

Terms of reference

Evaluation of the Mutual Reliance Initiative (MRI), a joint cofinancing agreement between Agence Française de Développement (AFD), European Investment Bank (EIB) and KfW.

N° EVA-2025-0384

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1 Context

1.1 General context of MRI

The Busan Agreement, adopted in 2011 at the fourth *High-level Forum on Aid Effectiveness*, highlights several approaches to improve the harmonization and effectiveness of international aid. This agreement was a turning point in the way development aid is perceived and implemented globally. Closer ties between donors and the harmonization of their practices are among the main areas to be developed in order to achieve the objectives set by this agreement.

To meet this challenge, international donors have sought to develop co-financing mechanisms. The objectives of these co-financings are manifold. They aim to strengthen development cooperation, reduce overall transaction costs, share risks, increase the impact of financing through volumes mobilized, maximize complementarities and synergies between institutions, facilitate the financing of larger projects in the perspective of the borrower through a coordinated approach and, in particular at the European level, they aim to foster the emergence of a common financing architecture which is consistent with the strategic guidelines defined by the EU.

As part of this effort, the Mutual Reliance Initiative (MRI) was signed in 2013 between AFD, KfW and the EIB, and was renewed in December 2022. After more than a decade of engagement, the three Partners [for the avoidance of doubt, in the remainder of the document “Partners” refers to the AFD, KfW and EIB] wish to make an evaluation of this tool to draw lessons and elaborate on how to better collaborate in the future and learn from best practices to inform other co-financing agreements.

This evaluation will be co-piloted by the three institutions’ evaluation functions.

1.2 Presentation of the Mutual evaluation initiative (MRI)

At the time of negotiating and signing the MRI in 2013, and amending it in 2022, the objectives of the MRI Partners was the delegation of project-related tasks and responsibilities to one or several lead financiers for key tasks at appraisal, procurement and monitoring, to (i) reach an efficient division of labor between Partners (by relying on the strengths of each partner); (ii) avoid duplication of work between Partners and (iii) enhance the delivery of the projects (in terms of processes). From the viewpoint of the borrower, the MRI was also expected to (iv) simplify procedures for the borrower, who would face only one set of rules and facilitate the relationship; (v) lower transaction costs in accessing long-term finance and (vi) give access to larger financing volumes.

Altogether, through Mutual Reliance, the MRI Partners sought to enhance the effectiveness and efficiency of co-financing operations, leverage the collective capacity of European development finance institutions to support larger projects and enhance the visibility and influence of European financing outside of the EU. These objectives have been articulated using a preliminary Theory of change and are shown in Annex 2. There are a number of assumptions or pre-conditions which need to hold true for the desired effects to materialize, as depicted in Annex 2.

2 Objectives and scope of the evaluation

2.1 Objectives of the evaluation

This evaluation has both an accountability and learning objective. It aims to:

- Jointly assess the extent to which the MRI and underlying projects signed since 2013 have met the objectives set by the three Partners.
- Assess whether the governance, coordination processes and project cycle management were conducive to achieving these objectives.
- Identify lessons and recommendations for the future of this MRI and, if relevant, for similar initiatives undertaken by each of the three partners with other development partners (e.g JEFIC).

The evaluation will be both backward looking and forward looking in nature. The main objective of the evaluation is to generate evidence, insights and learning to guide the future direction of the MRI and similar co-financing agreements. As such, the evaluation will mainly be forward-looking in nature. However, the evaluation will also provide a systematic and objective assessment of the MRI activities over the period 2013-2025, to generate a deeper understanding of what worked well and what can be improved. The evaluation will make recommendations both at strategic and operational levels. They may involve adjustments to the MRI or general recommendations on co-financing arrangements.

2.2 Scope of the evaluation

- **Temporal scope:** The assessment will cover the entire period of existence of the MRI (2013-mid-2025) with a focus on the period following the amendment of the Operating Guidelines (OG) in December 2022.
- **Geographic scope:** The evaluation will cover all the locations where MRI projects took place.
- **Thematic scope:** The evaluation will cover all projects financed under the MRI through a Joint Co-Financing i.e. 82 projects of which 6 projects are completed, 56 are in execution, 20 are in preparation. It will also cover 15 cancelled or abandoned projects. In addition, the consultant will be asked to look at 5 out of the 19 projects financed by the MRI Partners but through a Parallel co-financing.

See Annex 3 for the list of Joint and parallel Co-Financing projects and Annex 4 for the list of cancelled and abandoned projects.

Note on definitions:

- The term “**co-financing**” is applied when participating MRI Partners provide funding towards meeting expenses under the same contracts for works, supplies and services for an MRI project;
- The term “**parallel co-financing**” is applied when participating MRI Partners provide funding towards meeting expenses under distinct contracts for works, supplies and services for an MRI project.

The scope of the evaluation reflects users’ needs (e.g. current and future planners of co-financing agreements). We have adopted a utilization focused approach to the evaluation.

3 Evaluation process and content of the offer

3.1 Analytical work to feed into the evaluation

The evaluation work, that will allow to produce the main evaluation report, will be structured around several analytical workstreams that lead to different deliverables, which will help the evaluation questions:

- ✓ A Portfolio analysis;
- ✓ A benchmark note on other co-financing tools;
- ✓ Sample of project case studies
- ✓ Country case studies.

Paragraph 3.3 specifies what is expected for these different workstreams.

3.2 Indicative evaluative questions

A set of four indicative evaluation questions has been developed to reflect the information needs of the primary intended users of the evaluation.

These questions cover the following topics:

- (i) the extent to which the governance set-up and the operational guidelines are fit for purpose;
- (ii) the extent to which the MRI meets the expectations of the Partners;
- (iii) the extent to which the MRI worked in an efficient manner and the areas for improvement; and
- (iv) the extent to which the MRI allowed for a convergence of approaches in the different sectors in coherence with the EU strategic guidelines.

The choice and design of the evaluation questions was informed by a number of considerations: (i) alignment with the Theory of Change presented in Annex 2 (ii) orientations provided by the key users of the evaluation, most notably the MRI focal points of each institution; (iii) review of key documents which revealed the topics where evidence is currently lacking.

1. Q1: Are the governance set-up and the operational guidelines fit for purpose?

- 1.1. Is the governance and coordination structure in place conducive to effective collaboration?
- 1.2. Are the roles and responsibilities of each partner clearly defined and shared by all stakeholders? Are these roles and responsibilities respected at the various stages of the project cycle?
- 1.3. Which are the incentives to take part in the MRI and are they still relevant? Is the level of commitment toward the MRI different from one institution to another, from one region to another and from one sector to another?
- 1.4. Are the criteria used by the Partners to propose a project under the MRI the same? How does the identification of the Leading Financier works (what are the reasons for each Partner to enter as a Lead Financier in the MRI)?
- 1.5. Are there mechanisms in place to resolve conflicts or institutional differences between Partners?
- 1.6. How have the changes made to the Operational Guidelines in 2022 impacted MRI; what can be considered as an improvement and what is still missing?

2. Q2: To what extent does the MRI meet the initial expectations of the Partners?

NB: the analysis will take into consideration the 2022 amendment and the adjustment of expectation it may reflect.

At the MRI Partners level, in terms of:

- 2.1. Exchange of information
- 2.2. Effective mutual recognition of procedures
- 2.3. Efficient division of labour / Less duplication of work
- 2.4. Better coordination and communication
- 2.5. Enhanced delivery of the projects

At promoter / borrower level, in terms of:

- 2.6. Improved relevance and coherence of the projects
- 2.7. Simplification for the borrower (only one set of rules and facilitates the relationship)
- 2.8. Lower transaction costs
- 2.9. Access to larger financing volumes
- 2.10. Efficient and timely implementation?
- 2.11. Alternative financing: To what extent could projects funded through the MRI have been implemented without the MRI and, if so, with what potential adjustments (positive or negative)?

3. Q3: To what extent has the MRI worked in an efficient manner? The consultant will also address this question looking at whether there are differences in efficiency between sectors and between geographies. What are the areas for improvement?

NB : the analysis will take into consideration the 2022 amendment and the adjustment of expectation it may reflect.

At a general level:

- 3.1. To what extent were the procedures provided for in the Operational Guidelines effectively and efficiently implemented?
- 3.2. What are the problems each institution encountered in the process of “reliance” on a lead financier?
- 3.3. How do you assess the financial balance of the mechanism and the efficiency of the MRI’s economic model?
- 3.4. What are the advantages and disadvantages of the MRI in terms of efficiency, compared to (i) MRI parallel co-financing, and (ii) the absence of co-financing?
- 3.5. To what extent does the MRI add value compared with parallel or other co-financings, from the point of view of the financing partners on the one hand and of the counterparts on the other?
- 3.6. What is the value added of the MRI in terms of effectiveness and efficiency?
- 3.7. What should be avoided in future co-financing programs (e.g. JEFIC) in order to avoid losses in effectiveness and efficiency? (This can also be captured in the recommendations)

At the project level:

- 3.8. To what extent has project-level delegation as stipulated in the operational guidelines worked or not worked?
- 3.9. Does the MRI facilitate project appraisal, implementation and evaluation?
- 3.10. Has there been cases of conflict resolution or institutional differences between Partners and what are the lessons learnt?

3.11. Is coordination between the different project Partners effective? Is the task delegation model seen as an asset in project management and implementation, or does it present specific challenges? The consultant could more particularly enquire on the following:

- For the due diligence phase:
 - Are the MRI guidelines clear enough?
 - Has a kick-off-meeting taken place and how useful has it been?
 - How easy was the contractual negotiation of the Project Letter?
 - What could be improved?
 - How good were the operational teams prepared for MRI through training and e.g. the Short Guide?
 - Did the operational teams receive sufficient support in the structuring of their project?
- For the implementation phase:
 - How have the E&S and climate standards and practices of the three Partners been applied in MRI projects? Has there been an effective and fair delegation of tasks on these subjects, and if not, how have these issues been managed?
 - How has the delegation of procurement worked and what were the obstacles that were met?
 - How has the delegation of disbursement verification worked and what were the obstacles that were met? (How) has the correct use of funds been verified by the Lead financier for the entire project?
 - Have the projects monitoring and control procedures been harmonized between the Partners? Are the lead financiers reporting and funds management mechanisms considered efficient and transparent by the other Partners?
 - Has the evaluation of MRI projects benefitted from a joint approach? Why or why not? How efficient has this been?

3.12. Has the communication between co-financiers, at each stage of the project cycle, been satisfactory to move forward in accordance with the proposed schedules? Has there been a good coordination of the schedules?

3.13. Has there been cases where co-financing under the MRI was envisaged and then dropped and why?

3.14. For what reasons do the co-financiers opt for a parallel co-financing instead of a joint co-financing

4. Q4: To what extent has the MRI allowed for a convergence of approaches in the different sectors and geographies?

4.1. To what extent has the MRI brought financial Partners closer together? Were the sectoral/geographical approaches of the Partners aligned before the MRI and to what extent has the MRI brought these approaches together?

4.2. To what extent has the MRI led to a greater convergence of the Partners procedures and practices?

4.3. Has the MRI had an influence on the type of projects each Partner usually support?

4.4. Have the Partners used similar tools to measure project impacts for each sector?

These evaluative questions are not definitive. Once the evaluation has been launched, based on the initial analyses and interviews conducted during the scoping phase, the consultant will be expected to reformulate the evaluation questions, specify them and organize them in a detailed evaluation framework.

It is expected that the technical offer will explain the consultant's understanding of these issues. The offer should include preliminary suggestions on how to refine the evaluation questions, alongside a preliminary evaluation framework (with judgement criteria and sources of evidence) and proposed methodological approach.

3.3 Envisaged data collection and methodological approach

The consultant is expected to propose a data collection and methodological approach to respond to the evaluation questions. In their offer, they will present:

- Their understanding of the terms of reference, showing that they are capable of mobilizing the knowledge required to carry out the evaluation successfully;
- The methodological approach as well as the tools and methods of data collection that they intend to mobilize, specifying the role of each tool, how each tool will answer the evaluation questions, and the means that will be devoted to it.

The evaluation work will be fed by three levels of analysis:

- ✓ **The set of projects from the Evaluation Scope** (see table in Appendix 3): Level 1 analysis. This level of analysis will be based on a portfolio review (mainly from the internal Partners portfolio monitoring databases).
- ✓ **A sample of 15 projects** of the MRI interventions that will be identified at the latest during the scoping period based on a dedicated methodology proposed by the consultant and validated by the Steering Committee: Level 2 analysis. This level of analysis will enrich the portfolio review and feed the analysis so as to answer the evaluative questions. It will notably include a complete documentary review of the projects and interviews with the project team managers, the agencies and possibly the counterparties.
- ✓ **Three in-depth in-country field missions** will be carried out: Level 3 of analysis. This level of analysis will provide elements of response and illustrations to the evaluative questions, and get the feedback of the MRI financier's counterparts in the field. These in-country field missions will be based on a **sample of projects distinct from those selected for the Level 2 analysis**. Based on the list of projects provided in Annex 3, potential countries for the field missions could include Egypt, Kenya, Morocco and Tunisia.
The bidder is expected to include a proposal for these field missions in the offer. The approach for the Level 3 analysis will be confirmed at the latest during the scoping period, based on a dedicated methodology proposed by the consultant and validated by the Steering Committee.
The field data collection work is expected to complete or triangulate the information provided by the documentation and project monitoring. Each country case study will be the subject of a specific sheet, which will feed into the rest of the evaluation.

It is also expected that the evaluation will be based on:

- ✓ An analytical review of the documentation: the evaluation should be based on existing studies and evaluations by prioritizing the documentation according to the importance and relevance for the questions asked in the evaluation. It should be noted that few of the MRI projects were subject to ex

post ad hoc evaluation (see last column of the project database in Annex 3). Evaluation reports will be made available to consultants. The evaluation will also be based on the review of targeted research work as well as the review of project documentation (for levels 2 and 3 of analysis) and strategic and contextual documentation.

- ✓ A benchmarking of other co-financing agreements (see list in Annex 5). This work should be based on the documentation made available by donors and interviews. The benchmarking exercise will focus on key features and processes of other co-financing agreements. It will not include project case studies.
- ✓ For levels 2 and 3 of analysis (see above): in addition to documentation review, interviews will be carried out with the Partners' technical and geographical teams and any other division involved in the MRI projects, project owners, the technical assistants of projects, etc... Depending on the need, interviews will be conducted individually, collectively, in the form of focus groups, face-to-face or remotely.

In the evaluation, attention should be paid to changes in interventions over time, especially after the review of the Operating Guidelines in 2022.

The bidder is expected to make methodological proposals at the bid stage. The scoping phase of the evaluation will then structure in detail the analytical approach to be followed.

If the bidder plans on using advanced data analysis tools (e.g. text mining, machine learning, natural language processing, retrieval-augmented applications) for transcription, classification, summarisation, synthesis, information-retrieval, and/or pattern analysis purposes, the proposed approach for handling these tools should be described. In particular, the bid should outline how the advanced data analysis tools will be mobilised to help address the evaluation questions. Quality assurance protocols, compliance with data confidentiality and ethical standards should also be described.

Important note: The upload or copying of any EIB Group, KfW and AFD content that is not classified as "Public" to open third party generative Artificial Intelligence, cloud-services and productivity tools is strictly prohibited. For this type of content, the consultant could only use a AI "on-premises" to ensure that data and documents are not made available to external stakeholders and stay within his company. In any case the consultant shall confirm in writing the deletion of all data and documents after the completion of his assignment.

3.4 Steps of the evaluation

The proposed approach will follow five main steps.

The evaluation coordinators of each institution will organize regular discussions with the consultant, either jointly, to make sure they are comfortable with the way the evaluation methodology is implemented and separately, to make sure the consultant has all the information needed to understand the specificities of each institution internal processes.

Step 1- Scoping of the evaluation

A kick-off meeting of the Steering Committee will be held online at the start of the study. A first set of internal data and documentation with a first list of resource persons to be contacted are transmitted by coordinators from the 3 institutions to the consultant immediately after the kick-off meeting on a secure platform managed by the consultant in respect of confidentiality issues.

After a first review of the documentation and initial interviews, the team of consultants will prepare a scoping note, in which they will explain their understanding of the expected work and develop their methodology.

*The scoping note (**deliverable n°1**) will specify:*

- i) The context, scope and objectives of the evaluation;
- ii) A background section on the MRI and how it came to be, as well as the reason and objectives of the 2022 amendment. This will include a reconstructed theory of change (of the MRI tool and a theory of change of each institution) in order to clearly identify the objectives common to the three institutions and possibly their individual objectives).
- iii) The detailed methodology to address the portfolio review, the sampling of 15 projects, the country case studies (including criteria to select these 15 projects and country case studies), the benchmark and the evaluative questions. The methodology to address the evaluative questions will include refined evaluation questions and explain how each evaluation question will be addressed in a detailed evaluation framework which will set out:
 - a. The judgement criteria on which the evaluative conclusions will be based. Explicitly setting out the judgement criteria upfront helps reduce subjectivity and improves the transparency of the evaluation;
 - b. The evidence (including quantitative and qualitative indicators) required to answer each evaluation question;
 - c. The data sources that will be used to compile this evidence at global portfolio level, sample level or at the level of country case studies.
- iv) The distribution of time and tasks among team members;
- v) The precise schedule and work program for the missions, including the hypotheses that the missions will have to validate or refute, and the complementary data collection methods (evaluation matrix).
- vi) The schedule for transmitting the deliverables
- vii) The draft outline of the deliverables (portfolio review, benchmark...)
- viii) The assumptions (e.g. risks and risk mitigating measures) and limits of the analysis.

The scoping note is a key element to structure the subsequent steps. Its validation will be a condition to the continuation of the work. For this reason, a specific in person working session will be organized between the Consultant and the Steering Committee to discuss in detail the proposed approach, validate the country and sample of project case study. A substantial part of this working session will also be dedicated to the review of the reconstructed theory of change and of the evaluation framework. During this session the Partners will also clarify at which steps of the work and to what extent they need to be more particularly involved (in addition to what is already described in this ToR).

One week after the working session, the consultant will send the Steering Committee a revised version of the scoping note which will be shared with the members of the reference group and discussed in an on-line meeting between the consultant, the Steering Committee and the Reference Group (**first meeting of the reference group (RG n°1)**). Based on the discussions of the Reference Group and at the latest 1 week after the GR n°1, the consultant will send a revised version of the scoping note for validation.

Step 2- Portfolio review, analysis of the sample of projects and benchmark

Portfolio Review and sample of projects

Once the scoping note has been validated by the Steering Committee, the consultant will be asked to carry out a descriptive and quantitative review of the MRI projects of the evaluation scope. This portfolio review will be based on the documentation, database information, additional interviews and complementary information provided by the three Partners. At this step, it is expected a portfolio analysis of the interventions financed with the MRI: distribution by lead financiers, sectoral distribution, geographical distribution, organization of delegation of tasks, deadlines for implementation and any other criteria that might be considered relevant. The consultants will be able to make a judgment on the evolution of the findings over time. The portfolio review will also include, in the peripheral scope, the parallel financing operations.

The consultants will also conduct a documentary review and interviews on the sample of projects validated at the end of the scoping phase. The analysis of a sample of 15 projects, as identified in the scoping note, will allow to deepen the analysis on specific questions that could not be answered at the whole portfolio level.

The portfolio review, accompanied by the analysis of the sample of projects will be formalized in a deliverable (**deliverable n°2: portfolio review with a specific focus on the analysis developed at the sample's level**).

Benchmark

In parallel to the portfolio review, the consultant will conduct a benchmarking exercise: based on a sample of co-financing tools available at each institution level (Annex 5), a comparison of the MRI with these other co-financing tools based on criteria proposed in the scoping note will provide a clearer view of the positioning of MRI among these different tools and help to identify good practices. This benchmarking exercise will contribute to the formulation of recommendations at the end of the evaluation.

The preliminary benchmark study will be formalized in a **deliverable n°3** and could be formalized as a comprehensive “comparative table” updated all over the evaluation process and enriched by lessons learned from the evaluation.

Refined Case studies methodology

Based on these analyses, the consultant will propose a refined methodology for the country case studies and the organization of the field missions.

A **deliverable n°4** will be produced to present the refined methodology of the country cases studies.

These deliverables n°2, 3 and 4 will be presented to the Steering Committee during an on-line meeting. Within 1 week after the meeting a revised version of the deliverables will be sent to the Steering Committee for validation.

Step 3 – Field missions and collection of additional data and production of country case studies sheets.

The consultants will carry out field missions to conduct the selected country case studies.

The consultants must be able to independently ensure the logistical organization of missions. These will nevertheless, as far as possible, benefit from the support of AFD/EIB and KfW headquarter services or agencies in the countries concerned, with whom the schedules proposed by the consultant will be aligned.

NB: Evaluation coordinator from EIB (EV) will join the consultant for the field mission when EIB is lead financier on the project and/or has taken on delegated tasks. EV will also join interviews undertaken with EIB staff.

At the end of the field missions, the consultant is asked to produce **a sheet for each country case study (deliverable 5)**. Deliverables should not exceed 10 pages per country.

The country case study sheets, in their provisional version, will be sent to the evaluation coordinators and discussed during a meeting with the Steering Committee where the preliminary outcomes will be challenged. These deliverables will feed into the evaluation analyses.

Step 4 - Preparation of the evaluation report, disclosure and dissemination

Following these analysis, reviews, missions and other investigations carried out, the consultants will prepare **an “emerging findings” – deliverable 6**, with key messages that will be discussed and challenged during a dedicated workshop with the Steering Committee.

The consultant will afterward present these emerging findings to the ERG or a restricted group of the ERG (online), **(Second meeting of the reference group (RG n°2))**.

The consultant will then send a proposal for the **“structure of the evaluation report”- deliverable 7-** to the evaluation coordinators for feedback.

Based on this feedback, the consultant will provide a **first draft of the evaluation report – deliverable 8** - which will include key messages, common recommendations and/or recommendations to each organization.

- ✓ The report should be written in a message-driven style (first sentence of each paragraph in bold and rest of the paragraph providing details and evidence).
- ✓ The report should be no longer than 30-40 pages and should include an executive summary no longer than 3 pages. It should include in annexes background analyses and in-depth findings from the evaluation, as well as an overview of the methodological approach adopted for the evaluation.

Evaluations coordinators from the 3 institutions will review and comment on the report, to be revised before circulation to the Steering Committee and the Evaluation Reference Group for comments.

Two separate workshops will be organized to discuss the conclusions and the recommendations of the evaluation, one with the Steering Committee and another with the reference group – **(Third meeting of the reference group (RG n°3))**

The consultant will integrate responses to comments and provide a revised version of the report with a proposal of lessons learned and recommendations.

The consultant is expected to exercise professional discretion in addressing requests for change. In the event a request for change is declined, they will provide an evidence-based rationale in writing.

The Steering Committee will validate the revised evaluation report.

NB: each institution will decide separately how to use the recommendations proposed by the consultant (formal answer, informal discussion with operational teams, presentation to the board).

The consultants will provide, free of charge, the photo(s) that will illustrate the report.

If needed / optionally, EV will prepare an EIB-specific report for publication on the EIB Evaluation website.

Each institution decides what other deliverable it wants to publish on its website (full report, answers to recommendations, etc.)

Each Institution may separately opt to develop a synthesized institution-specific evaluation summary.

3.5 Deliverables

The consultant will provide AFD, EIB and KfW with an electronic version, according to the schedule explained below, of the following documents:

- ✓ Scoping note (deliverable n°1);
- ✓ Portfolio review with a specific focus on the analysis developed at the sample's level (deliverable n°2);
- ✓ Benchmark note (deliverable n°3);
- ✓ Country Cases refined methodology (deliverable n°4)
- ✓ Country case studies sheets (deliverable n°5);
- ✓ Emerging findings note (deliverable n°6);
- ✓ Structure of the report (deliverable n°7);
- ✓ Provisional and final evaluation report, including executive summary (deliverable n°8);

The deliverables presented during the Reference Group or Steering Committee meetings and the final report will be the subject of a PowerPoint presentation support.

4 Organization and schedule

4.1 Management and monitoring of the service

The Steering Committee

The management of the evaluation will be ensured by a Steering Committee composed of members of the evaluation divisions of our 3 institutions.

The Steering Committee will include:

- ✓ managers from the three evaluation departments
- ✓ evaluation coordinator(s) for each institution for the day-to-day follow-up of the evaluation.
- ✓ to uphold the objectivity of the evaluation, the Steering Committee will include members who have not been directly involved in the MRI process.

The Steering Committee will be responsible for:

- ✓ selecting the consultant
- ✓ challenging the consultant at the different stages of the evaluation process and validating the launch of the next phase of the evaluation

- ✓ attending the kick-off meeting, the scoping note presentation, the portfolio review and benchmark presentation, the emerging findings workshop, the draft report presentation, the workshop on recommendations, the final restitution
- ✓ validating the deliverables
- ✓ developing the dissemination plan

The evaluation coordinator(s) will more particularly be in charge of:

- ✓ Being the contact point for the consultant and the other evaluation coordinators
- ✓ Coordinating the mobilization of each member of their respective institutions when required
- ✓ Answering the consultants' requests for information and contacts, and helping them understand the specific process of each institution
- ✓ AFD Evaluation coordinator will be the main contact for the consultant

The Reference Group

The Reference Group will be composed of relevant operational staff (up to 5 persons per institution). They will be consulted at specific moments of the evaluation cycle (presentation of the scoping note, emerging findings presentation, draft evaluation report and discussion on conclusions and recommendations). The members of the Reference Group should be familiar with MRI projects.

This structure helps ensuring the independence of the evaluation while maximizing its usefulness. The Evaluation reference group is only consultative, it will:

- ✓ Provide inputs on the deliverables
- ✓ Attend the scoping note presentation, the emerging findings presentation, provide written comments on the draft report, participate in the discussions on the draft report and the recommendations, and attend the final restitution

The consultants are responsible of the content and the conclusion of the evaluation:

- ✓ It implies that they will be responsible for taking the assessment forward at each stage of the evaluation (reconstruction of the intervention logic, elaboration of the evaluation matrix, elaboration of the methodology, data collection, analysis and synthesis and report drafting).
- ✓ The Steering Committee will, at predefined steps, challenge the methodology, the implementation of the methodology, the quality of the information cross-checking, the analysis but the final content of the evaluation will be the consultant's responsibility. In case of a disagreement on the quality of the methodology, the Steering Committee can decide to annex an addendum to the evaluation report to express its reservations or, in the case of EV, decide not to publish the report on EIB evaluation website.

4.2 Budget

The total budget for carrying out this evaluation, including travel and per diem, should not exceed 150,000 euros excluding taxes.

4.3 Indicative duration and timetable

The service will begin within one month after the signing of the contract between the consultant and the AFD and EIB over a projected period of 12 months.

The following indicative timetable is envisaged:

Step 1 – Scoping of the evaluation

Start of the study: date "D", meeting with the Steering Committee

Documentary analysis, scoping interviews and submission of scoping note: D+1 month

First presentation to the Reference Group of the scoping note: *first meeting of the Reference Group (RG n°1)*: D+ 1,5 months

Comments and review scoping note for D+2 months validation

Step 2 – Analysis work: Portfolio review, benchmark and refined methodology for the country cases

Document analysis and delivery of the corresponding deliverables: from D+3,5 months

Presentation of the deliverables to the Steering Committee: D+ 4 months

Step 3 – Missions and collection of additional data and country case study sheets

Data collection missions, delivery of provisional evaluation sheets for country case studies: from D+5.5 months

Presentation of the country sheets: *Meeting to the Steering Committee*: D+ 6 months

Sending of the revised versions D +6.5 months

Step 4 – Preparation of the provisional and revised reports

Submission of Emerging Findings and dedicated Workshop *Reference Group (RG n°2)*: D+7.5 months

Submission of the draft evaluation report: D+ 8.5 months

Presentation to the Reference Group of the provisional report: *Reference Group (RG n°3)*: D+9 months

Comments and review of the report: D+10 months

Step 5 – Finalization

Workshop and lessons learned and co-construction of recommendations: D+11 months

Submission of the final report: D+12 months

5 Selection of the offer

The provider will be selected on the basis of (i) the references and capabilities of the consulting team, (ii) its understanding of the terms of reference and (iii) the quality of the proposed methodology.

5.1 Required profiles and expertise

The bidder will present the team CVs by highlighting each one's skills and references. **It is strongly advised to propose a tightened team.** The number of days allocated to confirmed experts, having more than 10 years of experience in the requested expertise, will be taken into account in the calculation of the technical rating of the offers. Support by local experts will be highly appreciated for field missions.

It is expected that the main stakeholders on the mission justify:

- ✓ Experience in complex or broad-based evaluations in the international development sector and ex post project evaluation in the field of development cooperation;
- ✓ A good knowledge of the issues, mechanisms and institutions of development assistance and international cooperation, particularly in the context of countries entering the scope of the exercise are expected.
- ✓ Confirmed expertise and references in the fields of
International cooperation donors practices and processes (especially AFD, EIB and KfW),
development cooperation projects and specifically co-financed cooperation projects

The consortia of consultants must be united and led by a leader taking responsibility for the completion of the mission vis-à-vis the client.

At the bid stage, the bidder must demonstrate its ability to mobilize a network of local experts.

5.2 Conflicts of interest / ethics

The experts mobilized for the service must not have links that could interfere in the evaluation process and call into question the impartiality and objectivity of their conclusions. Given the level of expertise required, it would however be understandable that the experts provided services related to any of the 3 institutions. It is therefore requested that the candidate expresses as precisely as possible these relationships and the way in which he proposes to manage any related conflicts of interest. The relevance and quality of the proposed measures to address conflicts of interest will be studied during the analysis of offers to inform the criterion of the candidate's ability to conduct the evaluation in an impartial and objective manner.

Links that are likely to interfere with the impartiality and objectivity of the evaluation include (non-exhaustive list) cases where the consultant participated in the design or conduct of the feasibility study for an intervention to be evaluated or cases where the consultant directly intervened in part or in full in the implementation of an intervention to be evaluated.

The omission of significant elements in the final offer will be a legitimate reason for cancellation of the contract if relationships likely to bias the consultant's opinion are subsequently brought to light.

5.3 Content of the offer

The technical offer will be in English and will include the following:

- ✓ A technical note (10 to 15 pages) of understanding of the terms of reference and presentation of the planned methodology, integrating the constraints anticipated by the team and the solutions envisaged to address them; this note should notably present a draft of the approach envisaged to answer the evaluative questions;
- ✓ A note (1 page maximum) explaining how the conflict of interest risks of different experts will be managed (see previous section);
- ✓ The constitution of the team, the proposed CVs and the distribution of responsibilities among its members. The CVs presenting the experts' references and experiences must be limited to 4 pages and the first page should show the 4 or 5 experiences most relevant to the assignment;
- ✓ A note presenting the proposed approach to quality control to review all evaluation work and ensure coordination between the various experts involved (maximum 1 page);
- ✓ The provisional schedule for intervention, the methods of organizing the mission and the distribution of tasks clearly showing the time spent by each person for each stage and each task, in particular the time allocated to the field. The time granted by the team leader must notably be specified.

5.4 *Evaluation of the offer*

The technical evaluation of offers will be carried out based on their compliance with the terms of reference.

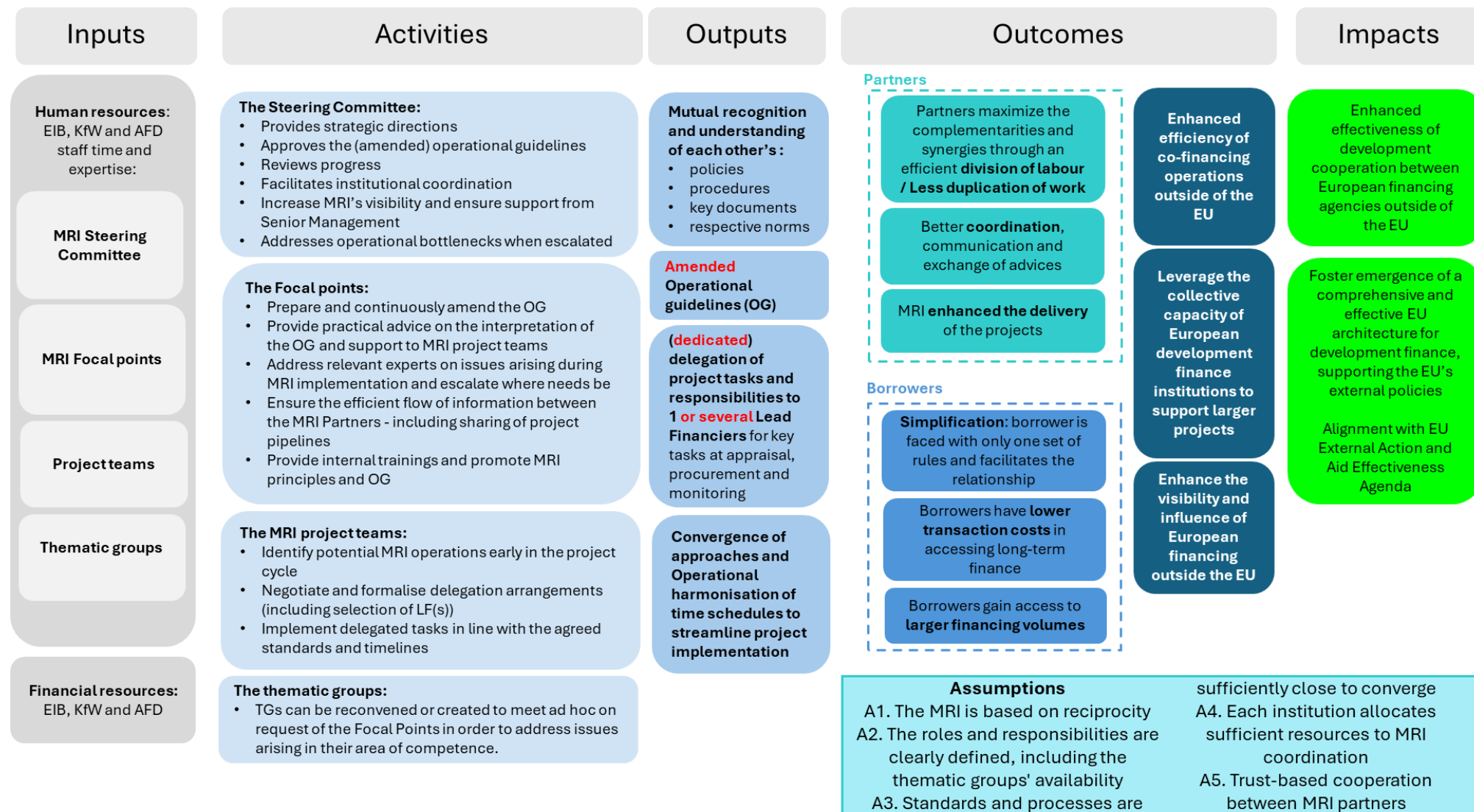
Annexes

Annex 1 – Indicative list of documents to be provided to the consultant

Below is an indicative list of the documents of interest to conduct the evaluation. The Documents will be shared in accordance with the confidentiality requirements each Partner.

- MRI Operating Guidelines (initial and revised in 2022) and Short user guide
- For the projects of the sample and of the country cases:
 - Feasibility studies / projet appraisal reports
 - Internal credit paper
 - Field mission aide-mémoires
 - Project reporting documents
 - Contractual documents
 - MRI joint letter
 - Monitoring reports
 - Project completion reports (when available),
 - AFD country strategies,
 - Any available documentation on the countries strategies for the relevant sector.
- Evaluation reports available on the MRI projects
- AFD capitalization note on MRI (2014)

Annex 2 – Preliminary Theory of change



Annex 3 – Indicative list of projects from the scope

Project #	parallel	Country	Region	Sector	Project Title	Project Sponsor	Project Status	Year of the last institution's signature	Lead Finance Institution	Other Financiers	Co-Financier
1		Albania	Europe/Caucasus	Energy	Policy Based Loan Energy Sector I		Implementation	2021			
2		Albania	Europe/Caucasus	Energy	Policy Based Loan Energy Sector II		Implementation	2023			
3		Albania	Europe/Caucasus	Energy	Policy Based Loan Support of the Energy Sector Reform III		Preparation	2026			
4		Armenia	Europe/Caucasus	Water Sanitation	Communal Infrastructure Program II, Phase 3	Water Committee MTAI	Implementation	2013	KfW		EIB
5		Armenia	Europe/Caucasus	Energy	Caucasus Transmission Network (Transmission Line Armenia-Georgia/Substations) - EU NIE	High Voltage Electric Network	Implementation	2015	KfW		EIB
6		Armenia	Europe/Caucasus	Infrastructure and Urban Development	Electric grid		Preparation	2026	KfW		AFD
7		Bangladesh	Asia/Oceania	Water Sanitation	Climate change adapted Drinking Water Resources Management Dhaka - Saidabad Water Treatment Plant Project Phase III	Ministry of Finance / Dhaka Water Supply and Sewerage	Implementation	2017	AFD	UE-AIF, Danida	EIB & KfW
8		Bangladesh	Asia/Oceania	Financial Sector	Financing Environment & Safety Retrofits in the Bangladeshi Ready-Made Garment (RMG) Sector	Bangladesh Bank	Implementation	2018	AFD	EC	KfW
9		Benin	Africa Subsahara	Energy	Rehabilitation and extension of SBEE (Société Béninoise d'Energie Electrique) Grid in the region of Abomey-Calavi and the department of Atlantique	Ministry of Energy	Implementation	2013	AFD		EIB
10	parallel	Benin	Africa Subsahara	Biodiversity	Fondation des Savanes Ouest Africaines II	Fondation des Savanes Ouest Africaines	Implementation	2023	not applicable		
11	parallel	Benin	Africa Subsahara	Education	Promoting the sustainable financing of TVET	Republique du Bénin: Agence de Développement de l'Enseignement Technique (ADET)	Implementation	2023	AFD	WB	KfW
12		Bolivia	Latin America	Energy	Lithium	Programme GG en Transition Energétique - Extraction de lithium + Accompagnement chaîne de	Preparation	2026	AFD	BEI	
13		Bosnia-Herzeg.	Europe/Caucasus	Energy	Windpark Poklecani	JP Elektroprivreda HZHB Mostar	Preparation	2025	EIB		KfW
14		Bosnia-Herzeg.	Europe/Caucasus	Energy	Windpark Vlasici	JP Elektroprivreda BiH Sarajevo	Preparation	2025	KfW		EIB
15		Bosnia-Herzeg.	Europe/Caucasus	Education	Sarajevo universit campus dvpt project	University of Sarajevo and different line Ministries of Federation of BiH	Implementation	2025	EIB		AFD
16		Bosnia-Herzeg.	Europe/Caucasus	Energy	Windpark Bitovnja		Preparation	2026	EIB		KfW
17	parallel	Burkina Faso	Africa Subsahara	Water Sanitation	Contractual Agriculture and Ecological Transition Project (PACTE) PACTE Projet d'Agriculture Contractuelle et Transition Ecologique (Promotion du warrantage professionnel)	Ministry of Agriculture	Completed	2020	AFD	EU Mandate	KfW
18		Cambodia	Asia/Oceania	Water Sanitation	PPWSA / Bakheng	Phnom Penh Water Supply Authority	Completed	2018	AFD	UE-AIF	EIB
19		Cambodia	Asia/Oceania	Transports	Rural Infrastructure Development for Cambodia (RID4CAM) (VII & VIII, loan, EU Financing to VIII)	Ministry of Rural Development	Implementation	2020	KfW	autofinancement, UE-AIF	AFD
20		Cambodia	Asia/Oceania	Water Sanitation	RID4CAM II	Ministry of Rural Development	Preparation	2026			
21		Cameroon	Africa Subsahara	Infrastructure and Urban Development	Bélabo-Ngaoundéré railway renewal Project	Republic of Cameroon	Implementation	2024	AFD/EIB	EU/FED	
22	parallel	Chile	Latin America	Energy	Global Gateway Renewable Hydrogen Funding Platform (FÖK)	Ministerio de Hacienda /CORFO	Preparation	2026	KfW	LACIF (EU Mandate)	EIB
23	parallel	Colombia	Latin America	Environment	Prestamo programático Crecimiento Sostenible y Resiliente, Fase I	Ministerio de Hacienda y Crédito Público (Finance Ministry)	Completed	2021	IDB	SIDA, UK, KEXIM	AFD, KfW
24	parallel	Colombia	Latin America	Environment	Prestamo programático Crecimiento Sostenible y Resiliente, Fase II	Ministerio de Hacienda y Crédito Público (Finance Ministry)	Completed	2022	IDB	CAF, BCIE	AFD, KfW
25		Costa Rica	Latin America	Energy	ICE - Instituto Centroamericano de Energía	Ministerio de economía	Preparation	2026	EIB	AFD	
26	parallel	Cote d'Ivoire	Africa Subsahara	Energy	LIGNE DE TRANSMISSION DORSALE EST-COTE D'IVOIRE	Cote d'Ivoire Energies	Preparation	2026	KfW	EU Commission	EIB
27	parallel	Cote d'Ivoire	Africa Subsahara	Energy	WASUNA	Cote d'Ivoire Energies	Preparation	2026	AFD/EIB	EU	KfW
28		Egypt	North Africa/Middle East	Water Sanitation	Improved Water and Wastewater Services Programme II (IWSP II)	Holding Company for Water and Wastewater (HCWW)	Implementation	2015	KfW	SECO, Republic of Egypt	AFD & EIB
29		Egypt	North Africa/Middle East	Water Sanitation	STEP Helwan wastewater treatment project	Ministry of Housing, Utilities and Urban Communities	Implementation	2021	AFD		EIB
30		Egypt	North Africa/Middle East	Infrastructure and Urban Development	Tram Alexandria	Republic of Egypt	Implementation	2021	AFD		EIB
31		Egypt	North Africa/Middle East	Infrastructure and Urban Development	Tanta Damietta Railway Modernization	State (Rail way tbc)	Implementation	2023	AFD		EIB
32		Egypt	North Africa/Middle East	Financial Sector	Green sustainable Industries	NATIONAL BANK OF EGYPT	Preparation	2025	EIB		AFD
33	parallel	Ethiopia	Africa Subsahara	Water Sanitation	Water Supply Program with Water Development Fund (WDF)		Implementation	2015	AFD		EIB
34		Georgia	Europe/Caucasus	Agriculture	Zemo Samgori Irrigation Project		Implementation	2022	EIB		AFD
35		India	Asia/Oceania	Transports	Metro Surat and Ahmedabad	Gujarat Metro Rail Corporation	Implementation	2021	KfW		AFD

36		India	Asia/Oceania	Transports	Ahmedabad Metro Phase II	Gujarat Metro Rail Corporation	Implementation	2022	AFD	
37		India	Asia/Oceania	Infrastructure and Urban Development	City Investments to Innovate, Integrate and Sustain (CITIIS) 2.0	Ministry of Housing and Urban Affairs	Implementation	2022	AFD	EU
38		India	Asia/Oceania	Transports	Suburban Railway Bangalore	KRIDE	Implementation	2025	KfW	
39		Jordan	North Africa/Middle East	Water Sanitation	Improved access to water, water distribution performance and related sewerage disposal in Irbid Governorate for host communities and Syrian refugees (IRBID) Water Supply and Sanitation for Syrian Refugees and Host Communities V	Ministry of Water and Irrigation	Implementation	2017	AFD	EU Mandate
40		Jordan	North Africa/Middle East	Water Sanitation	AQABA-AMMAN WATER DESALINATION & CONVEYANCE		Implementation	2023	EIB	private investors / EU Mandate
41		Kenya	Africa Subsahara	Transports	EU ITF EAC Regional Corridor Mombasa-Mariakani	Government of Kenya	Implementation	2018	KfW	EU Mandate, AFD
42		Kenya	Africa Subsahara	Water Sanitation	LAKE VICTORIA WATSAN – KISUMU	KIWASCO	Implementation	2020	AFD	
43		Kenya	Africa Subsahara	Infrastructure and Urban Development	Clean Core Bus Rapid Transit Line 3 Nairobi (CBRT3)	Republic of Kenya	Implementation	2024	EIB	EU AFIF SUB
44		Kenya	Africa Subsahara	Infrastructure and Urban Development	Marsabit Wind Farm	Republic of Kenya	Preparation	2026		
45		Kosovo	Europe/Caucasus	Energy	Solar4Kosovo I	KEK	Implementation	2024	KfW	WBIF; KEK
46		Kosovo	Europe/Caucasus	Energy	Sector Policy Loan for Kosovo in the energy and climate sector		Preparation	2025		
47		Liberia	Africa Subsahara	Agriculture	Rice Business Hub project	REPUBLIQUE DU LIBERIA	Preparation	2025	AFD/EIB	
48		Madagascar	Indian Ocean	Infrastructure and Urban Development	Ring road in Antananarivo (Madagascar) project, bypass	Republic of Madagascar	Implementation	2016	AFD	
49		Mali	Africa Subsahara	Water Sanitation	Water Treatment & Station Kabala	Société Malienne de Patrimoine de l'Eau Potable	Completed	2013	AFD	
50		Mali	Africa Subsahara	Energy	Boucle HT Bamaka	Ministry of Economy and Finance of Mali - MoA delegated to Energie du Mali	Implementation	2020	AFD	
51		Mali	Africa Subsahara	Infrastructure and Urban Development	Programme SAFOKA	ENERGIE DU MALI SA	Preparation	2025	AFD	
52	parallel	Mexico	Latin America	Water Sanitation	Water Mexico - LAIF CONAGUA	Federal State of Mexico	Completed	2014	AFD	EU Mandate
53		Mexico	Latin America	Energy	CFE	Federal State of Mexico	Preparation	2026	AFD	EU Mandate
54		Moldova	Candidate countries	Agriculture, fisheries, forestry	MOLDOVA FOREST DEVELOPMENT PROGRAMME		Implementation	2024		
55		Morocco	North Africa/Middle East	Water Sanitation	Performance Improvement Programme II (PAP II). Amélioration de performances AEP	Office National de l'électricité et de l'eau potable (ONEE)	Implementation	2013	KfW	EC
56		Morocco	North Africa/Middle East	Infrastructure and Urban Development	projet Eco-cité de Zenata (Maroc)	Société d'Aménagement de Zenata	Implementation	2014	EIB	
57		Morocco	North Africa/Middle East	Water Sanitation	2nd phase of the contribution to the National Sanitation Program in Morocco (Programme National d'Assainissement (PNA) Phase II)	OFFICE NATIONAL DE L'ELECTRICITE ET D'EAU POTABLE	Implementation	2017	AFD	EU Mandate
58		Morocco	North Africa/Middle East	Energy	Programme for the integration of renewable energies	OFFICE NATIONAL DE L'ELECTRICITE ET D'EAU POTABLE	Preparation	2025	EIB	
59		Mozambique	Africa Subsahara	Transports	Maputo Inter-tio-I Airport upgrading project	ADM	Completed	2014	AFD	
60	parallel	Mozambique	Africa Subsahara	Energy	New Hydro Power Plant Tsate	Electricidade de Mozambique	Preparation	2026	EIB	SIDA, EC, AFD
61		Nepal	Asia/Oceania	Energy	Efficient Transmission of Electricity Trishuli	Nepal Electricity Authority	Implementation	2015	KfW	
62		Nigeria	Africa Subsahara	Urban Transport	Lagos Waterways Sustainable Transports	LASWA (Lagos State Waterways Authority)	Preparation	2025	AFD	EU Commission
63		Pakistan	Asia/Oceania	Energy	Hydropower Development Programme - Phase 1: Rehabilitation of the Warsak Hydropowerplant	Water and Power Development Authority (WAPDA)	Implementation	2014	AFD	EU-Com (TA measures)
64		Pakistan	Asia/Oceania	Energy	Harpo Hydropower Project	Water and Power Development Authority (WAPDA)	Implementation	2022	KfW	WAPDA (own funds)
65		Palestine	North Africa/Middle East	Infrastructure and Urban Development	Solid Waste Management Ramallah/AI Bireh ("Ramoun landfill")		Preparation	2026	AFD/KfW	
66	parallel	PAPUA NEW GUINEA	Asia/Oceania	Transports	rehabilitation of Rabaul's Port, green strategy	PNG Ports Corporation Ltd	Preparation	2025	AFD/EIB	JICA/ EU FED
67		Peru	Latin America	Environment	Mi Vivienda Fund	Fondo MiVivienda	Completed	2019	AFD	
68		Peru	Latin America	Energy	Mi Vivienda Fund 2	Fondo Mi Vivienda	Completed	2021	AFD	
69		Rwanda	Africa Subsahara	Infrastructure and Urban Development	Basket funding for inclusive pro-poor infrastructure in Rwanda		Implementation	2023	KfW	LuxDev
70	parallel	Rwanda	Africa Subsahara	Climate Finance	Reforms for green financing and investment	MINECOFIN	Preparation	2026	AFD	

71		Senegal	Africa Subsahara	Energy	Smartgrid (AFD) / Renewable Energy Integration Programme (KfW)	SENELEC (Société -tio-le d'électricité du Sénégal)	Implementation	2021	KfW	
72		Senegal	Africa Subsahara	Infrastructure and Urban Development	Projet d'appui à l'accès universel à l'électricité par extension des réseaux dans les concessions d'électrification rurale de la Senelec de Matam et Ziguinchor	SENELEC (Société -tio-le d'électricité du Sénégal)	Implementation	2022	AFD	
73	parallel	Senegal	Africa Subsahara	Infrastructure and Urban Development	Transport network Dakar	Republic of Senegal	Implementation	2023	EIB	EU Mandate
74	parallel	Senegal	Africa Subsahara	Urban Transport	Urban Transport Dakar II	Republic of Senegal	Preparation	2026	KfW	
75	parallel	Serbia	Europe/Caucasus	Energy	Sector Policy Loan for Serbia in the energy and environment sector (DPO)		Implementation	2023	AFD&KfW	World Bank
76	parallel	Serbia	Europe/Caucasus	Energy	Sector Policy Loan for Serbia in the energy and environment sector (DPO) II		Implementation	2025		World Bank
77		Seychelles	Indian Ocean	Water Sanitation	Water and Sanitation	Public Utilities Corporation	Completed	2013	EIB	EU, BAD
78		Seychelles	Indian Ocean	Infrastructure and Urban Development	Project PORT VICTORIA REHABILITATION AND EXTENSION	Seychelles Ports Authority	Implementation	2017	EIB	UE
79	parallel	Tanzania	Africa Subsahara	Water Sanitation	Mwanza Lake Victoria WATSAN	Mwanza Urban Water Supply and Sanitation Authority	Implementation	2013	EIB	autofin, EU-autres, EU-ITF
80		Tanzania	Africa Subsahara	Energy	Electrification of North-West Tanzania (Energy transmission Nyakanazi-Geita)	Tanzania Electric Supply Company (TANESCO)	Implementation	2014	KfW	auto fin, EU-autres
81	parallel	Tanzania	Africa Subsahara	Water Sanitation	Mwanza II Water and Sanitation	Mwanza Urban Water Supply and Sanitation Authority	Preparation	2026	AFD	EU
82		Togo	Africa Subsahara	Energy	CEET Network Expansion Project	Compagnie d'énergie électrique de Togo	Implementation	2017	AFD	EU Mandate
83		Togo	Africa Subsahara	Transports	Programme d'Appui aux Pistes Rurales (PAPR) II	MDPR	Implementation	2017	KfW	
84		Togo	Africa Subsahara	Transports	Rural Trails Support Programme (PAPR)	MDPR	Implementation	2017	KfW	
85		Togo	Africa Subsahara	Environment	PERECUT	Ministry of Mines and Energy	Implementation	2021	AFD	EU Mandate
86		Togo	Africa Subsahara	Transports	Programme d'Appui aux Pistes Rurales (PAPR) III	MDPR	Implementation	2023	KfW	
87		Togo	Africa Subsahara	Agriculture	Projet d'Aménagement de Retenues Collinaires (PARC)	Republic of Togo	Implementation	2023	AFD	EU Mandate
88		Tunisia	North Africa/Middle East	Environment	GCT Environmental Upgrade	CGT	Implementation	2015	EIB	
89		Tunisia	North Africa/Middle East	Water Sanitation	Wastewater Reuse Greater Tunis DEPOLMED	O-S	Implementation	2016	AFD	
90		Tunisia	North Africa/Middle East	Infrastructure and Urban Development	Réhabilitation et d'intégration des Quartiers d'Habitation (PRIQH 2)	REPUBLIQUE TUNISIENNE	Implementation	2017	EIB	EU-FIV
91		Tunisia	North Africa/Middle East	Water Sanitation	Strengthening and Securing the water supply of Greater Tunis - Béjaoua Station	SONEDE	Implementation	2020	EIB	autofinancement
92		Tunisia	North Africa/Middle East	Education	Modernisation des Etablissements Scolaires	Ministère de l'Éducation et de l'Enseignement Supérieur	Implementation	2021	EIB	
93		Tunisia	North Africa/Middle East	Energy	ELMED (Tunisia - Italy interconnection) Câble sous-marin Tunisie-Italie (ELMED)	STEG	Implementation	2024	EIB	EBRD, WB, EU
94		Uganda	Africa Subsahara	Energy	220 kV Transmission Line Mbarara Masaka	UETCL	Implementation	2017	AFD	
95		Uganda	Africa Subsahara	Infrastructure and Urban Development	Kira Nalubale		Implementation	2024	AFD	
96		Uzbekistan	Europe/Caucasus	Agriculture	Improvement of Water Conveyance Efficiency and Modernization of Irrigation Infrastructures" in the Lower Basin of the Aral		Preparation	2025	AFD	EU/APIF
97		Vietnam	Asia/Oceania	Infrastructure and Urban Development	Bac Ai pumped storage hydropower project	Vietnam Electricity (EVN)	Preparation	2025	AFD	JICA
98		Zambia	Africa Subsahara	Water Sanitation	Zambia Water and Sanitation Project	Mulonga Water and Ssewerage CPY	Implementation	2017	EIB	
99		Zambia	Africa Subsahara	Energy	Sustainable Access to Electricity in Southern Division II (VPT)	ZESCO Ltd	Implementation	2018	KfW	
100		Zambia	Africa Subsahara	Water Sanitation	Ecological Urban Development Lusaka	Lusaka Water and Sewerage	Implementation	2020	EIB	
101		Zambia		Water Sanitation	NEWZA 1.5		Preparation	2025	KfW	EU

Annex 4 – List of cancelled or abandoned projects

Sector	Project Title	Project Sponsor	Project Status	year	Lead Finance Institution	Other Financiers	Co-Financier
Water Sanitation	Small-Scale Irrigation in the Greater West (PIGO Plus)	Ministry of Agriculture	abandoned	2020	KfW		AFD
Telecommunication	OPT Cable Numérique	Office des Postes et Télécommunications	cancelled	2018	AFD		EIB
Energy	NEPCO Green Corridor	Hashemite Kingdom of Jordan	cancelled	2015	EIB		AFD
Transports	Port of Mombasa Berths Rehabilitation	Kenya Ports Authority	cancelled	2017	EIB		AFD
Infrastructure and Urban Development	PEURL : Program for Economic and Urban Resilience in Lebanon	Ministry of Economy	cancelled	2019	AFD	EU FIV	EIB
Energy	Keyal Khwar Hydropower power plant of 128 MW capacity	Water and Power Development Authority (WADPA)	cancelled	2021	KfW	WAPDA (own funds)	AFD
	Reuse Hebron		cancelled			EU/NDICI	
Energy	Hydro Power Plant Muzizi	Uganda Electricity Generation Company Limited (UEGCL) + project company (PPP)	cancelled	2014	KfW		AFD
Energy	Distributed Solar Power Generation Program Jujuy	Various public entities in the Province of Jujuy	Never Started	2019	EIB		AFD
Water Sanitation	Climate Resilient Water Investment Challenge (CRIC 20:20)	Ministry of Housing and Urban Affairs	Cancelled	2024	AFD	Republic of India	KfW
Water Sanitation	Assainissement Khalidiya		Cancelled		KfW ?		AFD
Energy	Hydro Power Plant		cancelled	2017	AFD		KfW
Transports	Metro léger de Sfax		cancelled	2018	AFD or KfW		BEI
Water Sanitation			abandoned		KfW ?		AFD
Energy	Hydro Power Tsate		Never Started	2024	BEI ?		AFD

Annex 5 – Other co-financing tools

- Mutual Reliance Agreement between the EIB and the EBRD (signed in May 2025)
- JEFIC (Joint-European Financiers for International Cooperation) co-financing framework agreement signed between KfW, Cassa Depositi e Prestiti (CDP), Agencia Española de Cooperación Internacional para el Desarrollo (AECID) and AFD (signed in March 2023)
- Co-financing Framework Agreement signed between AFD and the World Bank (signed in March 2024)
- Partnership Framework Agreement signed between AFD and the Asian Development Bank (signed in October 2022)