laboratory (NREL). This EV Readiness Activity will help Laos reach its target of having one percent of vehicles on the road powered by electricity by 2025 and over 30 percent by 2030. The USAID/Philippines Delivering Effective Government for Competitiveness and Inclusive Growth (DELIVER) Activity continued to support government capacity and infrastructure systems by assisted the Department of Public Works and Highways (DPWH) in completing the Public-Private Partnership (PPP) documents for the tender of the Metro Cebu Expressway (MCE), a high-priority infrastructure project worth \$1.9 billion. Also providing PPP support, USAID/Vietnam, through [INVEST](#), strengthened Vietnam government and private sector capacity to implement the PPP law by raising awareness and conducting training on the law. Aiming to improve procurement systems, USAID/Asia Bureau supported the Government of Mongolia in the design and

<sup>4</sup> Labor and environmental standards enhanced.

<sup>5</sup> Gender and social inclusion integrated in all outcomes.

<sup>6</sup> Private sector engagement increased.

<sup>7</sup> Governance strengthened.

<sup>8</sup> Civil society engagement increased.

structure of a transparent, best-practices public procurement process for the construction of a copper smelter valued from about \$1.5 to \$3.2 billion.

### **Outcome 2: Laws, Policies, Regulations, and Standards for Infrastructure Adopted and Implemented**

During this reporting period, USAID/Laos worked via the [Laos Energy Security \(LES\) Activity](#) to improve the rule of law and planning in the power sector by conducting a series of workshops with the Ministry of Energy and Mines (MEM) to design various capacity-building programs required by the Ministry while negotiating a Memorandum of Understanding (MOU).

### **Outcome 3: Market-based Investment for Infrastructure Catalyzed**

Additionally, the LES Activity catalyzed market-based investment for infrastructure by beginning preparations for a private sector grant fund and a scholarship program for young women entering the Science, Technology, Engineering, and Math (STEM) fields.<sup>9</sup> Meanwhile, through USAID INVEST, USAID/Vietnam secured private sector investment for infrastructure projects by providing technical assistance for three renewable energy projects to reduce risks and transaction costs for project developers. Also contributing to USAID's efforts to increase infrastructure investments, under the Transaction Advisory Fund (TAF), USAID/Asia Bureau supported the Sri Lanka Sustainable Energy Authority (SL-SEA) to develop a pipeline of floating solar power projects that can attract private sector investment.

### **Cross-Cutting Outcomes: GESI, PSE, and CSE**

USAID/Asia Bureau, USAID/Laos, and USAID/Vietnam each contributed to the ITAN CC Outcomes GESI, PSE, and CSE. Within these areas, the following achievements were most notable:

1) USAID/Vietnam, working through INVEST, catalyzed private sector investments in public infrastructure by providing transaction assistance to private sector firms to develop clean energy projects; 2) USAID/Bangladesh supported improved market access for women by addressing the problem of insufficient drainage at rural market sites after an assessment revealed that this issue adversely affected women's participation; and 3) USAID/Asia Bureau, working through TAF, supported an environmental and social impact assessment to ensure that floating solar developments mitigate adverse consequences for Sri Lankan communities, such as those relying on fishing for their livelihoods.

## **CHALLENGES**

A common challenge, seen across IPS OUs this reporting period, is the lack of government capacity to take on infrastructure projects. This challenge led to a loss in government revenue in several countries and compromised the benefits of some infrastructure projects. For example, currently, both the Government of Bangladesh's Local Government Engineering Department (the agency responsible for overseeing the construction standards and quality assurance of the country's rural infrastructure) and local market management committees (rural bodies responsible for operations and maintenance of rural markets and collection centers) lack the proper capacity to sustainably execute infrastructure projects. This weakness has resulted in project implementation delays and cost overruns that have lowered the infrastructure project's economic benefits compared to costs. However, a new USAID/Bangladesh-supported project is building the capacity of these government agencies to execute infrastructure projects.

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<sup>9</sup> This Activity also contributed results to the Clean EDGE Asia FY 2022 report.

The Laos government's inability to meet domestic electricity demands during the dry season has resulted in the need to import high-cost electricity from Thailand. The resulting loss in government revenue, above and beyond the financial strain from COVID-19, has aggravated Laos' debt crisis and made energy sector reform an even more urgent priority. To reduce fossil fuel imports, the USAID EV Readiness Activity promotes domestic electricity consumption; however, more work is necessary to lower energy costs and reduce the country's debt.

Even where government solvency is solid, managing large infrastructure projects remains challenging. The DPWH in the Philippines struggles to handle the \$1.9 billion MCE project (a 57-kilometer-long high-standard arterial road and the largest project planned for the Visayas region). Because of this, the DELIVER Activity implemented activities (i.e., technical training and hands-on coaching sessions for technical staff) that helped strengthen the capacity of the entire government department. Similarly, in Mongolia, where the government lacks the expertise needed to structure a \$1.5 to 3.2 billion large-scale infrastructure project, USAID's TAF provided legal and engineering support. In Vietnam, local-level government agencies tend to still be unfamiliar with the PPP law, so USAID continues to provide capacity-strengthening support to enhance transparency and decrease the potential for corruption.

## CONCLUSION

In FY 2022, the OUs achieved notable results, particularly under Outcome I, focusing on systems, structures, and governance, that will continue to contribute into FY 2023. All USAID OUs plan to accelerate the successes of the currently active USAID activities with the support of the various implementing partners. The few USAID OUs that have infrastructure programming and conduct ITAN-related work are swiftly making advances to achieve better management and implementation of infrastructure projects in the Indo-Pacific. Compared to last fiscal year, three OUs did not report results this year because several activities concluded in FY 2021. However, USAID/Maldives aims to obtain results in FY 2023, as Public Finance Management Maldives is currently setting up the building blocks to begin ITAN-related work.



## ANNEX I. PROGRAMMING HIGHLIGHTS BY GOAL OR OUTCOME

Table 2 indicates which OUs reported results according to ITAN Goal, Outcome, or Cross-Cutting (CC) Outcome.

The ITAN CC Outcomes are as follows:

- CC 1: “Labor and environmental standards enhanced” (ITAN-specific).
- CC 2: “Gender equality and social inclusion integrated in all outcomes” (across IPS).
- CC 3: “Private sector engagement increased” (across IPS).
- CC 4: “Governance enhanced” (ITAN-specific).
- CC 5: “Civil society engagement (CSE)” (across IPS).

When interpreting this report’s results and the Table 2 information, several important caveats apply, as follows:

- 1) Not all current and future OU activities will fit under each Goal or Outcome.
- 2) Most OUs reported results by Goal or Outcome. In cases when they did not, results were interpreted for best fit.
- 3) Some reported data were not relevant enough to aggregate at a high level (e.g., outputs like the number of people trained).
- 4) Many of the results shared under ITAN were reported under other IPS Initiatives or Program Focus Areas. Cross-reporting with other IPS Initiatives and Program Focus Areas is footnoted where relevant.

**TABLE 2. OU RESULTS BY GOAL, OUTCOME, OR CROSS-CUTTING OUTCOME**

OU	Goal, Outcome, or Cross-Cutting Outcome and Result
Bangladesh	<ul style="list-style-type: none"> <li>● <a href="#">Outcome I</a>: The FTF Agricultural Infrastructure Activity, implemented by PAE, upgraded rural markets, roads, and collection centers.</li> <li>● <a href="#">Outcome I</a>: A new USAID-supported PAE-implemented project identified new sites and established formal relationships with local government and administrative bodies.</li> <li>● <a href="#">GESI</a>: The FTF Agricultural Infrastructure Activity improved women’s access to local markets after many women reported that excess flooding due to insufficient drainage hinders their participation in market activities.</li> <li>● <a href="#">PSE</a>: The FTF Agricultural Infrastructure Activity explored new ways to engage the private sector to invest in rural infrastructure through an assessment of corporate social responsibility programs and PPPs.</li> <li>● <a href="#">CSE</a>: As part of a site selection process, the FTF Agricultural Infrastructure Activity met with farmers, traders, and market management committees.</li> </ul>
Bureau for Asia (Washington, D.C.)	<ul style="list-style-type: none"> <li>● <a href="#">Goal</a>: USAID’s TAF provided project management and legal advisory support to oversee the installation and operationalization of the Palau undersea spur cable.</li> <li>● <a href="#">Outcome I</a>: TAF provided legal and engineering support to the Government of Mongolia to design and structure a transparent, best-practices public procurement process for the construction of a copper smelter.</li> </ul>

OU	Goal, Outcome, or Cross-Cutting Outcome and Result
	<ul style="list-style-type: none"> <li>● <a href="#">Outcome 1</a>: Through the CBIC project, USAID built the capacity of policymakers and other government and non-government stakeholders from BIMSTEC member states.</li> <li>● <a href="#">Outcome 1</a>: Through the CBIC project, USAID supported the development of high-quality inland waterway infrastructure projects to improve connectivity between India and Bangladesh.</li> <li>● <a href="#">Outcome 3</a>: TAF supported the SL-SEA in developing a pipeline of floating solar power projects that can attract private sector investment in Sri Lanka.</li> <li>● <a href="#">Outcome 3</a>: CBIC conducted early-stage research and analysis on the economic and technical feasibility of three projects in India and Bangladesh.</li> <li>● <a href="#">GESI</a>: TAF supported an environmental and social impact assessment to help mitigate harm to surrounding communities from Sri Lanka, specifically communities that rely on fishing for their livelihoods.</li> <li>● <a href="#">GESI</a>: CBIC had a special focus on engaging female participants in a training program, with nearly 40 percent of participants being female.</li> <li>● <a href="#">PSE</a>: CBIC conducted an assessment of the existing vessel fleets in each country and identified green vessel designs/technologies that can be economically feasible for private sector shipbuilders and operators.</li> <li>● <a href="#">CSE</a>: CBIC built the capacity of civil society organizations focused on trade and economic issues, from BIMSTEC member states.</li> </ul>
Laos	<ul style="list-style-type: none"> <li>● <a href="#">Outcome 1</a>: USAID/Laos awarded and launched the USAID-NREL EV Readiness Activity with the NREL.</li> <li>● <a href="#">Outcome 1</a>: The LES Activity supported a Lao delegation of 11 professionals to attend the ASEAN Clean Energy Summit.</li> <li>● <a href="#">Outcome 2</a>: Through the LES Activity, USAID assisted the MEM to improve power sector planning, governance, and rule of law and to strengthen the operational performance of the state-owned electric utility.</li> <li>● <a href="#">Outcome 3</a>: The LES Activity began preparing for a private sector grant fund to facilitate investment in clean energy technologies and to support a scholarship program for young women to enter the STEM fields.</li> </ul>
Philippines	<ul style="list-style-type: none"> <li>● <a href="#">Outcome 1</a>: The DELIVER Activity provided technical support to the DPWH in the completion of the PPP documents for the tender of the MCE Project worth \$1.9 billion.</li> <li>● <a href="#">Outcome 1</a>: DELIVER provided DPWH technical staff with technical training and hands-on coaching sessions on various topics.</li> </ul>
Vietnam	<ul style="list-style-type: none"> <li>● <a href="#">Outcome 1</a>: INVEST strengthened the capacity of the Vietnam government and private sector to implement the PPP law.</li> <li>● <a href="#">Outcome 3</a>: INVEST provided technical support for three renewable energy projects.</li> <li>● <a href="#">GESI</a>: USAID interventions directly related to GESI focused primarily on encouraging women to attend trainings.</li> <li>● <a href="#">PSE</a>: Through INVEST, USAID provided transaction assistance to private sector firms in developing clean energy projects and supported municipal governments in planning infrastructure projects to attract private sector investments.</li> <li>● <a href="#">CSE</a>: USAID helped build the capacity of the Vietnam Chamber of Commerce and Industry and other Vietnamese and non-Vietnamese business associations to implement the PPP law.</li> </ul>

OU results are organized in this Annex according to the relevant Goal (higher-level) or Outcome (lower-level) and by OU in alphabetical order. Countries where activities take place include those where regional OUs work but where there are no bilateral Missions.

## **Goal: Indo-Pacific Countries' Management and Implementation of Sustainable, Transparent, and High-Quality Infrastructure Projects Strengthened**

**Bureau for Asia:** In FY 2022, USAID/Asia Bureau continued to provide technical assistance to support the development of an undersea spur cable that connects Palau to the world's longest undersea cable, spanning from Singapore to the United States, equipping Palau with the redundancy it needs to realize the economic and development benefits of increased and strengthened digital connectivity.<sup>10</sup> Through TAF, the Asia Bureau provided critical project management and legal advisory support to oversee the installation and operationalization of the undersea spur cable and to ensure that the project meets high-quality infrastructure standards and aligns with international best practices.

### **Outcome 1: Systems and Structures for Infrastructure Development Improved**

**Bureau for Asia:** Through TAF, USAID/Asia Bureau supported the Government of Mongolia in designing and structuring a transparent, best-practices public procurement process for the construction of a copper smelter. The copper smelter project is valued at approximately \$1.5 to \$3.2 billion, and the Government of Mongolia has little experience undertaking an open tender of this scale. TAF provided legal and engineering support to the Ministry of Heavy Mining and Industry to design and structure a request for proposal process with associated documentation for the construction and operation of the copper smelter. In addition to supporting an open and transparent procurement process for this project, TAF support will build capacity and provide a template for the government to use for future infrastructure procurements.

Under the Cross-Border Infrastructure and Connectivity (CBIC) project, USAID/Asia Bureau built the capacity of policymakers and other government and non-government stakeholders from member states in the Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation (BIMSTEC). Through a year-long series of trainings and workshops, USAID reached 680 participants across six BIMSTEC member states, building knowledge of critical issues related to infrastructure, trade, and connectivity so that participants can engage in meaningful dialogue and negotiations in regional forums such as BIMSTEC.

Under the CBIC project, USAID/Asia Bureau supported the development of high-quality inland waterway infrastructure projects to improve connectivity between India and Bangladesh. Waterways Infrastructure projects include establishing a freight village in Balagar, India; developing a lock in Jangipur, India; and supporting the transition to a cleaner, greener, and more efficient vessel fleet in India and Bangladesh.

**Bangladesh:** In FY 2022, the FTF Agricultural Infrastructure Activity, implemented by Pacific Architects and Engineers (PAE), upgraded rural markets, roads, and collection centers. It worked in the FTF Zone of Influence, comprising 21 targeted districts in the southwestern part of the country. The Activity efforts also contribute to ITAN Outcome 3.

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<sup>10</sup> This result also contributes to the IPS DCCP Initiative.

USAID/Bangladesh transitioned its infrastructure investments from a previous government-to-government agreement to the FTF Agricultural Infrastructure Activity implemented by PAE. As a result, the project did not begin new construction sites. Instead, the project focused on identifying new sites and establishing formal relationships with local government and administrative bodies.

**Laos:** During FY 2022, USAID/Laos awarded and launched a second new Activity: USAID-NREL EV Readiness Activity with the NREL. The EV Readiness Activity supports the Lao government in meeting its target of increasing the percentage of electricity-powered vehicles used on the road (to 1 percent by 2025 and over 30 percent by 2030), and promoting domestic consumption of electricity to help reduce fossil fuel imports. The Activity began preparation work in consultation with the MEM to provide technical assistance with EV master planning for public charging stations, testing and validation of charging infrastructure, and analysis of fleet electrification. This technical assistance will inform evidence-based EV infrastructure planning.

In addition, the LES Activity supported a Lao delegation of 11 professionals to attend the ASEAN Clean Energy Summit in Singapore.<sup>11</sup>

**Philippines:** In FY 2022, the DELIVER Activity continued to assist the DPWH in completing the PPP documents for the tender of the MCE Project worth \$1.9 billion. This technical assistance enabled the DPWH to submit the MCE PPP tender package to the Investment Coordination Committee (ICC) on December 27, 2021. The MCE package, a repackaged PPP project financed from a failed China loan, includes the full feasibility study with accompanying project evaluation forms for a solicited PPP project under the Build-Operate-Transfer Law. The ICC's approval, expected in 2023, will allow the Philippine government to solicit bids via PPP. A 57-kilometer high-standard arterial road (and potentially the biggest project planned for the Visayas region), the MCE project will serve as another north-south backbone highway providing a seamless traffic flow from Naga City in the Bicol region up to Danao City in Cebu, bypassing the urban center and busy districts of the metropolis. Once completed, this high-priority infrastructure project will meet Metro Cebu's current and future traffic demand, create supply chain links, improve goods and services mobility, and lower business costs.

Specific technical assistance activities during FY 2022 included technical training and hands-on coaching sessions for DPWH technical staff on financial, risk, economic, and value for money analyses, market sounding activities with the country's biggest financial institutions, multilateral and donor agencies, contractors, and other infrastructure players. This suite of activities helped strengthen the capacity of the entire DPWH to develop big-ticket flagship projects and to facilitate the transfer of skills and knowledge to other infrastructure agencies, including the Department of Transportation and local government infrastructure units.

**Vietnam:** In FY 2022, USAID/Vietnam activities built upon Vietnam's 2020 Law on PPP, which provides a more transparent framework for competitive PPP bidding processes and limits the circumstances for non-solicited PPP procurement. Through INVEST, USAID/Vietnam strengthened the capacity of Vietnam's government and private sector to implement the PPP law by raising awareness, conducting training on the new PPP law and PPP processes among municipal authorities, and developing a PPP helpdesk in collaboration with the Vietnam Chamber of Commerce and Industry. These contributions to successful implementation of the PPP law will help enhance transparency and reduce potential corruption in PPP projects.

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<sup>11</sup> This result also contributes to IPS Clean EDGE Asia Initiative.

## Outcome 2: Laws, Policies, Regulations, and Standards for Infrastructure Adopted and Implemented

**Laos:** The LES Activity supported the MEM for improved power sector planning, governance, and rule of law and better operational performance of the state-owned electric utility. When negotiating the MOU in Laos, a major challenge is obtaining Ministry of Foreign Affairs MOU approval for all activities before permission is granted to begin interventions. The permission process often takes one or more years, so the LES Activity conducted a series of workshops with MEM to design numerous capacity-building programs required by the Ministry during MOU negotiations.

## Outcome 3: Market-based Investment for Infrastructure Catalyzed

**Bureau for Asia:** Through TAF, USAID supported the SL-SEA in developing a pipeline of floating solar power projects that can attract private sector investment, helping Sri Lanka meet its goal of 70 percent renewable energy. TAF provided project preparation support, including pre-feasibility studies, feasibility studies, and environmental and social impact assessments to help SL-SEA identify optimal sites for floating solar power generation. TAF assistance will result in the selection of two sites for bankable floating solar developments that meet international standards and that can attract private sector financing.

CBIC conducted early-stage research and analysis on the economic and technical feasibility of the projects mentioned under Outcome 1, above. This analysis will serve as the foundation for the Inland Waterways Authority of India and the Bangladesh Inland Water Transport Authority to tender sustainable, high-quality infrastructure projects.

**Laos:** The LES Activity began preparations for a private sector grant fund to facilitate investment in advanced, clean energy technologies, as well as a scholarship program for young women to enter the Science, Technology, Engineering, and Math fields.<sup>12</sup>

**Vietnam:** INVEST provided technical assistance for three renewable energy projects to mitigate risk and reduce transaction costs for project developers and to encourage increased private sector investments in renewable energy. The support will help Vietnam attract more private investment for infrastructure projects, enhance transparency, and reduce potential corruption in PPP projects.<sup>13</sup>

## Cross-Cutting Outcome: Gender and Social Inclusion Enhanced

**Bangladesh:** In FY 2022, the FTF Agricultural Infrastructure Activity conducted an extensive assessment of potential infrastructure sites. As part of this process, the project engaged representatives, especially women, from different rural area groups. One of the findings from the assessment process was that insufficient drainage in Bangladeshi rural markets affects not only farmers' ability to produce and do business, but also women's access to markets. Many women adhere to the practice of purdah (i.e., maintaining separation from men and covering their bodies), which necessitates wearing long clothes. When markets have inadequate drainage, the markets flood, making it very uncomfortable for women in long clothes to enter the market. Many women reported this as a barrier to their participation in market activities. For this reason, the Activity concentrated special attention on the issue of drainage in the markets and collection centers selected for rehabilitation.

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<sup>12</sup> This result is also reported under the IPS Clean EDGE Asia Initiative.

<sup>13</sup> This result is also reported under IPS Clean EDGE Asia Initiative.

**Bureau for Asia:** TAF supported an environmental and social impact assessment to ensure that the floating solar developments mitigate harmful consequences to surrounding communities, specifically communities that rely on fishing for their livelihoods.

In South Asia, the fields of economics and trade are male dominated; therefore, the CBIC project had a special focus on engaging female participants in a training program with nearly 40 percent of participants being female.

**Vietnam:** USAID's assistance focused on capacity-building for government officials on PPP law implementation. Interventions with a direct relation to Gender and Social Inclusion were limited primarily to encouraging women to attend training.

## **Cross-Cutting Outcome: Private Sector Engagement Increased**

**Bangladesh:** In FY 2022, the FTF Agricultural Infrastructure Activity explored new avenues for engaging the private sector to invest in rural infrastructure through an assessment of corporate social responsibility programs and PPPs. As the project initiates construction in FY 2023, the project will identify concrete opportunities for private sector involvement.

**Bureau for Asia:** The CBIC project conducted an assessment of the existing vessel fleets in each country and identified green vessel designs/technologies, based on international best practices, that will reduce climate effects and pollutants while also being economically feasible for private sector shipbuilders and operators. The CBIC Team consulted with private sector shipbuilders and operators to understand market segments and develop a path to attract private sector finance for building and operating green vessels.

**Vietnam:** Through INVEST, USAID catalyzed private sector investments into public infrastructure by providing transaction assistance to private sector firms in developing clean energy projects, and by supporting municipal governments to plan, design, and structure infrastructure projects that would attract private sector investments.

## **Cross-Cutting Outcome: Civil Society Engagement**

**Bangladesh:** In FY 2022, the FTF Agricultural Infrastructure Activity regularly engaged with civil society. As part of the site selection process, the project met with farmers, traders, market management committees, and private sector associations.

**Bureau for Asia:** Under the CBIC project, USAID/Asia Bureau provided capacity-building focused on trade and economic issues of BIMSTEC member state civil society organizations.

**Vietnam:** USAID's assistance helped build the capacity of the Vietnam Chamber of Commerce and Industry and other business associations, such as the Vietnam Association of Road Systems Investors and other foreign business associations, to implement the PPP law which establishes a legal framework that governs public private partnerships in the country- a critical step that consolidated a previously fragmented system. This will help improve the country's ability to attract greater private sector investment and implement sustainable infrastructure projects.

## ANNEX II. QUANTITATIVE RESULTS FOR INDICATORS

No results were reported on the ITAN performance indicators for this fiscal year. ITAN uses five custom performance indicators seen below:

- G1 - Amount of investment mobilized for sustainable, transparent, and high-quality infrastructure projects as supported by USG assistance (custom, EG.5-IPS-1)
- O1 - Number of sustainable, transparent, and high-quality infrastructure projects tendered or awarded as supported by USG assistance (custom, EG.5-IPS-2)
- O2 and IO2 - Number of laws, policies, regulations or standards addressing sustainable, transparent, and high-quality infrastructure development formally proposed, adopted or implemented as supported by USG assistance (custom, EG.5-IPS-3)
- O3.1 - Amount of private investment mobilized for sustainable, transparent, and high-quality infrastructure projects as supported by USG assistance (custom, EG.5-IPS-4)
- O3.2 - Number of new public-private partnerships formed to support sustainable, transparent, and high-quality infrastructure projects as supported by USG assistance (custom, EG.5-IPS-5)

## ANNEX III. METHODOLOGY

The Asia Bureau’s IPS Monitoring, Evaluation, and Learning (MEL) approach includes a performance monitoring and reporting system that culminates in annual reporting from all IPS OUs. IPS reporting is grounded in Theories of Change for each IPS Initiative or Program Focus Area. For FY 2022, in an attempt to limit the reporting burden on Missions, Asia Bureau decided to use data from both the DIS and the annual PPR process for IPS reporting. The breakdown of what data source ITAN used is summarized in Table 3.

**TABLE 3. IPS DATA OVERVIEW**

I/PFA	System of Record	Data Sources
ITAN	DIS	<ul style="list-style-type: none"><li>• Results Narrative</li><li>• Performance Indicators</li></ul>

This report utilized DIS, data submissions include quantitative data in the form of Performance Indicators, and qualitative narrative data for an annual Results Narrative. Data collection instruments include PIRS for performance indicators and detailed instructions for writing narratives. Those PIRS and instructions are available for review upon request.

All data submissions are required-as-applicable, meaning that if OUs have programming that aligns with specific IPS Initiative or Program Focus Area objectives, they must be reported through the DIS.

### Data Analysis

The overall purpose of analysis is to synthesize and organize the highest-level results according to each Initiative or Program Focus Area. The extent to which a particular result is considered “high-level” involves aligning data submissions with the relevant IPS Theory of Change, at the Goal or Outcome levels (i.e., de-emphasizing output level results).

The IP-MEL analysis team included performance monitoring specialists and a group of data analysts who were trained in data synthesis and organization using a right-fit approach for each IPS Initiative or Program Focus Area. The team used a different unit of analysis as appropriate, whether results made sense at the OU level, at the Goal or Outcome level, or otherwise. Data were first reviewed for completeness and accuracy, after which data clarifications were drafted for OUs and Asia Bureau points of contact to address. Narrative data were then analyzed, using pattern analysis to elevate common themes from the Indo-Pacific region, as well as to identify and explain outliers as needed. Indicator data were checked for accuracy and added to the full data submission to present a more complete data “story.” Concurrently, the team made comparisons to FY 2019, 2020, and/or 2021 and cross-checked results to ensure they were not repeated for multiple Initiatives or Program Focus Areas. The team incorporated contextual data using OU submissions and consulting outside sources (cited as relevant).

### Limitations

Table 4, below, lists the main data limitations and highlights potential mitigation approaches.



**TABLE 4. DATA LIMITATIONS**

<b>Limitation</b>	<b>Mitigation Approach</b>
Attribution: USAID interventions do not operate in a vacuum so the extent to which USAID can take credit for results can be limited.	Reporting guidance asks OUs to isolate USAID’s contribution to a result and provide adequate contextual data to explain the result’s significance. Data synthesis and additional research, while drafting summary reports, provides an added layer of assurance that results are traceable back to USAID support. Contextualizing results within a country’s operating environment helps to further isolate USAID’s contribution, but absolute attribution is difficult to attain.
Timeliness: by the time annual data submissions and analysis are complete, policy makers may be well on their way to making programmatic decisions.	Immediate programmatic decisions take place at the Mission or OU level. IPS reporting, like all Washington-based reporting, is done at minimum on an annual basis. Reporting purposes include learning and decision-making, as well as providing justifications for budgeting and Congressional earmarks. IPS data can also be used to develop and analyze longer-term trends.
Reporting bias and incomplete data: indicators and narrative data can only present so much information about a Mission’s entire portfolio.	Both indicator and narrative data are combined in the analysis approach and viewed holistically. Where possible, data are expanded upon using outside sources and contextualized to the operating environment (e.g., a policy result in Timor-Leste may have an outsized effect in that country compared to the same policy in Indonesia).

## Reporting OUs

Table 5 includes the list of OUs reporting FY 2022 results.

**TABLE 5. OPERATING UNITS REPORTING FY 2022 RESULTS**

<b>OU</b>	<b>Results Narrative</b>	<b>Performance Indicators</b>
Bangladesh	✓	--
Bureau For Asia (Washington, D.C.)	✓	--
Laos	✓	--
Philippines	✓	--
Vietnam	✓	--

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