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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX 2

to the Commission Implementing Decision on the financing of the annual action plan in favour of the Republic of Ghana for 2022

Action Document for Modernisation of electricity distribution network in northern Ghana

ANNUAL PLAN
This document constitutes the annual work programme within the meaning of Article 110(2) of the Financial Regulation, and action plans / measures within the meaning of Article 23 of the NDICI-Global Europe Regulation.

1. SYNOPSIS

1.1. Action Summary Table

1. Title **CRIS/OPSYS business reference** **Basic Act**	Modernisation of electricity distribution network in northern Ghana OPSYS number: NDICI AFRICA/2022/ACT-60923 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	Team Europe Initiative on Smart, Green and Digital Recovery in Ghana
3. Zone benefiting from the action	The action shall be carried out in the North of Ghana, with a focus on Tamale area
4. Programming document	2021-2027 Multiannual Indicative Programme for Ghana
5. Link with relevant MIP(s) objectives/expected results	This action intends to contribute to Specific Objective 4 of Priority Area 1 – Green Growth for Jobs: Support Ghana's energy transition. More specifically, this actions aims to contribute to the following results: ➢ Result 4.1: Energy efficiency in buildings and in transmission/distribution network is increased ➢ Result 4.2: Access to electricity from renewable sources is increased
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Priority Area 1: Green growth for jobs
7. Sustainable Development Goals (SDGs)	Main SDG: SDG 7 Affordable and clean energy for all Other significant SDGs and where appropriate, targets: - SDG 8: Decent work and economic growth - SDG 5: Gender equality - SGD 13: Climate action
8 a) DAC code(s)	230 – Energy DAC: 236 energy distribution, 232 energy generation, renewable sources
8 b) Main Delivery Channel @	11004 - Other public entities in donor country (EU Member State agency)

9. Targets	☐ Migration ☒ Climate ☐ Social inclusion and Human Development ☒ Gender ☐ Biodiversity ☐ Education ☐ Human Rights, Democracy and Governance			
10. Markers (from DAC form)	**General policy objective @**	**Not targeted**	**Significant objective**	**Principal objective**
	Participation development/good governance	☒	☐	☐
	Aid to environment @	☐	☐	☒
	Gender equality and women's and girl's empowerment	☐	☒	☐
	Trade development	☒	☐	☐
	Reproductive, maternal, new-born and child health	☒	☐	☐
	Disaster Risk Reduction @	☒	☐	☐
	Inclusion of persons with Disabilities @	☒	☐	☐
	Nutrition @	☒	☐	☐
	RIO Convention markers	**Not targeted**	**Significant objective**	**Principal objective**
	Biological diversity @	☒	☐	☐
	Combat desertification @	☒	☐	☐
	Climate change mitigation @	☐	☐	☒
	Climate change adaptation @	☒	☐	☐
11. Internal markers and Tags:	**Policy objectives**	**Not targeted**	**Significant objective**	**Principal objective**
	Digitalisation @	☐	☒	☐
	digital connectivity		☐	☐
	digital governance		☐	☒
	digital entrepreneurship		☐	☐
	digital skills/literacy		☐	☐
	digital services		☐	☒
	Connectivity @	☐	☐	☒
	transport		☐	☐
	people2people		☐	☐
	energy		☐	☒
	digital connectivity		☐	☐
	Migration @ (methodology for tagging under development)	☒	☐	☐

	Reduction of Inequalities (methodology for marker and tagging under development)	☐	☒	☐
	Covid-19	☒	☐	☐
BUDGET INFORMATION				
12. Amounts concerned	Budget line(s) (article, item): BGUE-B2022-14.020120-C1-INTPA Total estimated cost: EUR 34 250 000 Total amount of EU budget contribution EUR 15 950 000 [1]. This action is co-financed in joint co-financing by: France (Agence Française de Développement (AFD) for an amount of EUR 18 300 000 The Action contributes to the TEI on Smart, Green and digital recovery in Ghana, to which the Czech Republic, Denmark, France, Germany, Hungary, Spain, The Netherlands as well as the European Investment Bank participate, for a total grand amount of circa 800-850 MEUR.			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing[2]	This contribution to the Regional Blending Platform shall be implemented in indirect management by the entities indicated in the annex to this Action Document, in accordance with the Regional Blending Facility Platform’s award procedure.			

1.2 Summary of the Action

The proposed action contributes to the *Priority Area 1* of the Joint Programming Document *Green growth for jobs* , and aims to achieve the *Specific objective 4: Support Ghana’s energy transition* and related Result 4.1: Energy efficiency in buildings, and in transmission/distribution network is increased and Result 4.2: Access to electricity from renewable sources is increased.

The action supports the Volta River Authority group (a state-owned energy utility of which the Northern Electricity Distribution Company – NEDCo - is a subsidiary) to improve its efficiency and strengthen the network in northern Ghana, to further support integration of Renewable Energies in the mix. It will be done in collaboration with AFD and the EIB and will complement the activities previously managed by them to refurbish the Kpong hydroelectric production pole, and allow the modernisation and digitalisation of the distribution network in and around the city of Tamale, along the Ghana – Burkina Faso 330KV interconnection (also supported by the EU/AFD/EIB).

While Ghana benefits of a rate of electrification of 85% of the population, this has important geographic disparities: in the three Northern regions, 70% of the population have access to a largely unreliable electricity supply, with old and low-tension distribution lines. Electricity generation, mainly localised in the south of the country, is largely thermal (69%) and hydro (29.9%) with negligible solar production (1%).
The energy sector is currently characterised by overcapacity, financial unsustainability, and obsolete infrastructure, with technical and commercial losses of more than 35%. World Bank (WB) and Kreditanstalt für Wiederaufbau (KfW) are supporting the “Energy Sector Recovery Plan”, a roadmap of immediate, near-term, and medium-term actions needed to bring the sector into balance by the end of 2023. In the absence of new investments, EU efforts focus therefore on improving technical and commercial efficiency, rebalancing the infrastructural gap existing between the south and the north of the country.

The action contributes primarily to climate change mitigation and to economic growth in the north (Overall Objective/Impact) by fostering energy efficiency, access to energy and decreasing technical and commercial losses. The following results (outputs) are foreseen:

[1] This action contributes to the TEI on Smart, Green and digital recovery in Ghana and is co-financed in a team Europe spirit. The additional indicative contributions from the AFD is EUR 18.3 million to the Strategic Objective 1 of this Action. In addition, the will contribute EIB EUR 45 million and KfW possibly EUR 30 million (pending parliamentary approval for the 2023 budget). The contributions of EIB and KFW will be done in parallel under separate arrangements. All these contributions mutually reinforce each other.

[2] Art. 27 NDICI

1. Distribution network is reinforced and rehabilitated and technical losses are reduced (supporting the energy efficiency improvement of the distribution network of NEDCo in the area of Tamale).
2. Digital technologies are mainstreamed in the electricity sector (supporting the digitalisation of the sector, and therefore the commercial efficiency, through the deployment of digital metering systems and optic fibre along the network, and the development of Supervisory control and data acquisition (SCADA).
3. Technical assistance is provided to implement a gender action plan and improve NEDCo's financial situation

This action contributes to the TEI on Smart, Green and digital recovery in Ghana and is co-financed by France (AFD) in a Team Europe spirit. The EU contributes EUR 15.95 million of grant support to be implemented by the AFD and targeting specifically outputs 2 and 3. The output 1 will be financed by the AFD with an indicative amount EUR 18.3 million.

In parallel, this action will also contribute to sustain safe and renewable energy production in Ghana, through the finalisation of Kpong and Akosombo dams retrofits; which will be done via an EIB guarantee for EUR 4.05 million.

This action is aligned with the external dimension of the EU Green Deal Strategy, the EU Gender Action Plan III (2020-2025) and the 2030 Agenda for Sustainable Development. It will contribute to SDG 7: affordable and clean energy for all; SDG 8: Decent work and economic growth; SGD 13: Climate action and SDG 5: Gender equality.

2. RATIONALE

2.1 Context

Context and Challenges

Ghana has an 85% electrification rate, among the highest in Sub-Saharan Africa, but (i) these rates of access are very uneven from one region to another (in three northern regions, Upper East – 63%, North East – 62.9%, Upper West – 78%, Savannah – 55.4%)3 and (ii) even for those connected to the grid, access to electricity is not always reliable, given the obsolescence of electricity transmission and distribution networks. Energy poverty, one aspect of broader economic poverty, is clearly identified in rural areas and has distinct gender characteristics that disproportionately affect women and girls. Lack of gender based data within the energy sector doesn't establish the individual involvement of gender in the entire energy value chain[4]. Ghana has shown commitment in ensuring gender equality and equity in political, social and economic development. Legislative framework and institutional architecture to promote gender equality are in place. A gender policy was established in 2015 and underlines inequalities are rooted in the social system and manifest in matters of access to energy5.

Ghana's energy mix generation, historically dependent on hydroelectricity thanks to the construction of the Akosombo dam in the 1960s (1000 MW), is now divided between hydro power (29.9%) and thermal energy (69%). The installed electrical capacity is of 5,288 MW, with a dependable capacity of 4,842 MW, which is greater than the peak consumption of 3,090MW.

Renewable energies are struggling to impose themselves, despite favourable climatic conditions. The installed renewable energy production systems (NRE) represent only 98.9 MW (1.1% of total generation capacity in 2020).

Over the past decade, peak demand for the Ghanaian system has grown at an annual growth rate of 9.3%. Peak system demand in 2020 was 3,090 MW, about 10.2% higher than peak system demand in 2019. The peak export load (domestic load) was 2,682 MW; a marginal increase of 0.7% from the national peak in 2019. Total energy consumed, including losses, was 19,717 GWh versus a forecast of 19,685 GWh.

A power supply crisis, characterized by a peak production deficit of 500 MW, profoundly affected the country in the period 2015-2016. This deficit was due to a lack of investment in energy infrastructure combined with the low availability of primary energy resources (low water levels and gas shutdown from Nigerian pipeline). Daily power

[3] https://energycom.gov.gh/files/2021%20published%20Energy%20Statistics.pdf
[4] Renewable Energy Masterplan (2019) link
[5] National Gender Policy (2015). link

outages, which Ghanaians called 'dumsor' (off-on in twi), have affected millions of individuals and businesses, and this has severely hampered the country's economic and social development.

Ghana has become a net exporter of electricity through the regional electricity interconnection project funder under the Western Africa Power Pool (WAPP.). Currently, Ghana exports about 715 GWh to Benin (to the Communauté Électrique du Bénin – CEB) and, about 577 GWh to Burkina Faso (to the Société Nationale d'électricité du Burkina Faso - SONABEL). In total, 208 GWh were exchanged between Ghana and Côte d'Ivoire, representing 58 GWh of imports and 149 GWh of exports. Ghana's total exports reached 1,441 GWh in 2020.

Therefore, while Ghana covers its electricity production needs, regular outages due to the poor quality of electricity infrastructure are a systematic issue. The country has set itself the goal of achieving universal access to electricity by 2025 and a 10% share of renewable energy in its electricity production by 2030, which is Ghana's National Determined Contribution's target.

Following the lockdown imposed to contain the Covid-19 pandemic and the slowdown in the economy, the Ghanaian government covered half of the electricity bills from April to September 2020 for residential and commercial users; this support was complete for the most financially vulnerable users.

Regulation of electricity tariffs is ill-suited

In this context, the government and the regulator PURC (Public Utilities Regulatory Commission) has faced the challenge of reconciling social acceptance of tariffs and cost recovery of electricity companies, and have attempted in recent years to adopt a more transparent approach to tariffs. Since 2011, PURC has only partially applied its tariff revision methodology, which theoretically aims to recover the costs of market participants, according to an "Automatic Adjustment Formula", which was supposed to take into account the cost of fuel supply and the exchange rate.

An indebted sector with a structural deficit

As a result of the supply crisis and more structural challenges, the energy sector's deficit has gradually widened to USD 850 million per year. Indeed, in parallel with a tariff structure that does not allow the recovery of operators' costs, the revenues received by the incumbent distributor, the Electricity Company of Ghana (ECG)[6], are far from offsetting the increase in production costs following the injection of new expensive thermal power plants (especially powered by heavy fuel oil).

Moreover, the insufficient uptake of financial flows from ECGs to other players in the sector (GRIDCo, VRA, BPA) and the purchase of fuels exposed to the price increase of petroleum products led to an estimated stock of cross-debt of USD 2.8 billion in 2020. For this reason, the government has committed to cleaning up the energy sector, through measures aimed at addressing the financial crisis and adopting more structural reforms. In 2021, in an effort to settle these debts, the government paid GHS 2.63 billion to ECG, on behalf of all ministries, departments, agencies, which were not equipped with meters or not paying their bills.

The electricity sector actors

Ghana is one of the first countries in Sub-Saharan Africa to have created a competitive electricity market, by unbundling in the 2000s electricity activities between production, transmission and distribution. Transparency International ranks Ghana 73rd out of 180. The government has a strong anti-corruption legal framework in place but faces challenges in its enforcement[7].

The regulation of the sector is shared between the Energy Commission (technical regulator that grants the licences) and the PURC (financial regulator in charge of establishing the tariff schedule).

Production is based on 3 types of actors:

i) Volta River Authority (VRA): public company and historical operator of the sector, with 2 hydro plants - Akosombo dam (1020 MW) and the Kpong dam (160 MW) – 6 thermal plants and 2 solar plants.

ii) Bui Power Authority (BPA): jointly financed by a Chinese loan and equity from the Ghanaian government, it has been managing the operation of the Bui hydroelectric plant (400 MW) since December 2013. BPA also manages the Tsatsadu micro generation station, and has been commissioned to build and

[6] The ECG has failed to collect revenues (no history of bill payments by government departments and governments).

[7] https://www.transparency.org/en/cpi/2021

manage a hydro-solar PV hybrid (HSH) system within the Bui enclave, an initial 1 MWp of a proposed 5 MWp Floating Solar PV System on the Bui reservoir and pilot wind turbine.

iii) 14 Independent Electricity Producers for more than 2,000 MW of installed capacity.

The transmission is solely entrusted to the Ghana Grid Company, GRIDCo.
The utilities entrusted with distribution are:

- Electricity Company of Ghana (ECG), the country's main distributor, covers 36% of the territory and distributes 92% of the volumes.
- Northern Electricity Distribution Company (NEDCo), a subsidiary of VRA, covers 64% of the territory and distributes 8% of the volumes;
- Enclave Power Company: the only private distribution company, it operates and sells power to commercial and industrial customers of the Free Zones Enclave in Tema, and distributes about 0.003% of the volumes.

Public Policy and EU Policy Framework

Government Energy Policy

The government's energy policy contained in the 2010 Ghana National Energy Policy and the Nationally Determined Contributions submitted under the Paris Agreement in 2015 set out 3 priorities: (i) exploit the country's offshore oil and gas resources to boost its growth, (ii) increase installed electricity generation capacity to cover the increase in demand and (iii) increase the rate of access to electricity.

As reaffirmed in the Renewable Energy Master Plan (2019), the Ghana National Energy Policy is concerned of gender challenges in the energy sector. The two documents suggest to support capacity development of women in the energy sector and ensure participation of women in the formulation and implementation of energy interventions.

Since the beginning of the crisis in the sector, the government has developed and implemented radical measures and a series of reforms to restore the sector's financial balance and performance:

Initially, the government introduced the "Energy Bond". The first tranche of GHS 1.2 billion in 2017 helped curb the escalation of the sector's debts, notably VRA's debt to local banks. The issuance of a second tranche of GHS 1.199 billion (USD 200 million) was used to settle part of the outstanding patrimonial debt and other obligations due to suppliers and other creditors in the energy sector.

The concession of ECG, pillar of the reforms financed by the Millennium Challenge Corporation (MCC) for an amount of USD 498 million, was an attempt to try to rebuild the links in the electricity sector between the value chain and public finances. The structure appointed by the government following a call for tenders to operate this concession, consisted of a consortium of private companies led by the Philippine company Meralco. Although an agreement had been reached on the guaranteed minimum income for PDS (Power Distribution Services), the concession was first suspended and then terminated by the Ghanaian government, for alleged breaches of PDS obligations in the provision of payment guarantees. In response, MCC cancelled the USD 190 million grant under the Power Africa initiative.

The Energy Sector Recovery Plan (ESRP) was approved by the Ghanaian government in 2019, including the set up a Task Force to guide the financial consolidation of the sector. The government has already implemented some of the ESRP's key recommendations, such as the cash waterfall mechanism to mitigate payment risk, and support for street lighting. Other recommendations include:

- Covering the annual sector shortfall through a "Delta Fund" (Energy Sector Recovery Levy) to prevent further accumulation of arrears.
- Budget and pay subsidies on time, and link such subsidies to performance outcomes.
- Enact laws and regulations to back key reforms, such as the competitive procurement and least cost fuel procurement policies.
- Review of Power Purchase Agreements (PPAs), granted to independent electricity producers. Over the years, due to Dumsor, the Government had signed several different PPAs, including about 30 signed by ECG, sometimes at high cost and usually in the form of "Take or pay". Following an analysis by a committee led by the Energy Commission, recommendations for renegotiations have been put in place:
    - Terminate 11 PPAs at a cost of USD 402 million, instead of maintaining and continuing to pay for an annual capacity of USD 586 million over the next 13 years. This recommendation was applied during 2018.

- Maintain 8 PPAs for a total cumulative capacity of 2,070 MW
- Postpone 4 PPAs of total cumulative capacity of 1,810 MW to 2018-2025
- Postpone 3 PPAs of total cumulative capacity of 1,150 MW to after 2020.

Links with EU policy

Team Europe Initiative:
The Team Europe Initiative *Smart, Green and digital recovery* contributes to the Government of Ghana's transformation and recovery agenda, with a strong accent on the green economy (energy efficiency) and robust policy support to the climate and environmental policymaking. The Team Europe Initiative supports the Paris Climate Agreement, Ghana's Nationally Determined Contributions, and Ghana's National Climate Change Adaptation Strategy.

Joint Programming Ghana 2021-2027:
Ghana and the EU share common objectives for sustainable development. As Ghana is investing in its transition to a more efficient use of energy to promote sustainable growth, the EU Joint Programming 2021 – 2027 offers a mix of tools and instruments to accompany Ghana's energy sector reforms, attain financial health, and promote digitalisation of the sector.

Gender considerations are factored into the programme to ensure contribution towards attaining SDG 5, which foresees the promotion of gender equality and women empowerment as key to achieving sustainable development and implementing the Gender Action Plan III (2020-2025) particularly to the thematic area "addressing the challenges and harnessing the opportunities offered by the green transition and the digital transformation" and "promoting economic and social rights empowering girls and women".

The EU, EIB, AFD and KFW have been working together in order to identify priority investments by VRA and NEDCo that could be co-financed around the following objectives: (i) improving access to basic services for the people of northern Ghana, (ii) improving the energy efficiency of the network (decrease in technical losses), (iii) improvement in NEDCo's financial situation (decrease in technical and commercial losses) and (iv) further rehabilitation of Kpong and Akosombo's dams. This last objective (iv) will be supported outside this Action in a Team Europe spirit.

2.2 Problem Analysis

Improving access to electricity in northern Ghana is a priority for the recovery of the energy sector. Despite the high electrification rate of 85%, electrification in the north is much lower. Energy poverty is mostly affecting groups living in rural areas and people living in vulnerable situation.

The Volta River Authority (VRA), a long-standing public company in the sector, remains a major player in power generation. The company owns and operates two of the country's main dams, Akosombo and Kpong, which were commissioned in 1965 and 1982. Akosombo was fully retrofitted and automated, but VRA is now looking at upgrading some of the equipment to make the dam more efficient. Most of Kpong dam was retrofitted over the past 5 years, thanks to EIB and AFD funding. The EIB is now looking into rehabilitating the spillway gates and the dyke in order to complete the rehabilitation of the dam, thus ensuring sustained and safe power generation for the coming decades.

VRA also owns six natural gas-fired thermal power plants, from 80 to 340 MW (TICO), and two 2.5 and 6.5 MW solar power plants.

VRA is also an important player in the distribution of electricity, since its subsidiary Northern Electricity Distribution Company (NEDCo) holds the distribution monopoly in the North of the country (64% of the territory; 27% of the population; 8% of national electricity consumption).

NEDCo is structurally in deficit. Its losses reached EUR 33 million in 2019, for a turnover of EUR 81 million. Its capital is shrinking year after year, representing only 25% of the EUR 300 million balance sheet. Without its subsidiary, the VRA group would be in financial equilibrium.

The key financial challenges of NEDCo are: (i) the low population density in northern Ghana, (ii) the small proportion of institutional clients likely to pay unregulated tariffs, (iii), illegal power connections and (iv) outdated networks. Lack of capital investment over the years has led to aged and overloaded assets of the company. Existing old distribution lines have been stretched without necessary network reinforcements, leading to a general unstable voltage and increased frequency of failures at substations. The need to upgrade and automate its distribution network have become critical and urgent. A proper network monitoring system such as Supervisory Control And Data Acquisition (SCADA) is part of the priority investment plan of NEDCo.

NEDCo relies on government and donor support to upgrade its infrastructure. Several studies have been carried out highlighting the need for significant investments in the network. Some of these investments were to be financed by the Millennium Challenge Corporation, before they withdrew from Ghana following the failure of the concession of ECG. As mentioned in the Renewable Energy Master Plan, women and gender experts are inadequately represented within private companies and management positions in the energy sector.

Main stakeholders

The final beneficiaries of support under this project will be the citizens of Ghana, as the end users and rights holders of electricity distributed by NEDCo in the Northern regions. In order to achieve the intended purposes, the main recipient of the action will be the Northern Electricity Distribution Company, NEDCo, and will adhere to the UN Guidelines on Business and Human rights.
The key stakeholders involved are:

- **Northern Electricity Distribution:** NEDCo is a 100% subsidiary of VRA. NEDCo holds the distribution monopoly in the North of the country.
- **Volta River Authority (VRA):** as a long-standing public company in the sector, it remains a major player in the production of electricity. VRA’s involvement would include bringing support to NEDCo through a non-sovereign loan from AFD, on-granted or on-lent to NEDCo.
- **VRA Academy** is an engineering training provider, offering continuous professional development courses in Power System Operations and Maintenance, Utility Management, Language for Power Business, Leadership, Finance and Secretarial skills. VRA Academy will participate in the organisational and institutional gender analysis, the participative development of the Gender Action Plan and the implementation of the Gender Action Plan that will be developed through the Gender Action Plan Study piloted by VRA Human Resources Department and financed by AFD Gender Facility.
- **Ministry of Energy (MoE)** is responsible for formulating, monitoring and evaluating policies, programmes and projects in the energy sector supporting access to affordable and sustainable energy for all, including groups living in most vulnerable situations. It is also the institution in charge of the implementation of rural electrification. Participation of rights holders represented by local communities’ organisations and people living in vulnerable situations is essential to develop fit for purpose solutions.
- **Ministry of Finance’s (MoF)** role is to ensure effective economic policy management for the attainment of macroeconomic stability and sustainable economic growth through sound fiscal policy and efficient public financial management by deploying competent staff and robust systems for the development of Ghana. The MoF would be involved in securing a sovereign loan from the EIB (and other European partners), on-granted or on-lent to NEDCo.
- **Ministry of Environment, Science, Technology and Innovation (MESTI)** ensures the establishment of the regulatory framework and setting of standards to govern the activities of science and technology and the management of the environment for sustainable development; but also coordinates all planned programmes as well as budgets in the environment, science, technology and innovation sector of the economy.

Indirectly, the Northern Development Authority and the Metropolitan Assembly of Tamale will be also important stakeholders and partners of the European Union. The Ministry of Finance and the Ministry of Energy will be also involved in the planning of the intervention.

3. DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to contribute to economic growth in the north of Ghana and climate change mitigation.

The Specific Objectives (Outcomes) of this action are to:

1. Increase access to sustainable and affordable electricity for all including persons in vulnerable situations in northern Ghana and enhance the capacity of NEDCO in the implementation of climate mitigation measures (Energy Efficiency).
2. Improve the efficiency of the electricity distribution network (digitalisation).
3. Improve NEDCo's economic sustainability and gender policy.

The Outputs to be delivered by this action contributing to the corresponding Specific Objectives (Outcomes) are:

1.1 contributing to Specific Objective 1: Improved NEDCo's distribution network.

2.1 contributing to Specific Objective 2: Enhanced integration of digital technologies in NEDCo's distribution network.

3.1 contributing to Specific Objective 3: Enhanced capacity of NEDCo in financial management.

3.2 contributing to Specific Objective 3: Enhanced capacity of NEDCo in gender mainstreaming.

3.2 Indicative Activities

Activities related to the outputs are:

1- ***Rehabilitation of the distribution network of NEDCo***: in particular modernisation and construction of new substations and lines. These needs have been reported by NEDCo to the EU through the Ministry of Energy as priority projects at national level.

2- ***Support for the digitalisation of the distribution network*** through the deployment of digital solutions, such as the development of SCADA and a Telecom system. These activities will be defined through the Digital Energy Facility.

3- ***Institutional support through technical assistance*** for the technical supervision of works, implementation of a gender action plan and strengthening of the financial function of NEDCo.

For information, this action will be complemented by a retrofit support to the Kpong and Akosombo dam to be funded separately by the EIB. This will involve the provision of a financial guarantee by the EU to accompany the EIB investment loan. All these activities will jointly contribute to sustain safe and renewable energy production in Ghana.

The commitment of the EU's contribution to the Team Europe Initiative to which this action refers, will be complemented by other contributions from Team Europe members. It is subject to the formal confirmation of each respective member's meaningful contribution as early as possible. In the event that the TEIs and/or these contributions do not materialise, the EU action may continue outside a TEI framework.

3.3 Mainstreaming

Environmental Protection & Climate Change

Outcomes of the EIA (Environmental Impact Assessment) screening The Environmental Impact Assessment screening classified the action as Category A.
See Annex F3 for details.

The **Climate Risk Assessment (CRA) screening**
The CRA screening concluded that this action has no to low risk. Nevertheless further assessment will be conducted to ensure that climate mitigation measures be put in place if needed.

Gender equality and empowerment of women and girls
As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that one of the objectives of the project will provide and implement activities to promote gender equality in the workplace. Gender

equality and empowerment of women and girls will be reinforced by strengthening the access of women to training and boosting their role in the energy sector. The action will contribute to the EU Gender Action Plan III (2020-2025).
Human Rights The Action operationalises the rights-based approach by ensuring that all rights are respected and that empowerment, participation, non-discrimination, accountability and transparency are promoted. It will capacitate "rights-holders" in claiming their rights and "duty-bearers" in meeting their obligations. Particular focus will be given to inclusive policies targeting women.
Disability As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that this action is not related to the inclusion of persons with disabilities.
Democracy The project will enhance the performance of state institutions and support decentralized economic and social development.
Conflict sensitivity, peace and resilience NA
Disaster Risk Reduction NA
Other considerations if relevant NA

3.4 Risks and Lessons Learnt

Category	**Risks**	**Likelihood (High/ Medium/ Low)**	**Impact (High/ Medium/ Low)**	**Mitigating measures**
Political	Risk #1: No financial Recovery of the Ghanaian energy sector No implementation of the Program-for-Results Financing (PforR) of the World Bank	**Medium**	**High**	Continuous policy dialogue with the Government of Ghana regarding the updates in the implementation of the Energy Sector Recovery Plan Approval of the PforR program is set to be approved by GoG between June and July 2022
Economic	Risk #2: Recession due to Covid-19 crisis Possible Ukraine-Russia fallout	**Medium**	**Medium**	Technical assistance to NEDCo's Financial Department to support NEDCo in assessing the risks and impacts
Financial	Risk #3: Financial recovery of NEDCo	**Medium**	**High**	Increased revenues through reduced commercial losses Technical assistance to NEDCo's financial department
Social	Risk #4: Potential risk of resistance from	**Low**	**Medium**	An Environmental and Social (E&S) assessment is planned for the new investment to ensure proper framework.

	population in certain areas			Gender analyses and researches should include a gender sensitive and human rights based approach in order to provide suitable services
Environmental				**To be defined after the E&S assessment**
Implementation	Risk #5: Delays in additional technical studies	**Low**	**Low**	Include a Supervision consultant in following: - rehabilitation of distribution network (lines and substations) - procurement documents, support and evaluation process
Guarantee	Risk #6: Ghana macroeconomic environment deteriorates affecting the EIB guarantee approval	**Medium**	**High**	Continuous policy dialogue with the Government of Ghana on its macroeconomic indicators

Lessons Learnt:

AFD has been discussing with NEDCo for years on how to finance the strengthening of the distribution network in the north of Ghana. Some large projects co-financed by AFD and the EU in the Energy Sector (VRA and GRIDCo) are coming to an end. The timing is now ripe to intervene as (i) VRA's financial situation has improved (enabling AFD to appraise a non-sovereign loan for NEDCo (VRA's subsidiary) and (ii) the EU programming will allow AFD to blend an EU grant with its loan, lowering the cost for priority investments (digitalisation).

AFD's collaboration with VRA started in 2012 through the financing of the first Kpong dam retrofit (sovereign loan returned to VRA). This intervention was completed in 2020 with the following achievements: dam rehabilitation (technological leap) and increase of the dam operating life for the next 30 years to provide affordable, safe and reliable electricity. The relationship with VRA has been constructive. Implementing difficulties were overcome with the entry of the EIB as co-financier to cover additional costs and complete the project.

The main lesson from this project is the urgent need to reinforce the distribution network and the performance of distribution utilities to strengthen the power sector in Ghana and facilitate future integration of renewable energy.

3.5 The Intervention Logic

The underlying intervention logic for this action is that it contributes to climate change mitigation and to economic growth in the north (Overall Objective/Impact) by fostering energy efficiency, access to energy and decreasing the technical and commercial losses of NEDCO. The following results (outputs) are foreseen:

- Distribution network is reinforced and rehabilitated and technical losses are significantly reduced (supporting the energy efficiency improvement of the distribution network of NEDCo in the area of Tamale)

- Digital technologies are mainstreamed in the electricity sector (supporting the digitalisation of the sector and consequently its commercial efficiency through the deployment of digital metering systems and optic fibre along the network, as well as the development of the Supervisory control and data acquisition (SCADA)

- Technical assistance is provided to implement a gender action plan and improve NEDCo's financial situation

The intervention logic for this action relies on several studies that form the basis for the intervention:

- *The Digital Energy Facility* has been mobilized to refine the diagnosis of the digitalisation needs of NEDCo.
- *The AFD Gender Facility* has been mobilized to prepare the gender action plans for VRA and NEDCo, the implementation of which could be funded under the project.
- NEDCo's *Performance Improvement Plan* (PIP), the preparation of which is being financed by KfW.
- *Studies funded by the World Bank's Ghana Energy Sector Transformation Initiative (GESTIP) program*:
    - o Updated NEDCo Distribution Guidelines (Implementation Phase)

- o NEDCo Distribution Master Plan (Implementation Phase)
- o NEDCo Network Mapping (GIS Data Entry)
- o NEDCo Network Security
- o NEDCo Energy Demand Study

1- Rehabilitation of the NEDCo distribution network – to be financed by AFD

The details of this component will be provided by NEDCo's detailed assessment of the works to be undertaken.
The Engineering Department, which is in charge of the design, planning and projects, will be in charge of the project management. KfW, through the World Bank's Programme for Result (PforR), provides important support to NEDCo through the development of a Performance Improvement Plan (PIP). This plan will allow NEDCo to assess its constraints in regards to consumptions, customer support, outage management, and network infrastructure.

This output will also support Ghana's energy efficiency and its NDC targets. In its NDC, Ghana committed to doubling the energy efficiency improvement within industrial facilities by 20% by 2030 subject to the provision of climate finance, technology, and capacity-building support from the international community. This support will help reduce the technical losses of the distribution system. The feasibility study of the AFD will provide details on the percentage of losses to be reduced.

2- Support for the digitalisation of the distribution network – to be finance by the EU and implemented by the AFD

The objective of this component is to improve NEDCo's operational reliability, resilience, cyber-security and revenue growth potential. It will therefore involve the potential deployment of a fibre network in the NEDCo power distribution system through the installation and development of advanced metering infrastructure, smart network applications and real-time data support using a system SCADA. Project management will be provided by the Department of Network Operations of NEDCo, which is in charge of technical operations and technical and security audit.
The Digital Energy Facility (DEF) is a program funded by the European Union, and managed by AFD, with the aim to support the modernisation of the energy sector through digital innovation, for better access to energy, a better integration of renewable energy sources and an improvement in the quality of electricity utilities. The digitalisation needs of NEDCo could benefit from the analysis of the DEF which, in turn, could make it possible to assess the priority needs in the short to medium term. The DEF "concept note" is being finalized before official submission to the EU.

3- Institutional support – to be financed by the EU and implemented by the AFD

This support will consist of a Technical assistance that provides capacity building of various departments, which will be an effective addition to strengthening the financial functions of NEDCo (this support could also provide a basis for a possible deployment of prepaid meter installations).
AFD also plans to prepare a gender action plan for VRA and NEDCo, the implementation of which will be funded under the project. VRA Academy would like to apply for a grant of around €1 million to finance the acquisition of training equipment and sponsorship programs through the implementation of the gender action plan. Details of this component will be refined as the DEF and the Gender Action plan studies are on-going.

Ghana's Team Europe Initiative (TEI) dubbed Smart, green and digital recovery makes reference to this Action and supports the Paris Climate Agreement, Ghana's Nationally Determined Contributions, and Ghana's National Climate Change Adaptation Strategy. Hence, the TEI contributes to the Government of Ghana's transformation and recovery agenda with a strong accent on the green economy (energy efficiency) and robust policy support to the climate and environmental policymaking.

3.6 Logical Framework Matrix

At action level, the indicative logframe should have a maximum of 10 expected results (Impact/Outcome(s)/Output(s)). It constitutes the basis for the monitoring, reporting and evaluation of the intervention. On the basis of this logframe matrix, a more detailed logframe (or several) may be developed at contracting stage. In case baselines and targets are not available for the action, they should be informed for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest. New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever it is relevant. - At inception, the first progress report should include the complete logframe (e.g. including baselines/targets). - Progress reports should provide an updated logframe with current values for each indicator. - The final report should enclose the logframe with baseline and final values for each indicator. The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action. The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision.

Results	**Results chain (@): Main expected results (maximum 10)**	**Indicators (@): (at least one indicator per expected result)**	**Baselines (values and years)**	**Targets (values and years)**	**Sources of data**	**Assumptions**
Impact	To contribute to economic growth in the north and climate change mitigation	- GERF 1.2 SDG 7.1.1 Proportion of population with access to electricity - GDP growth (%) and human development index in northern Ghana - Climate change mitigation measures taken by Ghana (NDC targets)	Baselines will be defined at a later stage, during the contract signature or with the first progress report (inception).	Targets will be defined at a later stage, during the contract signature or with the first progress report (inception).	Sources of data will be defined at a later stage, during the contract signature or with the first progress report (inception).	*Not applicable*
Outcome 1	1. Increase access to sustainable and affordable electricity for all including persons in vulnerable situations in northern Ghana and enhance the capacity of NEDCO in the implementation of climate mitigation measures (Energy Efficiency)	1.1 GERF 2.3 Number of people with access to electricity with EU support through: (a) new access, (b) improved access 1.2 SDG 7.1.1 Proportion of population with access to electricity in northern Ghana 1.3 SDG 7.3.1 Energy intensity measured in terms of primary energy and GDP	TBD	TBD	TBD	Political and economic stability in northern Ghana, Ghana NDC's targets on Energy Efficiency remain priorities for the Government of Ghana

		1.4 SDG 13 Indicator 13.2.1: Number of countries with nationally determined contributions, long-term strategies, national adaptation plans and adaptation communications, as reported to the secretariat of the United Nations Framework Convention on Climate Change				
Outcome 2	2. Improve the efficiency of the electricity distribution network (digitalisation)	2.1 Value of technical losses reported 2.2 Volume of intra-regional trade in electricity (megawatt) 2.3 Value of intra-regional trade in electricity in the north 2.4 GERF 2.12 Number of (a) countries supported by the EU to enhance access to digital government services	TBD	TBD	TBD	TBD
Outcome 3	3. Improve NEDCo's economic sustainability and gender policy	3.1 Savings generated by NEDCO thanks to this action which aims to improve the energy efficiency of its network (EUR) 3.2 Proportion of women employed by NEDCO (disaggregated by position) 3.3 SGD 5 Indicator 5.c.1: Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment	TBD	TBD	TBD	TBD
Output 1 related to Outcome 1	1.1 Improved NEDCo's distribution network	1.1.1 Percentage of power outages improvement thanks to the EU intervention	TBD	TBD	TBD	TBD
Output 2 related to Outcome 2	2.1 Enhanced integration of digital technologies in NEDCo's distribution network	2.1.1 Number of new jobs created in companies benefitting from digitalisation support provided by the action (disaggregated by sex, age and disabilities)	TBD	TBD	TBD	TBD

		2.1.2 Length of optical fibre cables installed with support from the EU under this Action 2.1.3 Extent to which the EU-funded intervention supported the development of digital solutions for business administration services 2.1.4 Number of people who have benefited from VRA or workplace-based vocational education and training/skills development interventions supported by the under this Action				
Output 3 related to Outcome 3	3.1 Enhanced capacity of NEDCo's in financial management 3.2 Enhanced capacity of NEDCo's gender mainstreaming	3.1.1 to be determined during the inception phase of the intervention 3.2.1 Number of full-time equivalent (FTE) workers employed during the intervention funded by the EU, disaggregated by sex	TBD	TBD	TBD	TBD

4. IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with the Republic of Ghana.

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3 Implementation of the Budget Support Component [For Budget Support only]

N/A

4.4 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures[8].

4.4.1 Contribution to the Africa Investment Platform

This contribution may be implemented under indirect management with the entities, called Lead Finance Institutions, identified in the appendix 2 to this Action Document.

The added value (or additionality) of EU support in this blending operation lies in the enhanced development impact through the use of innovative technologies and the gender focus. The EU grant will support the potential deployment of a fiber network in the NEDCo power distribution system and support the digitalisation of the distribution network and through the installation and development of advanced metering infrastructure, smart network applications and real-time data support using a system of Supervisory control and data acquisition (SCADA). Moreover, a technical assistance programme will be provided. This aims to improve NEDCo's economic sustainability and its gender policy through the preparation of a gender action plan. Finally, the initiative focuses on the vulnerable northern region. Given the fragility of this region, a blending grant is necessary to make the loan viable.

4.4.2 EFSD+ operations covered by budgetary guarantees

The action may be complemented by budgetary guarantees under indirect management. The budgetary guarantees would fall within priority area 1 Green Growth for Jobs.[9]

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[8] www.sanctionsmap.eu. Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

[9] The EIB will need a 9% guarantee for its sovereign lending to VRA/NEDCo. The EIB's financing intends to cover:

- The co-financing of NEDCO's smart metering and grid reinforcement, together with AFD and possibly KfW (pending parliamentary approval);
- Phase 2 of Kpong dam retrofit;
- A possible upgrade of Akosombo's hydropower plant equipment to make the plant more efficient.

The Joint Programming Ghana 2021-2027 includes an indicative amount of EUR 29 million which may be used between 2021 and 2024 to provision EFSD+ guarantee, therefore the abovementioned EIB guarantee will be covered by such amount.

This section 4.4.2 is included for information purposes only. A comprehensive action plan covering all EFSD+ budgetary guarantees and the financing decision for the entire annual commitment under the EFSD+ budget line are adopted separately.

4.5 Scope of geographical eligibility for procurement and grants

N/A

4.6 Indicative Budget

Indicative Budget components[10]	**EU contribution (in EUR)**	**Indicative third party contribution (EUR)**
Implementation modalities – cf. section 4.4		
Specific Objective 1 – Improved NEDCo's distribution network		18 300 000 (AFD)[11]
Specific Objective 2 and 3 – Enhanced integration of digital technologies in NEDCo's distribution network		
Indirect Management – cf. section 4.4.1	15 650 000	
Complementary guarantee for EIB – cf section 4.4.2[12]		
Evaluation – cf. section 5.2 **Audit** – cf. section 5.3	300 000	
Contingencies[13]	0	
Totals	15 950 000	18 300 000

4.7 Organisational Set-up and Responsibilities

A Joint Steering committee will be established for the strategic guidance of the action. It will include: the EU Delegation, AFD, EIB, Volta River Authority (VRA), Northern Electricity Distribution Company (NEDCO), KfW, World bank, Ministry of Finance and Ministry of Energy, and beneficiaries representatives, such as staff representative of NEDCO and electricity consumers represented by local communities. The Committee will invite further members as appropriate. The role, membership and governance (rules of procedure) will be confirmed during the inception phase of the action.

The Committee shall meet twice a year but could also be convened whenever the Project implementation requires strategic decisions or changes. The Committee will form technical sub-committees to meet regularly under its supervision.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

[10] N.B: The final text on audit/verification depends on the outcome of ongoing discussions on pooling of funding in (one or a limited number of) Decision(s) and the subsequent financial management, i.e. for the conclusion of audit contracts and payments.
[11] Equivalent to USD 20 million
[12] EUR 4,050,000 to be covered by EFSD+
[13] Consider that contracts where no financing agreement is concluded, contingencies have to be covered by individual and legal commitments by 31 December of N+1.

4.8 Pre-conditions

N/A

5. PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support).

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Roles and responsibilities for data collection, analysis and monitoring:

In order to ensure an efficient donor coordination and smooth project implementation, monitoring and payments will be delegated to AFD (Outputs 1 to 4). AFD will conduct (a) the review procedures for procurement; (b) regular supervision missions, independent auditing, review of quarterly/bi-annual technical and financial reports provided by NEDCo and VRA.
As per the conditions of the Contribution Agreement, AFD will be responsible for annual reporting to the EU on implementation of the project, (collection, synthesis and presentation of the reports of all involved parties / sub-delegates, contractors and sub-contractors).

The monitoring & evaluation & reporting system will reflect the social impact of the project (from a gender and human right approach), including if possible disaggregated data/indicators.
The EU funds will be kept on a separate account and will be subject to direct payments made by AFD to contractors.

On-site supervision mission will be undertaken by AFD regularly.

As for the last complementary actions (output 5 which will be supported separately), reporting will be inserted in the AFD annual progress report (narrative) to highlight the status of implementation of the TEI. In addition, TEI partners will report at the Joint Steering Committee.

5.2 Evaluation

Having regard to the nature of the action, a mid-term and ex-post evaluations will be carried out for this action or its components contracted by the Commission.

A mid-term evaluation will be carried out for accountability and learning purposes, in particular with respect to the rehabilitation of the distribution network, as it will be key to the results of the project.

The ex-post evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that new digitalisation solutions will be provided to NEDCo/VRA.

In the case of a TEI, evaluations jointly with other contributing Member States and EDFIs will be the preferred option to provide an overview of the action within the larger impact of the TEI.

The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination[14]. The implementing partner, VRA, NEDCo, and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide and apply necessary adjustments.

The evaluation will be gender and human rights sensitive, assess gender equality and human rights results and implementation of human rights-based approach working principles (participation, non-discrimination, accountability and transparency).

Evaluation services may be contracted under a framework contract.

5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle has adopted a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

It will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

[14] See best practice of evaluation dissemination

APPENDIX 1 REPORTING IN OPSYS

An Intervention[15] (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.
Primary Interventions are those contracts or groups of contracts bearing reportable results and respecting the following business rule: 'a given contract can only contribute to one primary intervention and not more than one'. An individual contract that does not produce direct reportable results and cannot be logically grouped with other result reportable contracts is considered a 'support entities'. The addition of all primary interventions and support entities is equivalent to the full development portfolio of the Institution.

The present Action identifies as

Option 1: Action level		
☒	Single contract	Indirect management with a MS Organisation

[15] ARES (2021)4204912 - For the purpose of consistency between terms in OPSYS, DG INTPA, DG NEAR and FPI have harmonised 5 key terms, including 'action' and 'Intervention' where an 'action' is the content (or part of the content) of a Commission Financing Decision and 'Intervention' is a coherent set of activities and results which constitutes an effective level for the operational follow-up by the EC of its operations on the ground. See more on the concept of intervention.

APPENDIX 2 - INDICATIVE LIST OF ELIGIBLE FINANCIAL INSTITUTIONS

Eligible financial institutions to submit blending proposals to the Africa Investment Platform for the implementation of activities under the proposed action.

Acronym of Legal Entity	**Legal Entity (sub-entities covered (if any) via hyperlink**
ADB	Asian Development Bank
AfDB	African Development Bank
AU-IBAR	African Union
CABEI	Central American Bank for Economic Integration
CIFOR	Centre for International Forestry Research
DBSA	Development Bank of Southern Africa
EADB	East African Development Bank
EBRD	European Bank for reconstruction and development
EDFI	European Development Finance Institutions[16]
EIB	European Investment Bank
EIF	European Investment Fund
IADB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
NEFCO	Nordic Environment Finance Corporation
OIE	World Organisation for Animal Health
SPC	The Pacific Community
SPREP	South Pacific Regional Environment Programme
TDB	The Eastern and Southern African Trade and Development Bank
WBG	World Bank Group (IBRD, IDA, IFC, MIGA, ICSID)
WFP	World Food Programme

Acronym	**National Agency, Country**
AECID	Agencia española de cooperación internacional al desarrollo, Spain
AFD	Agence française de dévelopement, France

[16] EDFI is an association of 15 bilateral European development finance institutions with a private sector mandate. These institutions are the Belgian Investment Company for Developing Countries (BIO), the CDC Group, Compañía Española de Financiación del Desarrollo (COFIDES), the German Investment and Development Corporation (DEG), the Finnish Fund for Industrial Cooperation (FINNFUND), the Netherlands Development Finance Company (FMO), Denmark's Investment Fund for Developing (IFU), the Norwegian Investment Fund for Developing Countries (Norfund), the Development Bank of Austria (OeEB), France's Proparco, the Belgian Corporation for International Investment (SBI-BMI), the Swiss Investment Fund for Emerging Markets (SIFEM), Società Italiana per le Imprese all'Estero (SIMEST), Portugal's Sociedade para o Financiamento do Desenvolvimento (SOFID) and Swedfund International AB.

BIO	Belgian Investment Company for Developing Countries
CDP	Cassa depositi e prestiti S.p.A., Italy
COFIDES	Compañía española de financiación del desarrollo, Spain
DEG	Deutsche Investitions- und Entwicklungsgesellschaft mbH, Germany
FMO	Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden, Netherlands
KfW	Kreditanstalt fur Wiederaufbau, Germany
PROPARCO	Groupe Agence Française de Développement, France
RVO	Rijksdienst voor Ondernemend Nederland (Netherlands Enterprise Agency), Netherlands
SIMEST	Società Italiana per le Imprese all'Estero, Italy
USAID	United States Agency for International Development, USA