



European  
Commission



# Evaluation of Blending

**Final Report**

**Volume III – Methodological  
approach**

**December 2016**

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International  
Cooperation and  
Development

*Evaluation carried out on behalf of  
the European Commission*



*This report has been prepared by*



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*The opinions expressed in this document represent the authors' point of view  
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EUROPEAN COMMISSION

Directorate-General for Development and Cooperation — EuropeAid

EU Development Policy - Evaluation

## Evaluation of Blending

### TERMS OF REFERENCE

November 2014

*Framework contract EVA 2011/ Global price*

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## **1 MANDATE AND OBJECTIVES**

Systematic and timely evaluation of its programmes, activities, instruments, legislation and non-spending activities is a priority<sup>1</sup> of the European Commission<sup>2</sup> in order to demonstrate accountability and to promote lesson learning to improve policy and practice.<sup>3</sup>

The evaluation of Blending is part of the **2014** evaluation programme as approved by the Development Commissioner.

The generic purpose of this evaluation is:

- to provide the relevant external co-operation services of the European Union and the wider public with an **overall independent assessment** of Blending as an aid modality;
- to identify key lessons and to produce recommendations to improve current and inform future choices on Blending.

## **2 EVALUATION RATIONALE**

The instrument is relatively new and is considered innovative and with high potential. There are plans to scale it up in the current programming period. At the same time the instrument attracts increasing interest of a number of European, Regional and international stakeholders. Finally, there is a clear need to collect more evidence in relation to its effectiveness. Against this backdrop, there is a strong case to do an evaluation of blending.

The timing of the evaluation also appears to be appropriate. A number of projects are implemented and it should be possible to collect sufficient data for assessing their results, although this may vary between facilities depending on the type of projects. The evaluation is planned to start early 2015 and be finalized in the first half of 2016, which makes it possible to feed into future policy orientations on blending.

## **3 BACKGROUND AND CONTEXT OF BLENDING**

### **3.1 Background**

Blending is a fairly recent instrument of the EU to deliver grants to partner countries. The instrument combines EU grants with loans or equity from public and more recently private financiers. The EU grant element is intended to be used strategically to attract additional financing for important investments in EU partner countries. There are 7 regional blending facilities which have been managed by DEVCO, providing grants of approximately 1.6 billion euro over the period 2007-2013. These are:

- EU-Africa Infrastructure Trust Fund (ITF);
- Neighbourhood Investment Facility (NIF);
- Latin American Investment Facility (LAIF);
- Investment Facility for Central Asia (IFCA);

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<sup>1</sup> EU Financial Regulation (art 27); Regulation (EC) No 1905/2000; Regulation (EC) No 1889/2006; Regulation (EC) No 1638/2006; Regulation (EC) No 1717/2006; Council Regulation (EC) No 215/2008.

<sup>2</sup> SEC(2007) 213 "Responding to Strategic Needs: Reinforcing the use of evaluation"

<sup>3</sup> COM (2011) 637 final "Increasing the impact of EU Development Policy: an Agenda for Change"

- Asian Investment Facility (AIF);
- Caribbean Investment Facility (CIF)
- Investment Facility for the Pacific (IFP)

By combining EU grants with public and private financing, a total of € 40 billion estimated investment was made in EU partner countries over the period 2007 - 2013.

Figure 1 below provides an overview of these facilities, indicating when the facilities have been launched, the number of projects and the amount of grants and loans provided under each facility up to 2012.

Figure 1: Overview of the 7 blending facilities



On a case-by-case basis, the EU grant contribution can take different forms to support investment projects, namely:

- Investment grant and interest rate subsidy
- Technical assistance
- Risk capital
- Guarantees

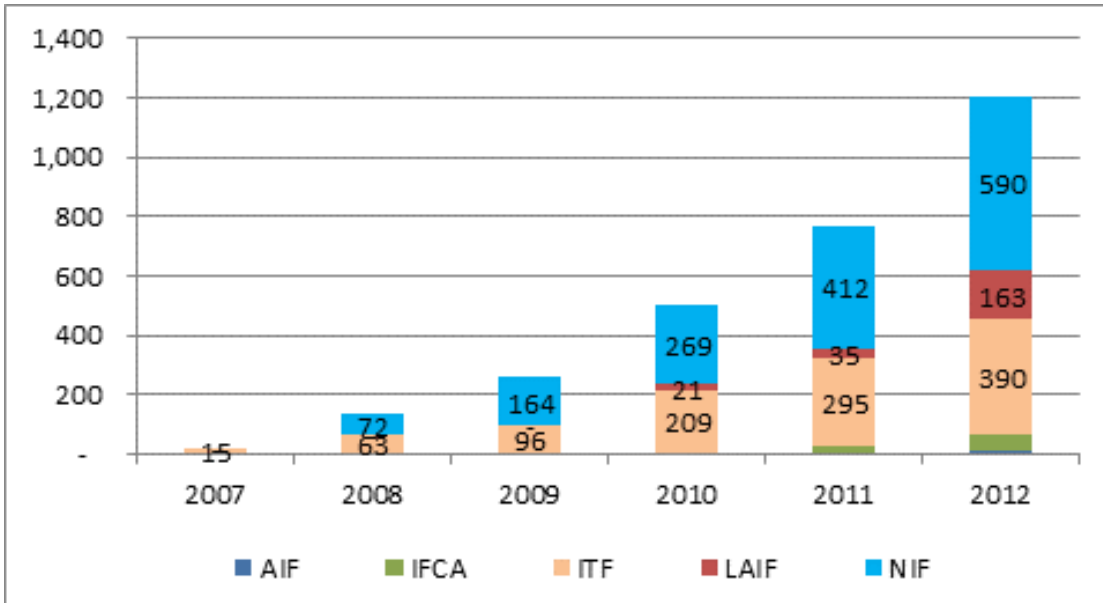
Grants used as direct investment and interest rate subsidy decrease the investment cost for the beneficiary. The technical assistance aims to accelerate projects and improve the quality, efficiency as well as sustainability. The risk capital (i.e. equity & quasi-equity) aims at crowding in additional market financing for development while the guarantee mechanisms aim at unlocking market financing for development that is held back by high risk perception.

So far most of the blending operations have been in the form of direct investments, technical assistance and interest rate subsidies.

For the 2014- 2020 multi-annual, the intention is to increase the use of blending, also with an aim of further leveraging private sector resources and supporting the development of private sector in developing countries.

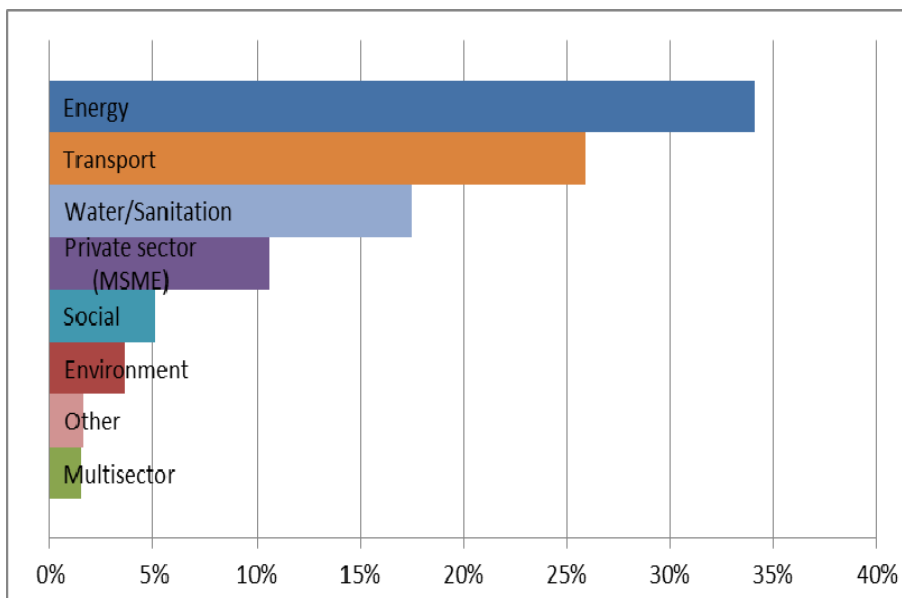
While some of the facilities have been set up as of 2007, it was only since 2009 that implementation actually started. ITF and NIF have advanced most rapidly. As of 2010/ 2011, LAIF and IFCA have also started the implementation. Figure 3 presents the cumulative approvals by facility. The data is only presented up to 2012 but it is clear that since then the amounts approved and the pace of implementation have advanced significantly for each facility.

Figure 3: Amounts approved per blending facility (mil. Euro)



The main sectors where the EU blending operations were implemented are: **Energy, Transport, Water and Sanitation, Private Sector Development, Social and Environment.** Figure 2 below presents the relative importance of each sector (2012 data).

Figure 2: Cumulative Figures since inception up to 2012 for all blending facilities



**Climate change** is one of the top five priorities in the EU’s Europe 2020 strategy, which means that climate considerations need to be included in all aspects of EU activities, including in its blending operations. Climate change windows were introduced in all regional blending facilities starting from 2009

(for ITF, a “Sustainable Energy for All” window was introduced in 2012), with the overall aim to improve tracking and overall visibility of climate action through blending. As a result, an increasing share of projects supported by blending aim to contribute to climate objectives by either mitigating climate change and/or improving the resilience to climate change.

### **Other blending mechanisms**

Apart from the above-mentioned facilities other similar mechanisms for provision of finance exist, such as:

- The Western Balkans Investment Framework (WBIF) supports socio-economic development and EU accession across the Western Balkans through the provision of finance and technical assistance for strategic investments, particularly in infrastructure, energy efficiency and private sector development.
- The Global Energy Efficiency and Renewable Energy Fund (GEEREF) is a Public Private Partnership initiated by the European Commission as an equity fund-of-funds to accelerate the transfer, development and use of environmentally sound technologies for emerging markets. It aims to help bringing secure, clean, efficient and affordable energy to local people.

### **3.2 Context of the evaluation**

**The EU Agenda for Change promises to increase commitments to blending:** *“In selected sectors and countries, a higher percentage of EU development resources should be deployed through existing or new financial instruments, such as blending grants and loans and other risk-sharing mechanisms, in order to leverage further resources and thus increase impact.”*

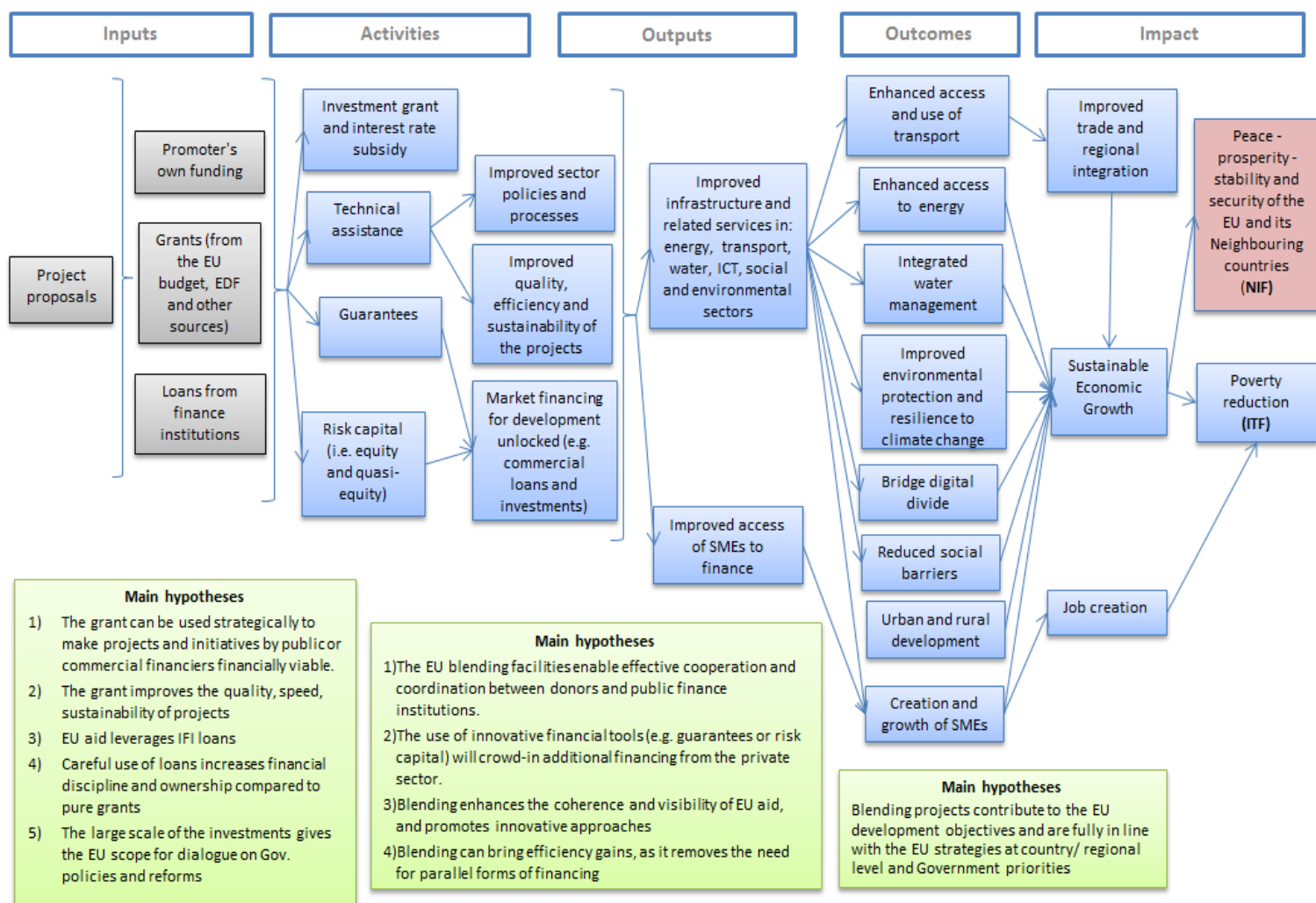
**This growing importance is placing blending under scrutiny.** In its June 2013 resolution, the European Parliament *“calls on the EU to properly evaluate the mechanism of blending loans and grants – particularly in terms of development and financial additionality, transparency and accountability, local ownership and debt risk - before continuing to develop blending of loans and grants”.*

In December 2012 the **“EU Platform for Blending in External Cooperation” (EUBEC)** was created. The overall objective of the Platform is to improve the quality and efficiency of EU development and external cooperation blending mechanisms. The Platform is composed of a Policy Group (PG) and a Technical Group (TG). The PG provides guidance and recommendations, informed by the work of a TG. PG is made up by the Commission, EEAS and Member States, with the European Parliament as observer while TG is composed of the Commission, the EIB, bilateral and multilateral European financial institutions and Member States. The Platform should be used both as a source of information for this evaluation and as a key forum for the dissemination of the evaluation results. EUBEC has also produced a first list of harmonized indicators to monitor project results.

EUBEC has reviewed the governance of blending operations in order to harmonise and enhance transparency and quality of the governance structure across all EU blending facilities, address new legal requirements, streamline decision-making processes and improve efficiency, and finally further enhance involvement of all stakeholders.

#### 4 DRAFT INTERVENTION LOGIC

The diagram below depicts the draft intervention logic of blending. The purpose is to identify the overall framework for the evaluation. This is a draft which will be refined during the inception phase of the evaluation. On the right side of the diagram, the outputs, outcomes and the intended impact are taken from the objectives spelled out in the programming documents of the blending facilities (notably ITF and NIF). While some of the outputs/ outcomes presented in the diagram are common to all facilities, others are only relevant to a specific facility (e.g. urban/ rural development is mostly relevant for LAIF; the social sector was primarily financed under NIF, etc.) A clearer distinction should be made during the inception phase of the evaluation.



#### 5 MAIN ISSUES TO BE ADDRESSED IN THE EVALUATION

The evaluation will have to **go systematically through the intervention logic of blending**<sup>4</sup>. It must carefully assess the “transmission chain” from inputs to impact testing the main hypotheses indicated in the intervention logic above. This assessment will be based on the well-established evaluation criteria of relevance, efficiency, effectiveness, impact and sustainability.

• <sup>4</sup> taking into account regional differences and the links with programming



The evaluation will make use of the evidence provided by past and incoming evaluations and studies (including the NIF, ITF, WBIF evaluations as well as the Results Measurement study conducted by CEPA in 2013 for ITF supported projects) and will avoid duplicating the work already done. Therefore the evaluation must build on what is already known, and strengthen the evidence base in relation to the effectiveness of blending.

One of the main objectives of the evaluation will be to assess the **results obtained through blending projects at outcome and impact level**.

At outcome level, this will notably include an assessment of the extent to which blending operations contribute for instance to: 1) enhanced access to transport; 2) enhanced access to energy; 3) better integrated water management; 4) mitigation of/ improved resilience to climate change 4) bridging the digital divide; and 5) private sector development in developing countries.

At impact level, this could include an assessment of the extent to which blending contributed to 1) foster regional integration; and most importantly 2) inclusive economic growth and poverty reduction.

The areas of results mentioned above are **indicative** and will be further discussed and can be changed during the inception phase of this evaluation.

The evaluation will consider amongst other the standard list of indicators developed by EUBEC.

In doing the analysis of the results, the evaluators will assess when and under which circumstances the Blending modality is effective and whether in some of the above-mentioned areas or under certain specific circumstances, other aid modalities (e.g. traditional projects or budget support) are likely to have been more efficient or effective.

A key line of work for this evaluation is also the assessment of the types of aid (TA, Investments grants, interest rate subsidies, risk sharing mechanisms) within blending using the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis.

Once the action plan of the Court's audit on blending has been drafted and agreed by the concerned services, DEVCO/ELARG might ask to consider adding certain evaluation questions that can contribute to address concerns stemming from the Court, the budgetary authority or from other stakeholders. This will be discussed in the inception phase.

The following aspects are of importance for the reference group of this evaluation and must therefore be carefully assessed:

- **'Additionality' of blending.** An assessment of the extent to which the grant component has leveraged investment for projects (that would otherwise not have taken place at all or on worse terms or only later): enabling projects but also making them happen faster, by including additional project components to comply with environmental, social and similar standards (different characteristics/quality), or increasing their scale. It should be made clear that this assessment is not an assessment of the quality of information provided by the finance institutions for decision making by the Commission. This should actually look at ex-post additionality of the grant element. This assessment should consider the extent to which blending as an instrument is able to leverage additional financing (both public and private) for development purposes.
- **Alignment.** To what extent the projects (in particular public infrastructure projects) co-financed through blending are aligned with EU country and regional strategies/ policies, with

national/regional priorities of beneficiary countries, with sector policies, with Public Investment Programmes (PIP), with Multi annual Fiscal Framework (MFF) and with Debt sustainability frameworks (DSF).

- **Ownership:** To what extent are beneficiaries, public sector (national/regional governments) or private sector (Banks, etc.) involved in project identification, formulation and implementation.
- **Policy leveraging.** An assessment of the extent to which blending has enabled donors (EU and Member States) to have a wider impact on the policy environment of recipient countries and to provide appropriate support in strategic sectors.
- **Visibility.** Has the EU visibility as a global player increased through the use of blending?

## 6 SCOPE

### 6.1 Geographic scope

The evaluation covers all blending operations financed by the EU under the following facilities:

- EU-Africa Infrastructure Trust Fund (ITF);
- Neighbourhood Investment Facility (NIF);
- Latin American Investment Facility (LAIF);
- Investment Facility for Central Asia (IFCA);
- Asian Investment Facility (AIF);
- Caribbean Investment Facility (CIF)
- Investment Facility for the Pacific (IFP)

The evaluation will also consider, although to a more limited extent, the experience with the Western Balkans Investment Framework (WBIF)<sup>5</sup>, the Global Energy Efficiency and Renewable Energy Fund (GEEREF) and other types of non-facility blending. The purpose is to see the extent to which there are lessons that can be learned from these mechanisms for blending as a way of providing finance.

### 6.2 Temporal scope

The evaluation covers the blending operations financed by the European Union's during the period **2007 to 2014**.

### 6.3 Thematic scope

The evaluation should cover the following sectors/ themes where blending operations aimed to have an impact:

- Transport;
- Energy;
- Water management;
- Private sector development;

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• <sup>5</sup> European Commission (DG NEAR) is currently conducting and evaluation of the WBIF

- Poverty reduction
- Environment and climate change
- ICT
- Regional integration

## **7 EVALUATION USERS**

The main users of this evaluation include the EU Commissioner(s), EU Management, thematic and geographic units in DEVCO, other DGs such as CLIMA, ECFIN and ELARG, the International Financial Institutions (IFIs) and the European Parliament. The evaluation will also be of interest to the wider international development community.

## **8 AVAILABLE INFORMATION**

Out of the 7 regional blending facilities the two most important ones have already been evaluated (mid-term evaluations for NIF and ITF, accounting for nearly 80% of the budget allocated to the blending facilities). The focus of these evaluations is on the individual facilities, rather than on blending as an **instrument**, issue which has been partly addressed in a recent audit of the European Court of Auditors (see below).

On October 22<sup>nd</sup>, the Court of Auditors published a Special Report on the effectiveness of blending. This report is focused on the set-up and management of the regional investment facilities and on some of the intended benefits of blending (i.e. mobilising additional non-grant financing, being involved in the formulation of policies, having an impact on the way projects are set up and managed, improving donor coordination and enhancing the visibility of European development aid). The report provides useful information which can certainly be used in this evaluation. However, the report does not assess the development results obtained through blending.

Several reviews and articles have been released by development think tanks such as ODI, ECDPM, but also a number of CSOs. These point to the insufficient evidence in relation to certain aspects of Blending and identify areas where further evidence is needed.

The available evaluations, reviews and the CoA report have therefore been mostly focused on the **processes**, including the set-up of the facilities and the quality of project design and implementation **systems**. The Court of Auditors has already assessed the set-up and its general effectiveness for blending regional investment facilities grants with loans. Therefore, these process-related issues have been extensively analyzed and shall not be the focus of this evaluation.

## **9 RESPONSIBILITY FOR THE MANAGEMENT OF THE EVALUATION**

The EuropeAid Evaluation Unit is responsible for the management and the supervision of the evaluation. The progress of the evaluation will be followed closely by a Reference Group consisting of representatives of all concerned services in the Commission and EEAS, as well as the Finance Institutions participating in blending operations, under the Evaluation Unit's chairmanship.

Its principal functions will be to:

- discuss draft reports produced by the evaluation team during meetings in Brussels;
- ensure the evaluation team has access to and consults all information sources and documentation on activities undertaken;

- discuss and comment on the quality of work done by the evaluation team;
- provide feedback on the findings, conclusions and recommendations of the evaluation.

The Reference Group communicates with the evaluation team via the Evaluation manager.

All meetings with the Reference group will be attended at least by the team leader and by one additional expert, member of the evaluation team. Other experts will be available to be reached by phone. The contractor shall prepare draft minutes of all reference group meetings. Once approved, these minutes shall be distributed by the Evaluation manager to the participants.

## **10 PROCESS AND DELIVERABLES**

The overall guidance to be used is available on the web page of the DG DEVCO Evaluation Unit under the following address:

[http://ec.europa.eu/europeaid/how/evaluation/methodology/index\\_en.htm](http://ec.europa.eu/europeaid/how/evaluation/methodology/index_en.htm)

The basic approach to the assignment consists of three *main phases*, which encompasses several stages. *Deliverables* in the form of reports<sup>6</sup> and slide presentations should be submitted at the end of the corresponding stages.

The table below summarises these phases:

| <b><i>Evaluation phases:</i></b> | <b><i>Stages:</i></b>   | <b><i>Deliverables<sup>7</sup>:</i></b>  |
|----------------------------------|---|--|
| 1. <u>Desk phase</u>             | <ul style="list-style-type: none"> <li>• Inception: Structuring of the evaluation</li> </ul>                  | <ul style="list-style-type: none"> <li>➤ <i>Slide presentation</i></li> <li>➤ <i>Inception report</i></li> </ul>   |
|                                  | <ul style="list-style-type: none"> <li>• Data collection</li> <li>• Analysis</li> </ul>                       | <ul style="list-style-type: none"> <li>➤ <i>Desk report</i></li> <li>➤ <i>Slide presentation</i></li> </ul>  |
| 2. <u>Field phase</u>            | <ul style="list-style-type: none"> <li>• Data collection</li> <li>• Verification of the hypotheses</li> </ul> | <ul style="list-style-type: none"> <li>➤ <i>Slide presentation</i></li> <li>➤ <i>Mission notes</i></li> </ul>  |
| 3. <u>Synthesis phase</u>        | <ul style="list-style-type: none"> <li>• Analysis</li> <li>• Judgements</li> </ul>                            | <ul style="list-style-type: none"> <li>➤ <i>Draft final report</i></li> <li>➤ <i>Slide presentation adapted + minutes of the seminar</i></li> <li>➤ <i>Final report</i></li> </ul> |

<sup>6</sup> For each Report a draft version is to be presented. For all reports, the contractor may either accept or reject through a *response sheet* the comments provided by the Evaluation manager. In case of rejection, the contractor must justify (in writing) the reasons for rejection. When the comment is accepted, a reference to the text in the report (where the relevant change has been made) has to be included in the response sheet.

<sup>7</sup> The contractors must provide, whenever requested and in any case at the end of the evaluation, the list of all document reviewed, data collected and databases built.

All reports will be written in **English**. The reports must be written in Arial or Times New Roman minimum 11 and 12 respectively, single spacing. Inception and desk reports as well as the draft final report will be delivered only electronically. The final report will also be delivered in hard copies. The Executive summaries in all languages required as well as the cover page photo (free of any copyright, free of charge) will be delivered separately in electronic form. The electronic versions of all documents need to be delivered in both editable and not editable format.

## **10.1 The desk phase**

The desk phase comprises two components: the Inception stage covering a presentation and the delivery of the ***Inception report*** and a second stage which ends with the production of the ***Desk report***.

### **10.1.1 Inception mission**

The assignment will start with the Team leader's mission to Brussels for 3 days to meet the Evaluation Unit and the Reference Group. The purpose of this mission will be to discuss the objectives of the evaluation and make sure the consultants have a good understanding of the expectations of the reference group. This mission will also include a discussion on the Intervention Logic included in the ToR with a view to further refine it. It will also be an opportunity to identify and discuss the evaluation questions (drafted on the basis of the evaluation issues presented under section 5 of these TORs).

### **10.1.2 The Inception report**

Taking into account the outcome of the Inception mission, the contractor must deliver an **Inception report** which should contain as a minimum the following elements:

- refined intervention logic (IL) of Blending (starting from the draft IL included in these ToRs). This will include both a diagram and a corresponding narrative;
- an inventory of spending activities financed through blending (covering ITF, NIF, LAIF, IFCA, AIF, CIF and IFP);
- the validated evaluation questions (upon validation by the Evaluation unit, the evaluation questions become contractually binding); a limited number of appropriate judgment criteria per evaluation question and a limited number of quantitative and/or qualitative indicators for the assessment of each judgment criterion; The aim is to decompose the evaluation questions into corresponding judgement criteria and indicators so as to elaborate a solid evaluation matrix providing a rigorous evidence base to answer the evaluation questions;
- a proposal outlining the data which is to be collected, from which sources, and for which questions this will provide information. The proposed methods to be used for collecting the required data, as well as those to be used for analysing the data, must be clearly described. It should also be explained why the respective methods have been chosen. Any limitations must be clearly identified.
- a list of activities to be examined more specifically during the desk phase, bearing in mind that activities analysed in the desk phase must be representative<sup>8</sup>

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<sup>8</sup> The representativeness must address the different dimensions (percentage of funds, sample size and choice – diversity, etc.)

- a detailed work plan for the next phases.

If necessary, the report will also suggest modifications to the composition of the evaluation team and/or to the work plan and schedule.

The Inception report must **convince** that the team can produce a good evaluation. It needs to show **a strong grasp of what is to be evaluated, how the experts are going to evaluate this and why** they have made the choices they have.

The inception report will be discussed with the Reference Group during a 1 day meeting in Brussels.

### 10.1.3 The Desk report

Upon approval of the Inception report, the contractor will carry out the last stage of the desk phase and will prepare and present a **Desk report** which should include at least the following elements:

- a first analysis (mostly based on documentary evidence) setting the answers available to date and identifying the gaps that are still to be filled during the subsequent phases and the hypotheses to be tested in the field phase. The desk report should only include findings for which the evidence is sufficiently strong and which are therefore less likely to be substantially modified in the draft final report.
- An assessment of the outputs delivered or planned to be delivered through blending projects (by sectors and regions);
- a list of activities to be examined during the field phase, bearing in mind the need to ensure representativeness and be able to assess all issues analysed in the evaluation;
- a detailed work plan for the field phase.

The contractor will present (slides presentation) and discuss the Desk report with the Reference group in a 1 day meeting in Brussels.

The field phase cannot start without the authorisation of the Evaluation manager.

## 10.2 Field phase

The fieldwork shall be undertaken on the basis set out in the desk report. The field missions are very important part of the assignment and the team is expected to spend a significant proportion of the time during this phase.

The evaluation team is expected to undertake minimum **12 field missions<sup>9</sup>**. **The duration of each of these missions should be of no less than 5 working days on the spot.** Given that blending projects are implemented in many countries across various regions, possibilities of organising more missions with possibly shorter durations will be discussed and agreed during the desk phase in order to maximise the use of these field missions and cover a significant range of projects financed through blending.

The projects to be visited will be selected during the desk phase in accordance with the agreed criteria.

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• <sup>9</sup> For the purposes of the offer please include indicatively: 5 missions in Africa (Zambia), 3 missions in Neighbourhood region (Georgia), 2 missions in Asia (Kazakhstan), 2 missions in Latin America (Nicaragua).

The work plan and schedule of the missions will be agreed in advance (in principle at least three weeks before the missions start). If it appears necessary to substantially deviate from the agreed fieldwork approach and/or schedule, (duration, number of experts, category etc.), the contractor must ask for the approval of the Evaluation manager before any changes can be applied. The related eligible costs will be revised accordingly. At the conclusion of each field mission the contractor will present the mission findings to the staff of the EU Delegation concerned. For each mission a brief note will be produced by the evaluation team summarising the findings of the respective mission.

After all missions have been finalised, the overall findings of the field phase will be summarised and presented to the Reference group in Brussels with the support of **a slide** presentation (half-day meeting).

### **10.3 Synthesis phase**

The contractor will submit *the Draft final report*. The structure of the report will be agreed in advance with the Evaluation Unit. The **Draft final report** will be discussed with the Reference group in Brussels. The contractor will prepare the **Final report** taking into account the comments of the Reference Group.

The Final report must be approved by the Evaluation manager before it is printed. The executive summary not exceeding 7 pages shall be translated in French.

### **10.4 Final report and dissemination**

Once approved, the final report will be presented at a 1 day seminar in Brussels using a slide presentation. The purpose of the seminar is to present the results of the evaluation to the key stakeholders (Commission and EEAS staff, EU Member States, Finance Institutions, European Parliament, European Court of Auditors, relevant CSOs, etc.).

For the seminar, 120 hard copies of the main report have to be produced and delivered (the exact number of reports, addressee and delivery date will be specified by the Evaluation manager). A non-editable version on CD-ROM support shall be added to each printed Final main report. Before printing, a proof copy shall be sent to and approved by the Evaluation manager.

The contractor shall submit the minutes of the seminar. These minutes, once approved by the Evaluation manager, will be included as an annex of the Final report. The (if necessary) updated slide presentation will be made available to the Evaluation manager (to be published on Internet).

The seminar logistics (room rental, catering etc.) costs are **not** to be included in the offer. The cost related to the presence of the experts is to be covered by the offer.

Other seminars and/or dissemination activities may be requested by the contracting authority. In case of financial implications on the total contractual amount, such request (requests) will be formalised via a rider.

The Evaluation Unit will make a formal judgement on the quality of the evaluation in the "Quality Assessment Grid" (see annex 2) to be sent to the contractor before publication on Internet.

## **11 THE EVALUATION TEAM**

The evaluation team as such is expected to possess expertise in:

- **Development cooperation in general and political economy around aid effectiveness in particular;**
- **Evaluation methods and techniques in general** and, if possible, evaluation in the field of external relations and development cooperation;

- **Blending** as a modality to provide finance for development.
- Previous relevant expertise in Africa, Asia, Latin America, Pacific and Neighbourhood will be an advantage;
- the following fields: **economics; infrastructure** (transport; energy; water management); **private sector development**; Social; Environment and climate change; ICT; Regional integration.
- the working knowledge of the following language(s): **English** and French.

The key skills are indicated **in bold**. In their absence, the 80 points threshold may not be reached.

The Team leader must be an expert of category Senior and should have at least three references as team leader for multi-disciplinary evaluation teams. He/she should have expertise in Development cooperation in general and if possible in political economy around aid effectiveness. He/ she must also have a good knowledge of blending as a mechanism.

The offer should also clearly state the category of each team member and which tasks the proposed team members are supposed to take responsibility for and how their qualifications relate to the tasks (if this is not self-evident from their profile).

All members must have higher relevant academic degree and must have a sound working knowledge (oral and written) in English. The Contractor remains fully responsible for the quality of the report. **Any report which does not meet the required quality will be rejected.**

The contractor is expected to propose an **independent** quality control expert. The comments and opinion of this independent expert must be sent to the Evaluation Unit together with each draft deliverable.

A breakdown of working days per expert must be provided.

**Experts must be strictly neutral.** Conflicts of interests must be avoided. Should a conflict of interest be identified in the course of the evaluation, it should be immediately reported to the Evaluation manager for further analysis and appropriate measures.

During the evaluation of the offers the contracting authority reserves the right to interview by phone one or several members of the evaluation teams proposed.

The Framework Contractor must make available an appropriate logistical support for the experts, including their travel and accommodation arrangements for each assignment, the secretarial support, appropriate **software and** communication means. The experts will be equipped with the standard equipment, such as an individual laptop, computer, mobile phones, etc. No additional cost for these items may be included in the offer.

## **12 TIMING**

The project implementation is due to start **mid-January 2015**. The expected duration is of **18 months**. As part of the technical offer, the framework contractor must fill-in the timetable in the Annex 3. However, this table shall not start by a precise date but by "day/week 1".

## **13 OFFER FOR THE ASSIGNMENT**

The financial offer will be itemised to allow the verification of the fees compliance with the Framework contract terms as well as, for items under h to k of the contractual price breakdown model, whether the prices quoted correspond to the market prices. In particular, the local travel costs will be detailed and if



necessary, justified in an Explanatory note. The per diems will be based on the UN per diem [http://ec.europa.eu/europeaid/work/procedures/implementation/per\\_diems/index\\_en.htm](http://ec.europa.eu/europeaid/work/procedures/implementation/per_diems/index_en.htm) which are not to be exceeded.

The total length of sections 2, 3 and 4 of the technical offer (Framework contract, Annexe 1, section 10.3. b) may not exceed **20 pages**; a CV may not exceed 4 pages. References and data relevant to the assignment must be highlighted in bold (font minimum Times New Roman 12 or Arial, 11).

More specifically the offers are expected to provide the following information:

1. The Understanding of the Terms of Reference. This should include a brief description of the assignment as understood by the evaluation team, including its rationale and main objectives.
2. The evaluation approach, working method and analysis - This should include a presentation of the way in which the evaluators will approach the issues highlighted in section 5 of these terms of reference. The innovative character of the approach and its robustness will be carefully assessed.
3. The organization of tasks, team and time table.

The methodology submitted shall not contain terms such as "if time allows", "if the budget allows", "if the data are available" etc. Should it appear that an activity foreseen in the methodology is impossible or inappropriate to be carried out due to force majeure or other reasons in the interest of the assignment, the change to the methodology as well as its financial impact must be agreed by the Evaluation manager.

#### **14 TECHNICAL OFFERS EVALUATION CRITERIA**

The offers must contain as minimum all items referred to in the Annex 1, art. 10.3.b. of the Framework contract.

The offers evaluation criteria and their respective weights are:

|   | <b>Maximum</b> |
|---|----------------|
| <b>Total score for Organisation and methodology</b> |                |
| Understanding of ToR                                | 5              |
| Organization of tasks including timing              | 10             |
| Evaluation approach, working method, analysis       | 30             |
| Quality control mechanism                           | 5              |
| <b>Sub Total</b>                                    | <b>50</b>      |
| <b>Experts/ Expertise</b>                           |                |
| Team leader   | 20             |
| Other experts                                       | 30             |
| <b>Sub Total</b>                                    | <b>50</b>      |
| <b>Overall total score</b>                          | <b>100</b>     |

## **15 ANNEXES**

The contracting authority reserves the right to modify the annexes without prior notice.

## ANNEXES

### ANNEX 1: FURTHER READING

- DEVCO website: [https://ec.europa.eu/europeaid/policies/innovative-financial-instruments-blending\\_en](https://ec.europa.eu/europeaid/policies/innovative-financial-instruments-blending_en)
- Mid -Term Evaluation of the EU -Africa Infrastructure Trust Fund Trust - <http://www.eu-africa-infrastructure-tf.net/attachments/Publications/ITF%20MTE/final-report-of-the-tif-mid-term-evaluation.pdf>
- CoA report - The effectiveness of blending regional investment facility grants with financial institution loans to support EU external policies: [http://www.eca.europa.eu/Lists/ECADocuments/SR14\\_16/SR14\\_16\\_EN.pdf](http://www.eca.europa.eu/Lists/ECADocuments/SR14_16/SR14_16_EN.pdf)
- The Western Balkans Investment Framework (WBIF) -<http://www.wbif.eu/>
- The Neighbourhood Investment Facility (NIF) - [http://ec.europa.eu/europeaid/regions/eu-neighbourhood-region-and-russia/interregional-cooperation/neighbourhood-investment\\_en](http://ec.europa.eu/europeaid/regions/eu-neighbourhood-region-and-russia/interregional-cooperation/neighbourhood-investment_en)
- The Global Energy Efficiency and Renewable Energy Fund (GEEREF) - <http://geeref.com/>
- CEPA Results Measurement Study - <http://eu-africa-infrastructure-tf.net/infocentre/publications/report-of-the-development-results-of-the-eu-africa-itf-2007-2012.htm>
  
- EU Blending Facilities: Implications for Future Governance Options (January 2011) <http://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/6658.pdf>
- Blended Finance for Infrastructure and Low-Carbon Development - <http://www.evidenceondemand.info/topic-guide-blended-finance-for-infrastructure-and-low-carbon-development-full-report>
- Blending loans and grants: to blend or not to blend <http://ecdpm.org/wp-content/uploads/2013/11/Blending-Loans-Grants-Blend-Not-Blend.pdf>

ANNEX 2 :QUALITY ASSESSMENT GRID

| Concerning these criteria, the evaluation report is:  | Unacceptable | Poor | Good | Very good | Excellent |
|---|--------------|------|------|-----------|-----------|
| <b>1. Meeting needs:</b> Does the evaluation adequately address the information needs of the commissioning body and fit the terms of reference?   |              |      |      |           |           |
| <b>2. Relevant scope:</b> Is the rationale of the policy examined and its set of outputs, results and outcomes/impacts examined fully, including both intended and unexpected policy interactions and consequences?                             |              |      |      |           |           |
| <b>3. Defensible design:</b> Is the evaluation design appropriate and adequate to ensure that the full set of findings, along with methodological limitations, is made accessible for answering the main evaluation questions?                  |              |      |      |           |           |
| <b>4. Reliable data:</b> To what extent are the primary and secondary data selected adequate? Are they sufficiently reliable for their intended use?  |              |      |      |           |           |
| <b>5. Sound data analysis:</b> Is quantitative information appropriately and systematically analysed according to the state of the art so that evaluation questions are answered in a valid way?  |              |      |      |           |           |
| <b>6. Credible findings:</b> Do findings follow logically from, and are they justified by, the data analysis and interpretations based on carefully described assumptions and rationale?  |              |      |      |           |           |
| <b>7. Validity of the conclusions:</b> Does the report provide clear conclusions? Are conclusions based on credible results?  |              |      |      |           |           |
| <b>8. Usefulness of the recommendations:</b> Are recommendations fair, unbiased by personnel or shareholders' views, and sufficiently detailed to be operationally applicable?  |              |      |      |           |           |
| <b>9. Clearly reported:</b> Does the report clearly describe the policy being evaluated, including its context and purpose, together with the procedures and findings of the evaluation, so that information provided can easily be understood? |              |      |      |           |           |
| <b>Taking into account the contextual constraints on the evaluation, the overall quality rating of the report is considered.</b>  |              |      |      |           |           |

ANNEX 3 :TIMING

To be filled by the contractors and submitted as part of the methodology

| <i>Evaluation Phases and Stages</i>             | <i>Notes and Reports</i>           | <i>Dates</i> | <i>Meetings/Communications</i>    |
|---|------------------------------------|--------------|-----------------------------------|
| Desk phase                                      |                                    |              |                                   |
| Structuring stage                               |                                    |              | Team leader's mission to Brussels |
|   | Draft Inception report             |              | RG meeting                        |
|   | Final Inception report             |              |                                   |
| Desk study                                      | Draft Desk report                  |              | RG Meeting                        |
|   | Final desk report                  |              |                                   |
| Field phase                                     |                                    |              |                                   |
|   | Presentation                       |              | RG Meeting                        |
| Synthesis phase (seminar in the country/region) |                                    |              |                                   |
|   | 1 <sup>st</sup> Draft final report |              | RG Meeting                        |
|   | Final report                       |              | Seminar in Brussels               |
|   | Final report + other deliverables  |              |                                   |

RG: Reference Group



# Annex C2: Methodological approach

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## 1.1 Overall methodological approach

The methodology for this evaluation followed **EuropeAid’s methodological guidelines** for thematic and other complex evaluations, which is itself based on the OECD/DAC approach. It also takes account of good practices developed by ADE for evaluations of aid delivery instruments. A **theory-based non-experimental design** was applied for this evaluation<sup>1</sup>, using a reconstructed theory of change as the basis for assessing the contribution of blending to EU cooperation. This evaluation followed a rigorous approach so as to guarantee the credibility of the analysis. It was structured around three pillars (relevance; value-added; results) and a set of nine Evaluation Questions.

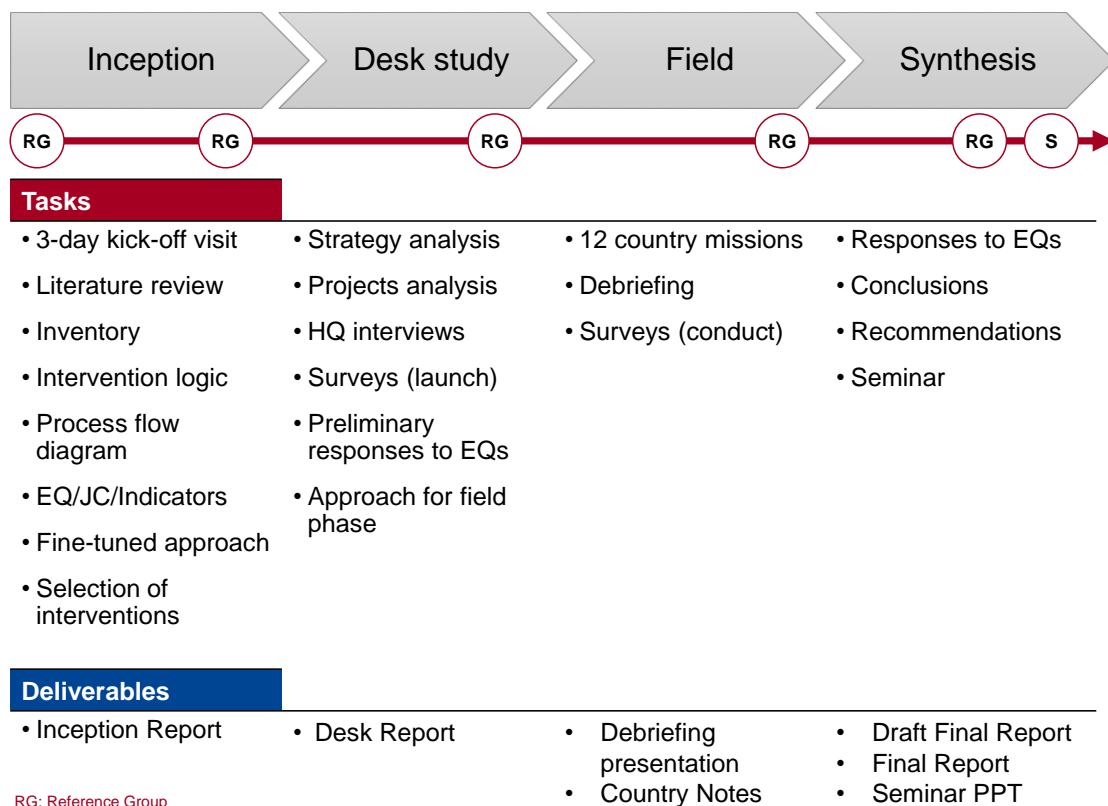
## 1.2 Evaluation process

This evaluation has been structured in four stages: the inception stage, the desk stage (both forming the desk phase), the field phase, and the synthesis phase. The EuropeAid Evaluation Unit was responsible for the management and the supervision of the evaluation. Its progress has been followed closely by a Reference Group (RG) consisting of representatives of all concerned services in the Commission and EEAS, as well as the IFIs participating in blending operations, under the Evaluation Unit’s supervision.

The evaluation process followed a well-defined sequential approach. The phases with the main activities, deliverables, and meetings with the RG are presented in the figure below.

<sup>1</sup> Theory-based evaluation is an approach in which attention is paid to *theories* of policy makers, programme managers or other stakeholders, i.e. collections of assumptions, and hypotheses - empirically testable - that are logically linked together.

**Figure 1: Evaluation process**



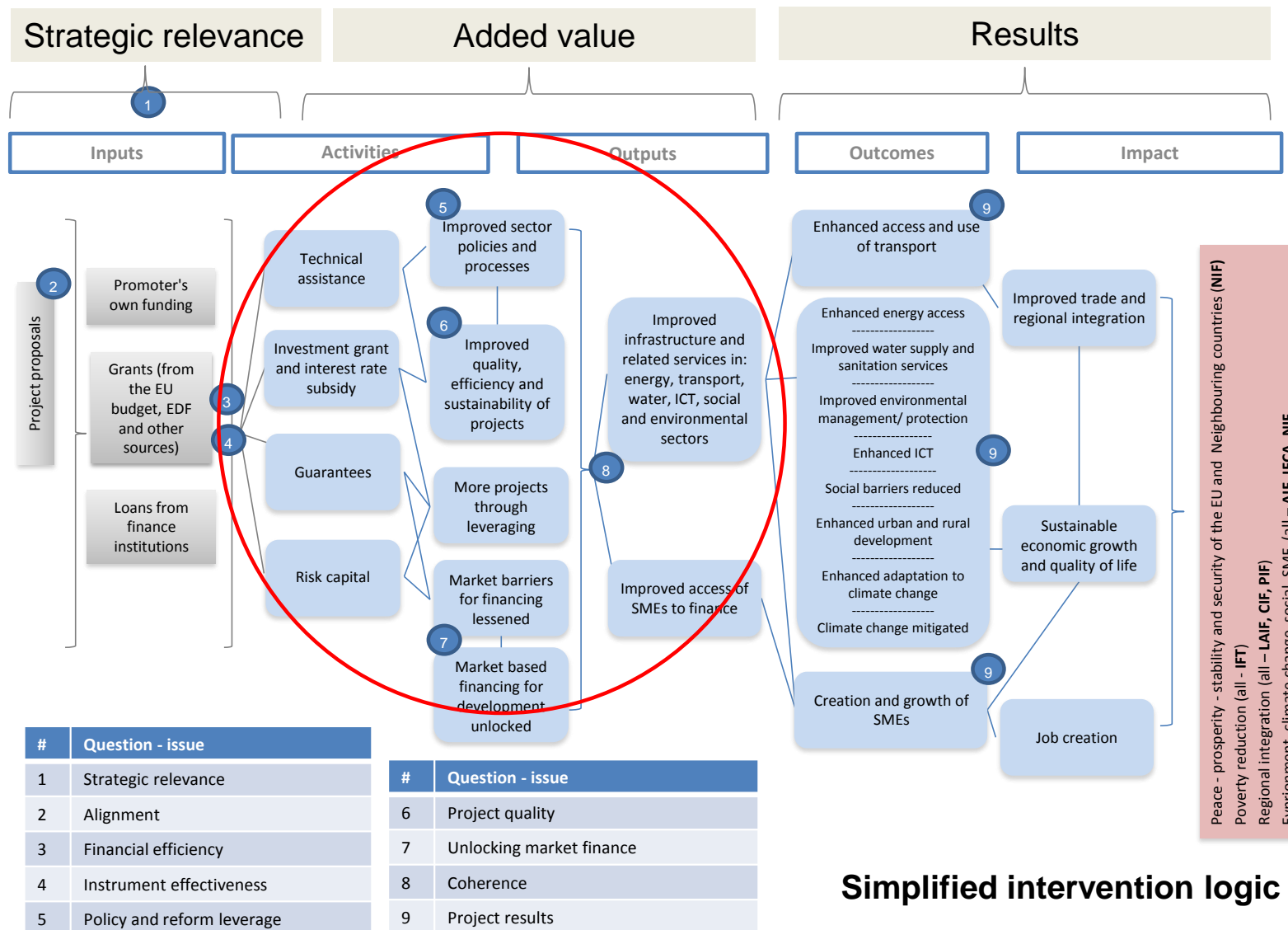
RG: Reference Group  
Source: ADE

### 1.3 Theory of change

The ToR proposed an outline intervention logic (IL), reconstructed based on extensive internal discussions with the Reference Group for the evaluation. The team further reviewed the policy and aims of blending, with a view to clarifying the rationale, objectives, and logic of the EU’s use of the blending instrument, or in other words its theory of change. The team made some extensions and amendments on the ToR diagram. It resulted in two IL diagrams (shown below), and an accompanying narrative. The intervention logic constituted the framework for the formulation of the Evaluation Questions.

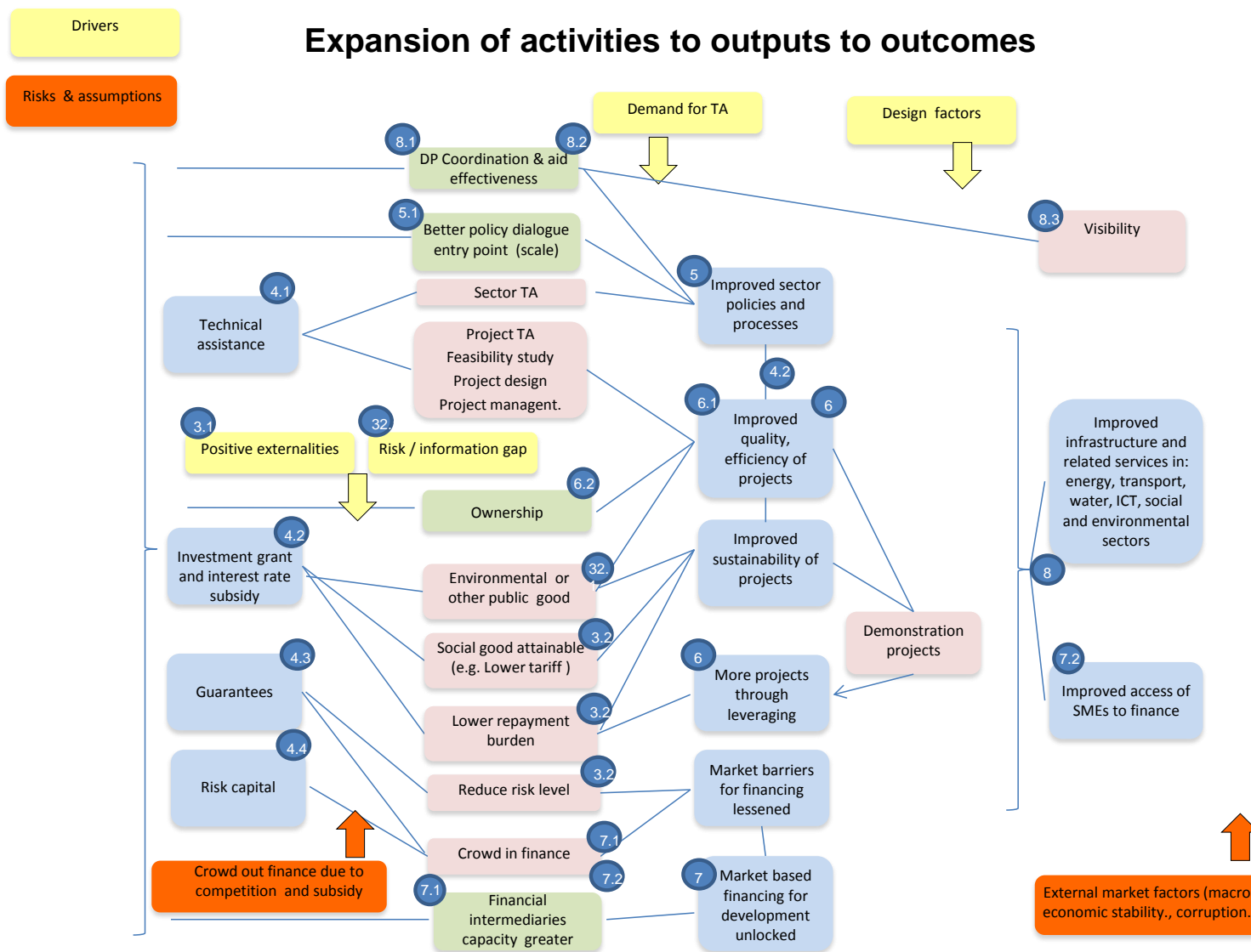


Figure 2: Intervention Logic



Source: DEVCO (ToR)  
 Note: numbers refer to the Evaluation Questions

Figure 3: Expansion of activities to outputs to outcomes



## 1.4 Evaluation Questions

In order to provide focus to the evaluation, nine Evaluation Questions (EQs) have been formulated during the structuring stage of the evaluation. They have been detailed with their corresponding Judgement Criteria (JC) and Indicators (I) in an evaluation matrix (see Annex A). The EQs are summarised in the table below.

**Table 1: The Evaluation questions**

| Relevance pillar                            |   |
|---|---|
| <b>EQ1 Strategic relevance</b>              | To what extent is blending strategically relevant and valuable?   |
| <b>EQ2 Project Alignment</b>                | Has the EU pro-actively guided the pipeline of projects in order to align the portfolio with policy targets?  |
| <b>EQ3 Financial Efficiency</b>             | Has blending used the right level of grants?  |
| Value-added pillar                          |   |
| <b>EQ4 Instrument</b>                       | To what extent has the appropriate blending instrument or mix of instruments been selected?   |
| <b>EQ5 Policy Reform</b>                    | To what extent have blended projects contributed to leverage policy reforms in beneficiary countries?   |
| <b>EQ6 Project quality</b>                  | To what extent has blending delivered better quality projects in terms of relevance, efficiency and effectiveness?  |
| Results pillar                              |   |
| <b>EQ7 Finance Barriers</b>                 | To what extent has blending contributed to improving access to finance for MSMEs?   |
| <b>EQ8 Aid effectiveness and visibility</b> | To what extent have blended projects promoted coordination between European aid actors, lowered aid transaction costs and enhanced visibility of EU aid?  |
| <b>EQ9 Results</b>                          | To what extent have the projects funded through blending contributed to development outcomes in the infrastructure-related sectors, climate change and private sector development and in how far have they benefited the poor and disadvantaged groups? |

## 1.5 Evaluation tools

The analytical framework encompassed three levels of analysis: strategy level, sector level and project level. The strategy level focused on overall issues having a strategic dimension, such as appropriateness of the selection criteria for blending or effective coordination between aid actors. At the sector level the team dug into specific issues such as the promotion of sector reforms in beneficiary countries or results in the main sectors of intervention. Lastly, the team examined a number of issues at the project level. It notably studied in depth a selection of projects, including on-site visits for a number of them.

The team relied on a set of tools to collect and analyse data for the different levels of analysis (see table below). The combination of these tools enabled the team to collect all the required information at the level of the indicators, and to triangulate the information from different sources with a view to validate (or invalidate) the judgment criteria. The context analysis and literature review provided information from a general, both internal and external, perspective. The inventory (see annex B1) and the survey (see annex B4) provided data and information from an overall portfolio perspective. In-depth desk study and site visits (detailed below) provided specific information at the level of individual operations funded. Interviews (detailed below) provided information at both general and operational levels. The combination of these tools, sources, and levels of analysis contributed to the robustness of the findings and of the conclusions of the evaluation.

**Table 2: Evaluation tools for the evaluation of Blending**

| Tool   | Link with analytical framework                         | What was the tool used for?   |
|--|--|---|
| <b>Context analysis:</b><br>Examination of external and EU internal context dimensions;<br>Stakeholder analysis;<br>Process flow diagram | Strategy<br>→ EQs 1 to 3                               | <ul style="list-style-type: none"> <li>▪ Examine whether there is a market rationale for blending</li> <li>▪ Examine whether blending has been operationalised successfully by the EU</li> <li>▪ Examine key stakeholders' interests and constraints</li> <li>▪ Clarify the different steps and stakeholders involved in the process cycle of blending</li> </ul> |
| <b>Literature review:</b><br>Systematic review of earlier evaluations and papers   | Strategy and Sector analyses<br>→ EQs 1 to 10          | <ul style="list-style-type: none"> <li>▪ Build on existing knowledge concerning blending (incl. IF evaluations and Court of Auditors report)</li> <li>▪ Integrate lessons and best practices when conducting this evaluation</li> </ul>   |
| <b>Documentary study:</b><br>In-depth examination of existing documents at policy and  | Strategy, Sector and Project analyses<br>→ EQs 1 to 10 | <ul style="list-style-type: none"> <li>▪ Provide an understanding of EU and national policies, through an examination of strategy orientation documents of blending, CSP and RSP, national strategies, etc.</li> <li>▪ Clarify the different steps and stakeholders involved in the process cycle of blending</li> </ul>  |

| Tool  | Link with analytical framework                          | What was the tool used for?   |
|---|---|---|
| strategy level, and at instruments and project level  |   | <ul style="list-style-type: none"> <li>▪ Build evidence on the projects selected for in-depth review<br/><i>(see bibliography in Annex C3)</i></li> </ul>   |
| <b>Inventory &amp; typology:</b><br>In-depth quantitative/statistical analysis on project data      | Project analysis<br>→ EQs 1,7,8,9                       | <ul style="list-style-type: none"> <li>▪ Provide a quantification of EU funding dedicated to blending and a typology of EU funding per facility, per sector, per type of support by sector, etc.</li> <li>▪ Provide background information for understanding the subject of the evaluation and for answering several EQs<br/><i>(see Annex B1)</i></li> </ul>   |
| <b>Statistical/ Quantitative analysis</b>   | Cluster and project analyses<br>→ EQs 2,3,7,9           | <ul style="list-style-type: none"> <li>▪ Process data at macro, sector and project level to build evidence for several EQs</li> </ul>   |
| <b>Interviews</b>   | Strategy, Cluster and Project analyses<br>→ EQs 1 to 10 | <ul style="list-style-type: none"> <li>▪ Collect views of EU staff (HQ and EU Delegations)</li> <li>▪ Collect views of IFIs staff (HQ, project officers)</li> <li>▪ Collect views of other donors and civil society organisations</li> <li>▪ Collect views of beneficiaries and other national/regional stakeholders, e.g. national institutions/agencies, financial intermediaries and SMEs managers, promoters, end users<br/><i>(see list of persons met in Annex C4)</i></li> </ul> |
| <b>Survey:</b><br>A structured questionnaire to collect data and opinions from a market perspective | Project analysis<br>→ EQs 1,3,6,7,8                     | <ul style="list-style-type: none"> <li>▪ Systematically collect and analyse the perceptions of IFIs and beneficiaries on a range of issues<br/><i>(see details on the survey in annex B4)</i></li> </ul>  |
| <b>On-site visits:</b><br>Visits of projects  | Project analysis<br>→ EQs 3,6,7,8,9                     | <ul style="list-style-type: none"> <li>▪ Provide evidence on the outputs and results of blending projects</li> <li>▪ Verify information from oral and documentary sources<br/><i>(see below)</i></li> </ul>   |

Source: ADE

## 1.6 Selection of interventions

The in-depth study of a selection of projects complemented other evaluation activities which cover a wider range of projects. It allowed the team to provide concrete examples to enrich and illustrate answers to the evaluation questions.

The selection aimed at furnishing a diversified and balanced set of projects, which was relevant as much as possible across different key parameters of this evaluation (facilities, geographies, closed projects, sectors, types of instruments, IFIs, period, EQs). The evaluators have examined available documentation on these projects during the desk study stage, and have visited several of them during the field phase.

The selection consisted of **46 projects**. They aimed at furnishing a diversified and balanced set of cases, which is also relevant as much as possible across different key parameters of this evaluation:

- **Facilities:** The number of projects selected per facility mirrors the volume of each facility (ITF: 17 projects, NIF: 16, LAIF: 6, CIF: 3, AIF: 2, IFCA: 2);
- **Geographies:** The projects selected are from 14 different countries. There are in addition 19 regional projects;
- **Closed projects:** Almost all closed projects are present in the selection – this aims at exploiting as much as possible information on results achieved;
- **Sectors:** The selection aims at mirroring the share of business of each sector (mainly energy and transport, water & sanitation but also banking and financial services, communication, industry and other multisector);
- **Sizes:** The selection covers a wide array of sizes, from large to small projects;
- **Types of instruments:** The selection mirrors their distribution in the overall portfolio (TA, investment grants, interest rate subsidies, guarantees, risk capital). It should be noted that, for projects referenced as TA, the evaluation aims at covering the TA and the project to which it is attached;
- **IFIs:** The selected projects include projects from the four biggest IFIs (AFD, EBRD, KfW and EIB). Some other IFIs are represented as well;
- **Periods:** The selection covers a wide range of projects spread on the whole evaluation period 2007-2014 ;
- **Evaluation Questions:** the selected interventions were considered on the basis of their relevance for answering the EQs.

The following table shows that the list of 46 projects mirrors as much as possible the overall set of 203 projects.

**Table 3: Comparison selection to the global number of projects**

| Criteria               | Items                | Selection<br>46 projects | Global<br>203 projects |
|------------------------|----------------------|--------------------------|------------------------|
| <b>Facility</b>        | ITF                  | 37%                      | 34%                    |
|                        | NIF                  | 35%                      | 38%                    |
|                        | LAIF                 | 13%                      | 12%                    |
|                        | CIF                  | 7%                       | 2%                     |
|                        | IFCA                 | 4%                       | 6%                     |
|                        | AIF                  | 4%                       | 7%                     |
| <b>Sector</b>          | Energy               | 35%                      | 34%                    |
|                        | Water and Sanitation | 28%                      | 18%                    |
|                        | Transport            | 22%                      | 18%                    |
|                        | Other multisector    | 5%                       | 10%                    |
|                        | Communication        | 4%                       | 3%                     |
|                        | Banking              | 2%                       | 3%                     |
|                        | Industry             | 2%                       | 6%                     |
|                        | Other                | 2%                       | 8%                     |
| <b>Type of support</b> | TA                   | 44%                      | 47%                    |
|                        | Grant                | 28%                      | 23%                    |
|                        | Mix                  | 11%                      | 20%                    |
|                        | IRS                  | 11%                      | 6%                     |
|                        | Guarantee            | 4%                       | 2%                     |
|                        | Risk Capital         | 2%                       | 1%                     |
|                        | Other                | 0%                       | 1%                     |
| <b>Year</b>            | 2008                 | 15%                      | 6%                     |
|                        | 2009                 | 15%                      | 8%                     |
|                        | 2010                 | 22%                      | 13%                    |
|                        | 2011                 | 20%                      | 14%                    |
|                        | 2012                 | 0%                       | 12%                    |
|                        | 2013                 | 22%                      | 23%                    |
|                        | 2014                 | 6%                       | 21%                    |
| <b>Lead IFI</b>        | AFD                  | 31%                      | 23%                    |
|                        | EBRD                 | 26%                      | 22%                    |
|                        | KfW                  | 17%                      | 20%                    |
|                        | EIB                  | 17%                      | 28%                    |
|                        | IDB                  | 4.5%                     | 1%                     |
|                        | AECID                | 4.5%                     | 1%                     |
|                        | Other                | 0%                       | 5%                     |

In addition to this selection of projects for in-depth study, the evaluators also addressed in interviews a few projects which used the new application form which was brought in August 2014, with a view to capture specificities of latest projects.

The projects selected were the following:

| #  | Project abbreviation    | Facility | Title (data from CRIS exp. ITF)                     | Country  | Year | Total amount from EU budget M€ | Status | Sector                       | Type of support | Lead IFI |
|----|-------------------------|----------|---|--|------|--------------------------------|--------|------------------------------|-----------------|----------|
| 1  | ENER/C.Intercon/NA-ZM   | ITF      | Caprivi Interconnector                              | Namibia, Zambia  | 2008 | 15.000.000                     | Closed | ENERGY GENERATION AND SUPPLY | IRS             | EIB      |
| 2  | ENER/WAPP/REG           | ITF      | Update of the WAPP Masterplan                       | Western Africa   | 2009 | 1.306.624                      | Closed | ENERGY GENERATION AND SUPPLY | TA              | EIB      |
| 3  | ENER/ERERA/REG          | ITF      | ECOWAS Electricity Regulation (ERERA)               | Western Africa   | 2008 | 1.700.000                      | Closed | ENERGY GENERATION AND SUPPLY | TA              | AFD      |
| 4  | TRANS/PortWalvis/NA     | ITF      | Expansion of Port of Walvis Bay                     | Namibia  | 2009 | 280.612                        | Closed | TRANSPORT AND STORAGE        | TA              | KfW      |
| 5  | TRANS/MasterPlan/NA-REG | ITF      | Namibian Transport Master Plan                      | Namibia, South Africa, Botswana, Angola, Congo, the Democratic Republic of the, Zambia, Zimbabwe | 2010 | 494.901                        | Closed | TRANSPORT AND STORAGE        | TA              | EIB      |
| 6  | COM/SubCable/SC-TZ      | ITF      | Seychelles Submarine Cable Project                  | Seychelles, Tanzania, United republic of   | 2011 | 3.915.984                      | Closed | COMMUNICATION                | DG              | EIB      |
| 7  | COM/SubCable/MR         | ITF      | Mauritania Submarine Cable                          | Mauritania   | 2011 | 1.626.791                      | Closed | COMMUNICATION                | IRS             | EIB      |
| 8  | ENER/Ukrenergo/UA       | NIF      | EBRD-03 Ukrenergo Corporate Sustainable Development | Ukraine  | 2009 | 786137,32                      | Closed | ENERGY GENERATION AND SUPPLY | TA              | EBRD     |
| 9  | TRANS/MetroRehab/AM     | NIF      | AM-01 Yerevan Metro Rehabilitation                  | Armenia  | 2010 | 5.000.000                      | Closed | TRANSPORT AND STORAGE        | Grant           | EBRD     |
| 10 | TRANS/PublicTrans/MD    | NIF      | MD- 03 Chisinau Public Transport Project            | Moldova  | 2010 | 3.000.000                      | Closed | TRANSPORT AND STORAGE        | Grant           | EBRD     |



| #  | Project abbreviation | Facility | Title (data from CRIS exp. ITF)  | Country          | Year | Total amount from EU budget M€ | Status  | Sector                       | Type of support | Lead IFI |
|----|----------------------|----------|--|------------------|------|--------------------------------|---------|------------------------------|-----------------|----------|
| 11 | WASH/IWSS/MD         | NIF      | EBRD-06 Feasibility Study for the Improvement of Water and Sanitation Systems in Chisinau              | Moldova          | 2009 | 3.150.000                      | Closed  | WATER AND SANITATION         | TA              | EBRD     |
| 12 | IND/SME Facility/REG | NIF      | EBRD-13 SME Facility - EBRD / KfW window   | Regional-NIF     | 2010 | 10.200.000                     | Ongoing | INDUSTRY                     | Guarantee       | EBRD     |
| 13 | WASH/KotaykSW/AM     | NIF      | Kotayk Solid Waste Project   | Armenia          | 2011 | 3.700.000                      | Ongoing | WATER AND SANITATION         | Grant           | EBRD     |
| 14 | WASH/IWSP/EG         | NIF      | EG-01 Improved Water and Wastewater Services Programme (IWSP) - NIF contribution                       | Egypt, Arab Rep. | 2008 | 5000000                        | Ongoing | WATER AND SANITATION         | Grant           | KfW      |
| 15 | ENER/O.SolarPlant/MA | NIF      | Ouarzazate Solar Plant – First Phase   | Morocco          | 2011 | 30.000.000                     | Ongoing | ENERGY GENERATION AND SUPPLY | Grant           | EIB      |
| 16 | ENER/SudgELR/TJ      | IFCA     | Sugd Energy Loss Reduction Project   | Tajikistan       | 2011 | 1.900.000                      | Ongoing | ENERGY GENERATION AND SUPPLY | TA/Grant        | EBRD     |
| 17 | ENER/Ext.5deNov/SV   | LAIF     | Extension of the existing hydro power plant "5 de Noviembre" in El Salvador                            | El Salvador      | 2011 | 6.000.000                      | Ongoing | ENERGY GENERATION AND SUPPLY | Grant           | KfW      |
| 18 | TRANS/RuralRoad/SV   | LAIF     | LAIF contribution to the Rural Road Programme in El Salvador   | El Salvador      | 2011 | 8.320.000                      | Ongoing | TRANSPORT AND STORAGE        | TA              | AECID    |
| 19 | MULTI/SustDev/CO     | LAIF     | LAIF contribution to the project "Towards a sustainable development of cities and regions in Colombia" | Colombia         | 2013 | 5.200.000                      | Ongoing | Other multisector            | TA              | AFD      |
| 20 | WASH/IWRM/CO         | LAIF     | "Support to the Integrated Water Resources Management (IWRM) in Colombia"                              | Colombia         | 2013 | 4.650.000                      | Ongoing | WATER AND SANITATION         | TA              | AFD      |
| 21 | WASH/IWSSI/GY        | CIF      | Water Supply and Sanitation Infrastructure Improvement Programme                                       | Guyana           | 2014 | 10.675.000                     | Ongoing | WATER AND SANITATION         | Grant           | IDB      |

| #  | Project abbreviation | Facility | Title (data from CRIS exp. ITF)                                   | Country          | Year | Total amount from EU budget M€ | Status  | Sector                       | Type of support | Lead IFI |
|----|----------------------|----------|---|------------------|------|--------------------------------|---------|------------------------------|-----------------|----------|
| 22 | ENER/PowerUU/GY      | CIF      | Power Utility Upgrade Programme                                   | Guyana           | 2014 | 19.375.000                     | Ongoing | ENERGY GENERATION AND SUPPLY | Grant           | IDB      |
| 23 | MULTI/UrbanTrans/BD  | AIF      | Dhaka Urban Transport   | Bangladesh       | 2013 | 3.000.000                      | Ongoing | Other multisector            | TA              | AFD      |
| 24 | WASH/ESWS-II/BD      | AIF      | Dhaka Environmentally Sustainable Water Supply Project II         | Bangladesh       | 2014 | 5.200.000                      | Ongoing | WATER AND SANITATION         | TA/Grant        | AFD      |
| 25 | TRANS/Airport/MZ     | ITF      | Maputo International Airport                                      | Regional-ITF     | 2011 | 1.600.000                      | Ongoing | TRANSPORT AND STORAGE        | TA              | AFD      |
| 26 | TRANS/Corridor/MZ    | ITF      | Beira Corridor  | Regional-ITF     | 2008 | 17.828.380                     | Ongoing | TRANSPORT AND STORAGE        | IRS             | EIB      |
| 27 | WASH/LVWATSAN/UG     | ITF      | Kampala Water - LVWATSAN  | Regional-ITF     | 2010 | 8.000.000                      | Ongoing | WATER AND SANITATION         | TA              | KfW      |
| 28 | WASH/LVWATSAN/UG     | ITF      | Kampala Water - LVWATSAN  | Regional-ITF     | 2010 | 14.000.000                     | Ongoing | WATER AND SANITATION         | IRS             | KfW      |
| 29 | TRANS/RoadRehab/MD   | NIF      | MD-02 Moldova Road Rehabilitation project                         | Moldova          | 2008 | 12.000.000                     | Ongoing | TRANSPORT AND STORAGE        | Grant           | EBRD     |
| 30 | WASH/PNA-ONEP/MA     | NIF      | MA-04 Programme National d'Assainissement (PNA-ONEP) - Phase I    | Morocco          | 2010 | 10.000.000                     | Ongoing | WATER AND SANITATION         | TA/Grant        | AFD      |
| 31 | ENER/PowerTrans/EG   | NIF      | EG-03 Egyptian Power Transmission                                 | Egypt, Arab Rep. | 2010 | 16.000.000                     | Ongoing | ENERGY GENERATION AND SUPPLY | TA/Grant        | EIB      |
| 32 | ENER/Wind Farm/EG    | NIF      | EG-02 200 MW Wind Farm in Gulf of El Zayt - NIF contribution      | Egypt, Arab Rep. | 2008 | 10.000.000                     | Ongoing | ENERGY GENERATION AND SUPPLY | Grant           | KfW      |
| 33 | WASH/SMWP/AM         | NIF      | AM 02 - Armenian Small Municipalities Water Project               | Armenia          | 2010 | 7.000.000                      | Ongoing | WATER AND SANITATION         | Grant           | EBRD     |
| 34 | OTHER/TA Munic/UA    | NIF      | EBRD-01 Technical Assistance Support for Ukrainian Municipalities | Ukraine          | 2008 | 5.000.000                      | Ongoing | OTHER                        | TA              | EBRD     |

| #  | Project abbreviation | Facility | Title (data from CRIS exp. ITF)   | Country       | Year | Total amount from EU budget M€ | Status  | Sector                         | Type of support | Lead IFI |
|----|----------------------|----------|---|---------------|------|--------------------------------|---------|--------------------------------|-----------------|----------|
| 35 | ENER/SEFF/MA-JO      | NIF      | SEMED Regional Sustainable Energy Finance Facility : Phase 1 – Morocco and Jordan Sustainable Energy Finance Facility (SEFF) – Implementation Support   | Regional-NIF  | 2013 | 16.830.000                     | Ongoing | ENERGY GENERATION AND SUPPLY   | Grant           | EBRD     |
| 36 | BANK/EFSE/MC         | NIF      | KfW-03 Subscription and management on behalf of the European Commission of a participation in the European Neighbourhood Fund (ENBF) window of the European Fund for South East Europe (EFSE)   | Regional-NIF  | 2009 | 5.100.000                      | Ongoing | BANKING AND FINANCIAL SERVICES | RC              | KfW      |
| 37 | WASH/TajikWR/TJ      | IFCA     | Central Tajik Water Rehabilitation (Tajikistan)   | Tajikistan    | 2011 | 7.200.000                      | Ongoing | WATER AND SANITATION           | TA/Grant        | EBRD     |
| 38 | WASH/WASH in LA/REG  | LAIF     | LAIF contribution to the Project "Promoting climate change adaptation and integrated water resources management investment in the water and sanitation sector in Latin America in the framework of the Spanish Cooperation Fund for Water and Sanitation" | Regional-LAIF | 2013 | 15.300.000                     | Ongoing | WATER AND SANITATION           | TA              | AECID    |
| 39 | WASH/IWSSLima/PE     | LAIF     | Expansion and improvement of water supply, sewage, wastewater treatment and reuse systems in Lima Metropolitan Area   | Peru          | 2013 | 3.150.000                      | Ongoing | WATER AND SANITATION           | TA              | KfW      |
| 40 | ENER/Geothermal/DM   | CIF      | "Support to the development of Geothermal Energy"   | Dominica      | 2013 | 2.140.000                      | Ongoing | ENERGY GENERATION AND SUPPLY   | TA              | AFD      |
| 41 | TRANS/PAPN/CG        | ITF      | Port de Pointe Noire (PAPN)   | Regional-ITF  | 2009 | 2.000.000                      | Closed  | TRANSPORT AND STORAGE          | TA              | AFD      |
| 42 | TRANS/PAPN/CG        | ITF      | Port de Pointe Noire (PAPN)   | Regional-ITF  | 2009 | 6.600.000                      | Closed  | TRANSPORT AND STORAGE          | IRS             | AFD      |

| #  | Project abbreviation      | Facility | Title (data from CRIS exp. ITF)   | Country      | Year | Total amount from EU budget M€ | Status  | Sector                       | Type of support | Lead IFI |
|----|---------------------------|----------|---|--------------|------|--------------------------------|---------|------------------------------|-----------------|----------|
| 43 | ENER/Env.Credit lines/REG | ITF      | Environmental Credit Lines for Kenya, Uganda and Tanzania - Engaging Banks in Energy Transition Projects. | Regional-ITF | 2013 | 2.100.000                      | Ongoing | ENERGY GENERATION AND SUPPLY | TA              | AFD      |
| 44 | ENER/Env.Credit lines/REG | ITF      | Environmental Credit Lines for Kenya, Uganda and Tanzania - Engaging Banks in Energy Transition Projects. | Regional-ITF | 2010 | 2.000.000                      | Ongoing | ENERGY GENERATION AND SUPPLY | TA              | AFD      |
| 45 | ENER/EERE WestAf/REG      | ITF      | Financing EE and RE investments of private companies in West Africa                                       | Regional-ITF | 2013 | 1.500.000,00                   |         | ENERGY GENERATION AND SUPPLY | TA              | AFD      |
| 46 | ENER/EERE WestAf/REG      | ITF      | Financing EE and RE investments of private companies in West Africa                                       | Regional-ITF | 2013 | 4.500.000,00                   |         | ENERGY GENERATION AND SUPPLY | Grant           | AFD      |

## 1.7 Field missions

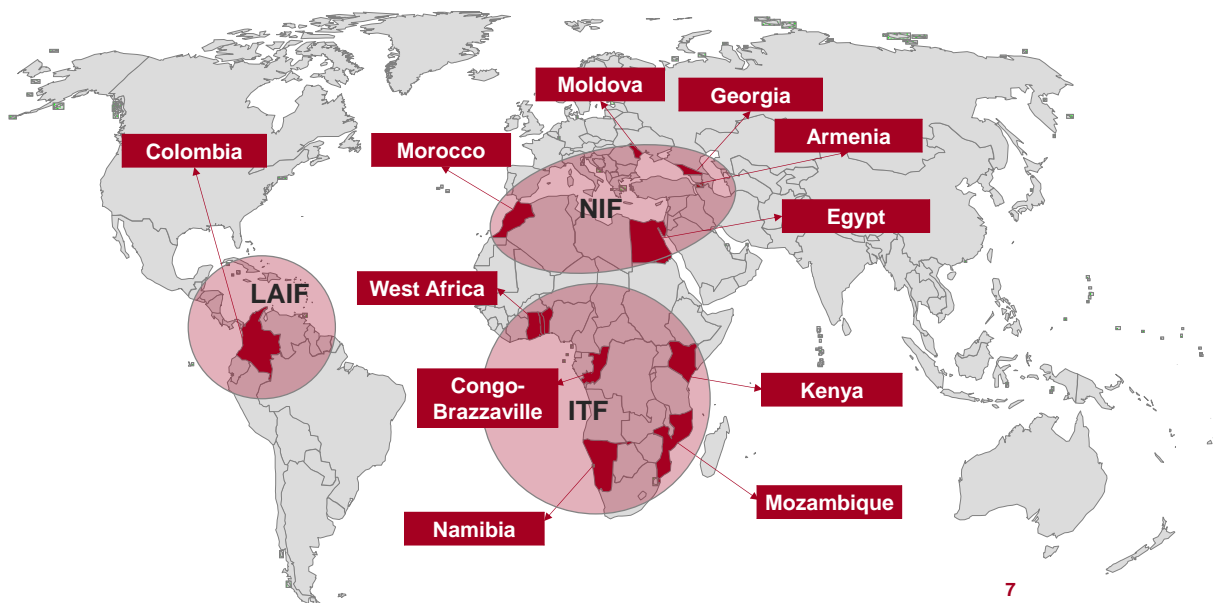
The field missions consisted of:

- Site visits organised to observe on-site the activities deployed and/or achievements reached, and to meet targeted end beneficiaries.
- Semi-structured interviews conducted with interview guides prepared by the evaluation team on the basis of the preliminary findings and information gaps detailed in the desk report.
- Additional documents/data collection and analysis, mostly at project level.

Findings of the visits are summarised in country case studies (see annex B3).

A total of **12 country visits** have been conducted during the field phase, between November 2015 and April 2016. A total of **32 projects** has been visited during the field missions. This corresponds to 26 projects that were part of the 46 selected projects for the in-depth desk study, and 6 additional projects for which the evaluation team took advantage of the country visits to widen the breadth of the analytical basis. Visits focused on countries where tangible results could be observed – this is why they relate to the ITF, LAIF and NIF, i.e. the blending mechanisms for which there is most hindsight.

**Figure 4: Field visits conducted**



Source: ADE

The projects covered during field missions are listed in the table below.

| # | Project abbreviation    | Facility | Title (data from CRIS exp. ITF)          | Country  | Year | Total amount from EU budget M€ | Status | Sector                       | Type of support | Lead IFI |
|---|-------------------------|----------|--|--|------|--------------------------------|--------|------------------------------|-----------------|----------|
| 1 | ENER/C.Intercon/NA-ZM   | ITF      | Caprivi Interconnector                   | Namibia, Zambia  | 2008 | 15.000.000                     | Closed | ENERGY GENERATION AND SUPPLY | IRS             | EIB      |
| 2 | ENER/WAPP/REG           | ITF      | Update of the WAPP Masterplan            | Western Africa   | 2009 | 1.306.624                      | Closed | ENERGY GENERATION AND SUPPLY | TA              | EIB      |
| 3 | ENER/ERERA/REG          | ITF      | ECOWAS Electricity Regulation (ERERA)    | Western Africa   | 2008 | 1.700.000                      | Closed | ENERGY GENERATION AND SUPPLY | TA              | AFD      |
| 4 | TRANS/PortWalvis/NA     | ITF      | Expansion of Port of Walvis Bay          | Namibia  | 2009 | 280.612                        | Closed | TRANSPORT AND STORAGE        | TA              | KfW      |
| 5 | TRANS/MasterPlan/NA-REG | ITF      | Namibian Transport Master Plan           | Namibia, South Africa, Botswana, Angola, Congo, the Democratic Republic of the, Zambia, Zimbabwe | 2010 | 494.901                        | Closed | TRANSPORT AND STORAGE        | TA              | EIB      |
| 6 | TRANS/MetroRehab/AM     | NIF      | AM-01 Yerevan Metro Rehabilitation       | Armenia  | 2010 | 5.000.000                      | Closed | TRANSPORT AND STORAGE        | Grant           | EBRD     |
| 7 | TRANS/PublicTrans/MD    | NIF      | MD- 03 Chisinau Public Transport Project | Moldova  | 2010 | 3.000.000                      | Closed | TRANSPORT AND STORAGE        | Grant           | EBRD     |

| #  | Project abbreviation | Facility | Title (data from CRIS exp. ITF)  | Country          | Year | Total amount from EU budget M€ | Status  | Sector                       | Type of support     | Lead IFI |
|----|----------------------|----------|--|------------------|------|--------------------------------|---------|------------------------------|---------------------|----------|
| 8  | WASH/IWSS/MD         | NIF      | EBRD-06 Feasibility Study for the Improvement of Water and Sanitation Systems in Chisinau              | Moldova          | 2009 | 3.150.000                      | Closed  | WATER AND SANITATION         | TA                  | EBRD     |
| 9  | IND/SME Facility/REG | NIF      | EBRD-13 SME Facility - EBRD / KfW window   | Regional-NIF     | 2010 | 10.200.000                     | Ongoing | INDUSTRY                     | Guarantee           | EBRD     |
| 10 | WASH/KotaykSW/ AM    | NIF      | Kotayk solid waste management project  | Armenia          | 2011 | 3.700.000                      | Ongoing | WATER AND SANITATION         | Combined (TA/Grant) | EBRD     |
| 11 | WASH/IWSP/EG         | NIF      | EG-01 Improved Water and Wastewater Services Programme (IWSP) - NIF contribution                       | Egypt, Arab Rep. | 2008 | 5.000.000                      | Ongoing | WATER AND SANITATION         | Grant               | KfW      |
| 12 | ENER/O.SolarPlant/MA | NIF      | Ouarzazate Solar Plant – First Phase   | Morocco          | 2011 | 30.000.000                     | Ongoing | ENERGY GENERATION AND SUPPLY | Grant               | EIB      |
| 13 | MULTI/SustDev/CO     | LAIF     | LAIF contribution to the project "Towards a sustainable development of cities and regions in Colombia" | Colombia         | 2013 | 5.200.000                      | Ongoing | Other multisector            | TA                  | AFD      |
| 14 | WASH/WRM/CO          | LAIF     | "Support to the Integrated Water Resources Management (IWRM) in Colombia"                              | Colombia         | 2013 | 4.650.000                      | Ongoing | WATER AND SANITATION         | TA                  | AFD      |
| 15 | TRANS/Airport/MZ     | ITF      | Maputo International Airport   | Regional-ITF     | 2011 | 1.600.000                      | Ongoing | TRANSPORT AND STORAGE        | TA                  | AFD      |
| 16 | TRANS/Corridor/MZ    | ITF      | Beira Corridor   | Regional-ITF     | 2008 | 17.828.380                     | Ongoing | TRANSPORT AND STORAGE        | IRS                 | EIB      |

| #  | Project abbreviation | Facility | Title (data from CRIS exp. ITF)   | Country          | Year | Total amount from EU budget M€ | Status  | Sector                         | Type of support     | Lead IFI |
|----|----------------------|----------|---|------------------|------|--------------------------------|---------|--------------------------------|---------------------|----------|
| 17 | TRANS/RoadRehab/MD   | NIF      | MD-02 Moldova Road Rehabilitation project   | Moldova          | 2008 | 12.000.000                     | Ongoing | TRANSPORT AND STORAGE          | Grant               | EBRD     |
| 18 | WASH/PNA-ONEP/MA     | NIF      | MA-04 Programme National d'Assainissement (PNA-ONEP) - Phase I  | Morocco          | 2010 | 10.000.000                     | Ongoing | WATER AND SANITATION           | Combined (TA/Grant) | AFD      |
| 19 | ENER/PowerTrans/ EG  | NIF      | EG-03 Egyptian Power Transmission   | Egypt, Arab Rep. | 2010 | 16.320.000                     | Ongoing | ENERGY GENERATION AND SUPPLY   | Combined (TA/IG)    | EIB      |
| 20 | ENER/Wind Farm/EG    | NIF      | EG-02 200 MW Wind Farm in Gulf of El Zayt - NIF contribution  | Egypt, Arab Rep. | 2008 | 10.000.000                     | Ongoing | ENERGY GENERATION AND SUPPLY   | Grant               | KfW      |
| 21 | WASH/SMWP/AM         | NIF      | AM 02 - Armenian Small Municipalities Water Project   | Armenia          | 2010 | 7.000.000                      | Ongoing | WATER AND SANITATION           | Grant               | EBRD     |
| 22 | ENER/SEFF/MA-JO      | NIF      | SEMED Regional Sustainable Energy Finance Facility : Phase 1 – Morocco and Jordan Sustainable Energy Finance Facility (SEFF) – Implementation Support   | Regional-NIF     | 2013 | 16.830.000                     | Ongoing | ENERGY GENERATION AND SUPPLY   | Grant               | EBRD     |
| 23 | BANK/EFSE/MC         | NIF      | KfW-03 Subscription and management on behalf of the European Commission of a participation in the European Neighbourhood Fund (ENBF) window of the European Fund for South East Europe (EFSE) | Regional-NIF     | 2009 | 5.100.000                      | Ongoing | BANKING AND FINANCIAL SERVICES | RC                  | KfW      |
| 24 | WASH/LVWATSAN/UG     | ITF      | Kampala Water - LVWATSAN  | Regional-ITF     | 2010 | 8.000.000                      | Ongoing | WATER AND SANITATION           | TA                  | KfW      |



| #  | Project abbreviation                            | Facility | Title (data from CRIS exp. ITF)   | Country      | Year | Total amount from EU budget M€ | Status  | Sector                       | Type of support                      | Lead IFI |
|----|---|----------|---|--------------|------|--------------------------------|---------|------------------------------|--------------------------------------|----------|
| 25 | ENER/Env.Credit lines/REG                       | ITF      | Environmental Credit Lines for Kenya, Uganda and Tanzania - Engaging Banks in Energy Transition Projects. | Regional-ITF | 2013 | 2.100.000                      | Ongoing | ENERGY GENERATION AND SUPPLY | TA                                   | AFD      |
| 26 | TRANS/PAPN/ CG                                  | ITF      | Port de Pointe Noire (PAPN)   | Regional-ITF | 2009 | 8.600.000                      | Ongoing | TRANSPORT AND STORAGE        | Combined (TA/IRS)                    | AFD      |
| 27 | Georgia Batumi Water                            | NIF      | Water supply and sewerage of Batumi and surrounding villages (Phase 3)                                    | Georgia      | 2011 | 4.700.000                      | Ongoing | WATER AND SANITATION         | Grant                                | KfW      |
| 28 | Georgia Power transmission                      | NIF      | Black Sea Energy Transmission System project  | Georgia      | 2008 | 8.260.000                      | Ongoing | ENERGY GENERATION AND SUPPLY | Combined (TA/fees)                   | KfW      |
| 29 | Georgia Enguri Hydro                            | NIF      | GE-01 Enguri/Vardnili HPP Rehabilitation-grant  | Georgia      | 2010 | 5.240.000                      | Ongoing | ENERGY GENERATION AND SUPPLY | Combined (TA/IG/fees)                | EBRD     |
| 30 | Kenya Lake Turkhana Wind                        | ITF      | Lake Turkhana Wind Power  | Kenya        | 2013 | 25.000.000                     | Ongoing | ENERGY GENERATION AND SUPPLY | Financial instrument (not specified) | EIB      |
| 31 | Benin-Togo Power Rehabilitation (LCO component) | ITF      | Benin-Togo Power Rehabilitation   | Regional-ITF | 2009 | 12.250.000                     | Ongoing | ENERGY GENERATION AND SUPPLY | IRS                                  | EIB      |
| 32 | Benin Atlantic project                          | ITF      | Access to Electricity in the Atlantique Province in Benin   | Benin        | 2013 | 20.000.000                     | Ongoing | ENERGY GENERATION AND SUPPLY | Grant                                | AFD      |

## 1.8 Challenges and limitations

The evaluation team faced a number of challenges and limitations. The methodological approach followed throughout the evaluation process aimed to mitigate as much as possible these challenges.

The limitations of the analysis are closely related to the **lack of completed projects** which made it difficult to obtain information on results and impacts across as wide a range of projects as would have been desirable. The evaluation team mitigated this challenge by taking all completed projects and adding well advanced projects into the sample and ensuring a methodology that also looked at likely results from near-completed projects. This after close discussion with the different IFIs. The evaluators further indicate in the report the quality of the evidence basis for each finding.

Another major challenge was the difficulty in determining a **counterfactual** to blending in two senses: i) determining if the project would have gone ahead without blending and ii) and if so what would the project have looked like if blending had not been involved. The evaluators considered this with due respect in their analyses and reflected the solidity of argumentation in their rating of the quality of evidence.

## Annex C3: Bibliography

This annex lists the documents consulted during the evaluation. It presents (i) general documents and (ii) documents by facility. It is sorted by author and then by year.

### General

| Author                            | Title  | Year | Hyperlink   |
|-----------------------------------|--|------|---|
| ADB                               | Armenia<br>Transport Sector<br>Development Strategy 2020   | 2008 | <a href="http://www.adb.org/sites/default/files/project-document/67653/40610-arm-tacr.pdf">http://www.adb.org/sites/default/files/project-document/67653/40610-arm-tacr.pdf</a>   |
| ADE                               | Mid-term evaluation of the Investment Facility and EIB own resources operations in ACP countries and the OCTs– Final Report, European Commission   | 2010 | <a href="http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2010/1285_docs_en.htm">http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2010/1285_docs_en.htm</a>   |
| AETS Consortium                   | Evaluation of Western Balkans Investment Framework (WBIF) for DG NEAR  | 2015 | <a href="http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/2015/2014_352812_1_final_evaluation_report.pdf">http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/2015/2014_352812_1_final_evaluation_report.pdf</a> |
| AFD, KfW, EIB                     | The Mutual Reliance Initiative (MRI)<br>Effective partnering for growth and development  | 2013 | <a href="http://www.eib.org/attachments/general/events/210113_mri_programme_speakers_en.pdf">http://www.eib.org/attachments/general/events/210113_mri_programme_speakers_en.pdf</a>   |
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| Bhattacharya, Amar                | Blending Grants and Loans. Getting the Most out of the Global Financing Architecture, Conference on Marketplace on Innovative Financial Solutions for Development<br>Blending Grants and Loans Session | 2008 | <a href="http://www.fininnov.org/img/pdf/ateliers/A.%20Bhattacharya%20-%20Blending%20Grants%20and%20Loans.pdf">http://www.fininnov.org/img/pdf/ateliers/A.%20Bhattacharya%20-%20Blending%20Grants%20and%20Loans.pdf</a>   |

| Author   | Title  | Year | Hyperlink   |
|--|--|------|---|
| Camdessus, Michel                                | European Investment Bank's external mandate 2007-2013 Mid-Term Review – Report of the Steering Committee   | 2010 | <a href="http://www.eib.org/attachments/documents/eib_external_mandate_2007-2013_mid-term_review.pdf">http://www.eib.org/attachments/documents/eib_external_mandate_2007-2013_mid-term_review.pdf</a>   |
| Center for European Policy Studies (CEPS)        | Innovative Approaches to EU Blending Mechanisms for Development Finance, German Federal Ministry for Economic Cooperation and Development (BMZ)                | 2011 | <a href="http://www.dev-practitioners.eu/fileadmin/user_upload/EU_Ble nding_Mechanisms.pdf">http://www.dev-practitioners.eu/fileadmin/user_upload/EU Blending Mechanisms.pdf</a>  |
| Council of the European Union                    | 17123/08: Framework on loans and grants blending mechanisms in the context of external assistance  | 2008 | <a href="http://register.consilium.europa.eu/doc/srv?l=EN&amp;f=ST%2017123%202008%20INIT">http://register.consilium.europa.eu/doc/srv?l=EN&amp;f=ST%2017123%202008%20INIT</a>   |
| Counter Balance Coalition                        | The European Investment Bank in the ACP countries – critical points for the Mid-term review of the Investment Facility   | 2010 | <a href="http://www.counter-balance.org/counterbalance-eib.org/wp-content/uploads/2011/05/+IF_consultation_C B_10-03-10.pdf">http://www.counter-balance.org/counterbalance-eib.org/wp-content/uploads/2011/05/+IF_consultation_C B_10-03-10.pdf</a>   |
| COWI   | Mid-term evaluation of EIB's external mandate (DG ECFIN)   | 2010 | <a href="http://ec.europa.eu/dgs/economy_finance/evaluation/pdf/ecfin_eval_e n.pdf">http://ec.europa.eu/dgs/economy_finance/evaluation/pdf/ecfin_eval_e n.pdf</a>   |
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| Donor Committee on Enterprise Development (DCED) | DCED Standard for Results Measurement: A summary   | 2014 | <a href="http://www.enterprise-development.org/page/introduction-standard">http://www.enterprise-development.org/page/introduction-standard</a>   |
| EBRD   | Strategy for Armenia   | 2012 | <a href="http://www.ebrd.com/documents/strategy-and-">http://www.ebrd.com/documents/strategy-and-</a>   |

| Author                  | Title   | Year | Hyperlink   |
|-------------------------|---|------|---|
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| EIB                     | FEMIP for the Mediterranean Environment and sustainable development   | n.d. | <a href="http://www.eib.org/attachments/country/femip_environment_en.pdf">http://www.eib.org/attachments/country/femip_environment_en.pdf</a>   |
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| EU-Africa Infrastructure Trust Fund | EU-Africa Infrastructure Trust Fund – Annual Reports 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014  | 2008 /2014 | <a href="http://www.eu-africa-infrastructure-tf.net/infocentre/publications/EU-AITF%20Annual%20Reports/index.htm">http://www.eu-africa-infrastructure-tf.net/infocentre/publications/EU-AITF%20Annual%20Reports/index.htm</a>   |
| EU-Africa Infrastructure Trust Fund | Rules of Procedure of the Executive Committee of the EU-Africa Infrastructure Trust Fund   | 2013       | n/a   |
| EU-Africa Infrastructure Trust Fund | Operational Meetings of the Board of the EU-Africa Infrastructure Trust Fund (ITF): Minutes<br>27 <sup>nd</sup> Meeting, 23 <sup>th</sup> April 2013<br>28 <sup>nd</sup> Meeting, 27 <sup>th</sup> June 2013<br>29 <sup>nd</sup> Meeting<br>30 <sup>nd</sup> Meeting<br>31 <sup>st</sup> Meeting, 28 <sup>th</sup> March 2014<br>32 <sup>nd</sup> Meeting, 3 <sup>rd</sup> July 2014 | 2013 /2014 | n/a   |
| European Parliament                 | Joint Africa EU Strategy - Action Plan 2011-2013   | n.d.       | <a href="http://www.europarl.europa.eu/document/activities/cont/201306/20130610/ATT67542/20130610ATT67542EN.pdf">http://www.europarl.europa.eu/document/activities/cont/201306/20130610/ATT67542/20130610ATT67542EN.pdf</a>   |

**Latin America Investment Fund (LAIF)**

| Author              | Title  | Year | Hyperlink   |
|---------------------|--|------|---|
| CIFCA / Grupo SUR   | New European Union development cooperation strategies in Latin America: The Latin American Investment Facility (LAIF)  | 2013 | <a href="http://www.eurodad.org/files/pdf/5229de0400b27.pdf">http://www.eurodad.org/files/pdf/5229de0400b27.pdf</a> |
| European Commission | Action Fiche to the Latin America Investment Fund (LAIF) 2014  | n.d. | n/a   |
| European Commission | Action Fiche to the Latin America Investment Fund (LAIF) 2009: DCI-LA/2009/021-734   | 2009 | n/a   |
| European Commission | Memorandum to the DCI Committee concerning the Annual Action Programme covered by the programming document "Regional Strategy Paper" for the DCI instrument for the Latin America Region for 2009                        | 2009 | n/a   |
| European Commission | Memorandum to the Commission concerning the Annual Action Programme covered by the programming document "Regional Strategy Paper" for the DCI Instrument for the Latin America Region for 2009                           | 2009 | n/a   |
| European Commission | Latin American Investment Facility (LAIF): Strategic Orientations Proposal   | 2010 | n/a   |
| European Commission | Action Fiche to the Latin America Investment Fund (LAIF) 2010: DCI-LA/2009/021-734, , rider number 1   | 2010 | n/a   |
| European Commission | Memorandum to the DCI Committee concerning the Annual Action Programme 2010 covered by the programming document Regional Strategy Paper for the Development Cooperation Instrument in favour of the Latin America Region | 2010 | n/a   |
| European Commission | Memorandum to the Commission concerning the Annual Action Programme 2010 covered by the programming document Regional Strategy Paper for the Development Cooperation Instrument for the Latin America Region             | 2010 | n/a   |
| European Commission | Action Fiche to the Latin America Investment Fund (LAIF) 2011: DCI-LA/2009/021-734, rider number 2   | 2011 | n/a   |



| Author                         | Title  | Year          | Hyperlink |
|--------------------------------|--|---------------|-----------|
| European Commission            | Memorandum to the DCI Committee concerning the Annual Action Programme 2011 covered by the programming document Regional Strategy Paper for the Development Cooperation Instrument in favour of the Latin America Region   | 2011          | n/a       |
| European Commission            | C(2012) 7462 final: Commission Implementing Decision on the 2012 Annual Action Programme in favour of the Latin American region to be financed from the general budget of the European Union   | 2012          | n/a       |
| European Commission            | Action Fiche to the Latin America Investment Fund (LAIF) 2012/2013: DCI-LA/2009/021-734, rider number 3 and 4  | 2012          | n/a       |
| European Commission            | Annual Action Programme 2014 in favour of Latin America to be financed from the general budget of the European Union   | 2014          | n/a       |
| European Commission            | C(2014) 9128 final: Commission Implementing Decision on the 2012 Annual Action Programme in favour of the Latin American region to be financed from the general budget of the European Union   | 2014          | n/a       |
| Latin America Investment Fund  | Operational Meetings of the Board of the Latin America Investment Fund (LAIF): Minutes<br>7 <sup>th</sup> Meeting, 1 <sup>st</sup> March 2013<br>9 <sup>th</sup> Meeting, 18 <sup>th</sup> October 2013<br>10 <sup>th</sup> Meeting, 10 <sup>th</sup> October 2014 | 2013<br>/2014 | n/a       |
| European Commission            | Project Impact Fiche. : Latin America Investment Facility (LAIF) - Commitments from 2009 to 2013   | 2009<br>/2013 | n/a       |
| European Commission - Europaid | Financing Agreement checklists 2009 and 2012   | 2009 and 2012 | n/a       |

**Neighbourhood Investment Facility (NIF)**

| Author              | Title   | Year          | Hyperlink |
|---------------------|---|---------------|-----------|
| European Commission | ENPI Interregional Programme: Strategy Paper 2007-2013 & Indicative Programme 2007-2010   | n.d.          | n/a       |
| European Commission | Operational Meetings of the Board of the Neighbourhood Investment Facility (NIF): Summary<br>17 <sup>th</sup> Meeting, 15 <sup>th</sup> March 2013<br>18 <sup>th</sup> Meeting, 17 <sup>th</sup> July 2013<br>19 <sup>th</sup> Meeting, 13 <sup>th</sup> December 2013<br>20 <sup>th</sup> Meeting, 7 <sup>th</sup> May 2013<br>21 <sup>th</sup> Meeting, 26 <sup>th</sup> September 2013 | 2013<br>/2014 | n/a       |
| European Commission | Memorandum to the ENPI Management Committee on the Interregional Action Programme for the European Neighbourhood Policy Instrument for 2007   | 2007          | n/a       |
| European Commission | Action Fiche to the Neighbourhood Investment Facility (NIF) 2007  | 2007          | n/a       |
| European Commission | Neighbourhood Investment Facility (NIF): Strategic Discussions 2008-2010  | 2008          | n/a       |
| European Commission | Action Fiche to the Neighbourhood Investment Facility (NIF) 2008  | 2008          | n/a       |
| European Commission | Cooperation within the Framework of NIF – Framework Arrangement   | 2009          | n/a       |
| European Commission | Action Fiche to the Neighbourhood Investment Facility (NIF) 2009  | 2009          | n/a       |
| European Commission | Action Fiche to the Neighbourhood Investment Facility (NIF): Additional commitment for 2009   | 2009          | n/a       |
| European Commission | Neighbourhood Investment Facility (NIF): Strategic Discussions 2011-2013  | 2010          | n/a       |
| European Commission | Action Fiche to the Neighbourhood Investment Facility (NIF) 2010  | 2010          | n/a       |
| European Commission | Action Fiche to the Neighbourhood Investment Facility (NIF) 2011  | 2011          | n/a       |
| European Commission | Action Fiche to the Neighbourhood Investment Facility (NIF) 2012  | 2012          | n/a       |
| European Commission | Financing Decision C(2012)4533: Commitment of additional EUR 12,7 million from the ENPI East budget line  | 2012          | n/a       |
| European Commission | C(2013) 1276 final: Commission Implementing Decision on the ENPI Interregional Action Programme 2013  | 2013          | n/a       |

| Author              | Title   | Year | Hyperlink |
|---------------------|---|------|-----------|
|                     | part II to be financed from the general budget of the European Union  |      |           |
| European Commission | Action Fiche to the Neighbourhood Investment Facility (NIF) 2013  | 2013 | n/a       |
| European Commission | Financing Decision C(2013)1276 (CRIS decision ENPI/2011/023-087): Increase of budget by EUR 10 500 000 EUR for additional support for transport projects of regional importance in the Neighbourhood East Region                            | 2013 | n/a       |
| European Commission | Action Fiche for Regional Programme in the Neighbourhood for Sustainable Urban Demonstration Projects (SUDeP):<br>ENPI/2013/024-746 (East)<br>ENPI/2013/024-806 (South)   | 2013 | n/a       |
| European Commission | Financing Decision C(2013) 5300: Increase by EUR 4 million of Component 1 (ENP East - CRIS decision ENPI/2013/024-746) for demonstration projects and corresponding supporting mechanism  | 2013 | n/a       |
| European Commission | Financing Decision C(2014) 5750 (CRIS decision ENI/ ENI / 2014 / 037-515): Increase of the amount (EUR 7 685 901,58) for the contribution from the 2014 general budget of the European Union to the Neighbourhood Investment Facility (NIF) | 2013 | n/a       |
| European Commission | Neighbourhood Investment Facility (NIF): Strategic Discussions 2014-2020 and annexes  | 2014 | n/a       |
| European Commission | Neighbourhood Investment Facility (NIF): Strategic Discussions – Minutes from the meeting in Brussels, 26 September 2014  | 2014 | n/a       |
| European Commission | Financing Decision C(2013) 5300 (CRIS decision ENPI/2013/024-746): addition of EUR 2 099 457.08 to the budget of the call for proposals EuropeAid/135376/C/ACT/MULTI  | 2014 | n/a       |
| European Commission | C(2014) 5750 final: Commission Implementing Decision of 20.8.2014   | 2014 | n/a       |

| Author              | Title   | Year | Hyperlink |
|---------------------|---|------|-----------|
|                     | on the European Neighbourhood wide Action Programme 2014 to be financed from the general budget of the European Union |      |           |
| European Commission | Action Fiche to the Neighbourhood Investment Facility (NIF) 2014:<br>ENI/2014/037-510<br>ENI/2014/037-515             | 2014 | n/a       |

### Western Balkans Investment Framework (WBIF)

| Author                    | Title   | Year | Hyperlink   |
|---------------------------|---|------|---|
| European Commission; EIB; | WBIF Annual Report 2013                                 | 2013 | <a href="http://www.wbif.eu/uploads/lib_document/attachment/373/WBIF_Annual_Report_2013_-_17_March_2014.pdf">http://www.wbif.eu/uploads/lib_document/attachment/373/WBIF_Annual_Report_2013_-_17_March_2014.pdf</a> |
| European Commission; EIB; | Western Balkans Investment Framework Annual Report 2012 | 2012 | <a href="http://wbif.eu/uploads/lib_document/attachment/199/WBIF_AR_2011.pdf">http://wbif.eu/uploads/lib_document/attachment/199/WBIF_AR_2011.pdf</a>   |
|                           | WBIF website  |      | <a href="http://www.wbif.eu">www.wbif.eu</a>  |

## Project level

| Project # | Lead FI | Project title  | Agreement | Project fiche/ Application form | Feasibility study | Progress report | Monitoring report | Final report/ Completion report | Evaluation report | IFI appraisal report | IFI Internal review report | Environmental and Social Impact Assessment (ESIA) | TIMS review | Operation Performance Assessment |
|-----------|---------|--|-----------|---------------------------------|-------------------|-----------------|-------------------|---------------------------------|-------------------|----------------------|----------------------------|---|-------------|----------------------------------|
| 1         | EIB     | Caprivi Interconnector   | √         | √                               |                   | √               |                   | √                               | √                 | √                    |                            | √   |             |                                  |
| 2         | EIB     | Update of the WAPP Masterplan  | √         | √                               |                   |                 |                   | √                               |                   |                      |                            |   |             |                                  |
| 3         | AFD     | Support to ECOWAS Regional Electricity Regulatory Authority's first year of activities | √         | √                               | √                 | √               |                   | √                               |                   |                      | √                          |   |             |                                  |
| 4         | KfW     | Expansion of Port of Walvis Bay project  | √         | √                               |                   |                 |                   | √                               |                   |                      |                            |   |             |                                  |
| 5         | EIB     | Namibian Transport Master Plan   | √         | √                               |                   |                 |                   | √                               |                   |                      |                            |   |             |                                  |
| 6         | EIB     | Seychelles Submarine Cable project   | √         | √                               | √                 | √               |                   |                                 |                   | √                    |                            | √   |             |                                  |

| Project # | Lead FI | Project title   | Agreement | Project fiche/ Application form | Feasibility study | Progress report | Monitoring report | Final report/ Completion report | Evaluation report | IFI appraisal report | IFI Internal review report | Environmental and Social Impact Assessment (ESIA) | TIMS review | Operation Performance Assessment |
|-----------|---------|---|-----------|---------------------------------|-------------------|-----------------|-------------------|---------------------------------|-------------------|----------------------|----------------------------|---|-------------|----------------------------------|
| 7         | EIB     | Mauritania Submarine Cable Project                                      | √         | √                               | √                 | √               |                   | √                               |                   | √                    |                            | √   |             |                                  |
| 8         | EBRD    | Ukrenergo Corporate Sustainable Development Project                     | √         | √                               |                   | √               |                   | √                               |                   |                      |                            |   |             |                                  |
| 9         | EBRD    | Yerevan Metro Rehabilitation Project                                    | √         | √                               | √                 | √               | √                 |                                 |                   | √                    |                            | √   | √           | √                                |
| 10        | EBRD    | Chisinau Public Transport Project                                       | √         | √                               | √                 | √               |                   | √                               |                   | √                    | √                          | √   | √           | √                                |
| 11        | EBRD    | Improvement of Water and Sanitation System in Chisinau, Rep. of Moldova | √         | √                               |                   | √               | √                 | √                               |                   | √                    |                            |   |             |                                  |
| 12        | EBRD    | Eastern Partnership ("EaP") – SME Finance Facility                      | √         | √                               | √                 | √               |                   |                                 | √                 |                      |                            |   |             |                                  |

| Project # | Lead FI | Project title   | Agreement | Project fiche/ Application form | Feasibility study | Progress report | Monitoring report | Final report/ Completion report | Evaluation report | IFI appraisal report | IFI Internal review report | Environmental and Social Impact Assessment (ESIA) | TIMS review | Operation Performance Assessment |
|-----------|---------|---|-----------|---------------------------------|-------------------|-----------------|-------------------|---------------------------------|-------------------|----------------------|----------------------------|---|-------------|----------------------------------|
| 13        | EBRD    | Kotayk Solid Waste Project  | √         | √                               | √                 | √               |                   |                                 |                   | √                    |                            | √   |             |                                  |
| 14        | KfW     | Improved Water and Wastewater Services Program (TWSP)                       | √         | √                               | √                 | √               | √                 |                                 |                   |                      |                            |   |             |                                  |
| 15        | EIB     | Ouarzazate Solar Plant - First phase  | √         | √                               | √                 | √               | √                 |                                 |                   | √                    |                            | √   |             |                                  |
| 16        | EBRD    | Sugd Energy Loss Reduction Project  | √         | √                               |                   | √               | √                 |                                 |                   | √                    |                            | √   |             |                                  |
| 17        | KfW     | Extension of the existing hydro power plant "5 de noviembre" in El Salvador | √         | √                               |                   | √               |                   |                                 |                   |                      |                            |   |             |                                  |
| 18        | AECID   | Rural Road Programme in El Salvador   | √         | √                               | √                 | √               | √                 |                                 |                   |                      |                            |   |             |                                  |

| Project # | Lead FI | Project title   | Agreement | Project fiche/ Application form | Feasibility study | Progress report | Monitoring report | Final report/ Completion report | Evaluation report | IFI appraisal report | IFI Internal review report | Environmental and Social Impact Assessment (ESIA) | TIMS review | Operation Performance Assessment |
|-----------|---------|---|-----------|---------------------------------|-------------------|-----------------|-------------------|---------------------------------|-------------------|----------------------|----------------------------|---|-------------|----------------------------------|
| 19        | AFD     | Towards a sustainable development of cities and regions in Colombia | √         | √                               |                   | √               |                   |                                 |                   |                      |                            |   |             |                                  |
| 20        | AFD     | Integrated Water Resources Management (TWRM) in Colombia            | √         | √                               |                   | √               |                   |                                 |                   |                      |                            |   |             |                                  |
| 21        | IDB     | Water and Sanitation Infrastructure Improvement Programme           | √         | √                               |                   | √               |                   |                                 |                   | √                    | √                          | √   |             |                                  |
| 22        | IDB     | Power Utility Upgrade Program                                       | √         | √                               |                   |                 |                   |                                 |                   | √                    | √                          | √   |             |                                  |
| 23        | AFD     | Greater Dhaka Sustainable Urban Transport project                   | √         | √                               | √                 |                 |                   |                                 |                   |                      |                            | √   |             |                                  |



| Project # | Lead FI | Project title  | Agreement | Project fiche/ Application form | Feasibility study | Progress report | Monitoring report | Final report/ Completion report | Evaluation report | IFI appraisal report | IFI Internal review report | Environmental and Social Impact Assessment (ESIA) | TIMS review | Operation Performance Assessment |
|-----------|---------|--|-----------|---------------------------------|-------------------|-----------------|-------------------|---------------------------------|-------------------|----------------------|----------------------------|---|-------------|----------------------------------|
| 24        | AFD     | Dhaka Environmentally Sustainable Water Supply Project II                        | √         | √                               | √                 |                 |                   |                                 |                   |                      |                            | √   |             |                                  |
| 25        | AFD     | Maputo International Airport   | √         | √                               | √                 | √               | √                 |                                 |                   |                      | √                          |   |             |                                  |
| 26        | EIB     | Beira Corridor Project   | √         | √                               |                   | √               |                   |                                 |                   | √                    |                            |   |             |                                  |
| 27-28     | KfW     | Lake Victoria Sanitation Project WATSAN - Kampala Water                          | √         | √                               | √                 | √               | √                 |                                 |                   |                      |                            |   |             |                                  |
| 29        | EBRD    | Moldova Road Rehabilitation Project  | √         | √                               | √                 | √               | √                 |                                 |                   | √                    |                            | √   |             | √                                |
| 30        | AFD     | PNA – ONEP (Programme National d'Assainissement - Office National d'Eau Potable) | √         | √                               | √                 | √               | √                 |                                 |                   |                      |                            | √   |             |                                  |

| Project # | Lead FI | Project title  | Agreement | Project fiche/ Application form | Feasibility study | Progress report | Monitoring report | Final report/ Completion report | Evaluation report | IFI appraisal report | IFI Internal review report | Environmental and Social Impact Assessment (ESIA) | TIMS review | Operation Performance Assessment |
|-----------|---------|--|-----------|---------------------------------|-------------------|-----------------|-------------------|---------------------------------|-------------------|----------------------|----------------------------|---|-------------|----------------------------------|
| 31        | EIB     | Egyptian Power Transmission  | √         | √                               | √                 | √               |                   |                                 |                   | √                    |                            | √   |             |                                  |
| 32        | KFw     | 200 MW Wind Farm "Gabad El Zeid"   | √         | √                               | √                 | √               |                   |                                 |                   |                      |                            |   |             |                                  |
| 33        | EBRD    | Armenian Small Municipalities Water project  | √         | √                               | √                 | √               | √                 |                                 |                   | √                    |                            | √   | √           |                                  |
| 34        | EBRD    | Technical Assistance Support for Ukrainian municipalities  | √         | √                               |                   | √               |                   |                                 |                   | √                    |                            |   |             |                                  |
| 35        | EBRD    | SEMED Regional Sustainable Energy Finance Facility: Phase 1 - Morocco and Jordan SEFF – Implementation Support | √         | √                               | √                 | √               |                   |                                 |                   |                      |                            |   |             |                                  |

| Project # | Lead FI | Project title   | Agreement | Project fiche/ Application form | Feasibility study | Progress report | Monitoring report | Final report/ Completion report | Evaluation report | IFI appraisal report | IFI Internal review report | Environmental and Social Impact Assessment (ESIA) | TIMS review | Operation Performance Assessment |
|-----------|---------|---|-----------|---------------------------------|-------------------|-----------------|-------------------|---------------------------------|-------------------|----------------------|----------------------------|---|-------------|----------------------------------|
| 36        | KfW     | European Neighbourhood Small Business Growth Fund (ENBF)  | √         | √                               |                   | √               |                   |                                 |                   |                      |                            |   |             |                                  |
| 37        | EBRD    | Central Tajik Water Rehabilitation Project  | √         | √                               | √                 | √               | √                 |                                 |                   | √                    |                            | √   | √           |                                  |
| 38        | AECID   | Promoting Climate Change Adaptation and Integrated Water Resources Management Investment for the water and sanitation sector in Latin America | √         | √                               | √                 | √               | √                 |                                 |                   |                      |                            |   |             |                                  |
| 39        | KfW     | Expansion and improvement of water supply, sewage, wastewater treatment and reuse systems in Lima   | √         | √                               |                   | √               |                   |                                 |                   |                      |                            |   |             |                                  |

| Project # | Lead FI | Project title   | Agreement | Project fiche/ Application form | Feasibility study | Progress report | Monitoring report | Final report/ Completion report | Evaluation report | IFI appraisal report | IFI Internal review report | Environmental and Social Impact Assessment (ESIA) | TIMS review | Operation Performance Assessment |
|-----------|---------|---|-----------|---------------------------------|-------------------|-----------------|-------------------|---------------------------------|-------------------|----------------------|----------------------------|---|-------------|----------------------------------|
|           |         | Metropolitan areas  |           |                                 |                   |                 |                   |                                 |                   |                      |                            |   |             |                                  |
| 40        | AFD     | Support to the Development of Geothermal Energy                       | √         | √                               |                   | √               |                   |                                 |                   |                      |                            |   |             |                                  |
| 41-42     | AFD     | Port de Pointe Noire (PAPN)   | √         | √                               | √                 |                 | √                 |                                 |                   |                      |                            |   |             |                                  |
| 43 - 44   | AFD     | Engaging banks in financing energy transition projects in East Africa | √         | √                               |                   | √               |                   |                                 |                   |                      |                            |   |             |                                  |
| 45-46     | AFD     | Financing EE and RE investments of private companies in West Africa   |           |                                 |                   |                 |                   |                                 |                   |                      |                            |   |             |                                  |

## Annex C4: List of Persons met

| SURNAME Name               | Organisation       | Function   |
|----------------------------|--------------------|--|
| BRACHET Isabelle           | Actionaid          |  |
| GOMEZ-PAVON Miguel         | AECID              |  |
| BOMMIER Matthieu           | AFD                | Chef de projets, Division Transport et Energie durables (TED)                      |
| DE PERETTI Corinne         | AFD                | M&E  |
| DURAKOVIC Mirza            | AFD                |  |
| EXCOFFIER Marion           | AFD                |  |
| GRUNDMAN Juliette          | AFD                | Chargée de programmes  |
| LE ROUX RESTRPO Diane      | AFD                |  |
| LOUDIN Emeline             | AFD                | Chef de projets, Division Eau et Assainissement, Département Développement Durable |
| ROBIN Matthieu             | AFD                | Chargée de programmes  |
| WESSEMIUS CHIBRAC<br>Laure | CORDAID            | Managing Director Investments  |
| SCHIO Lucas                | Council of Europe  |  |
| SAVE Eero                  | DG CLIMA A2        |  |
| COSTANDACHE Adrian         | DG DEVCO 04        | Evaluation Officer   |
| LOOP Philippe              | DG DEVCO 04        | Head of Unit   |
| MUSILLO Benedetta,         | DG DEVCO 04        | Evaluation Officer   |
| PRADA Gustavo Martin       | DG DEVCO A         | Director   |
| BALDUCCI Guiseppe          | DG DEVCO A1        | Policy Assistant   |
| MATTEO Thomas              | DG DEVCO A2        |  |
| RINALDI Sarah              | DG DEVCO B1        | Deputy Head of Unit  |
| RIDOLFI Roberto            | DG DEVCO C         | Director   |
| LITVINE Marc               | DG DEVCO C2        | Senior Expert  |
| BAIGES PLANES Jose         | DG DEVCO C3        | Deputy Head of Unit  |
| LATORRE Ana-Rosa           | DG DEVCO C3        | Programme Manager - EU policies  |
| RODRIGUEZ Nuria            | DG DEVCO C3        |  |
| LINDSTRIN Mattias          | DG DEVCO C4        |  |
| ROSSEL-CAMBIER Koen        | DG DEVCO C4        | Programme Manager  |
| TAMBORSKI Marius           | DG DEVCO C4        | Policy Officer   |
| BERTOUILLE Thierry         | DG DEVCO C6        |  |
| BONDO TSHIANI Augustin     | DG DEVCO D1        | Cooperation Officer  |
| DI MAURO Francesca         | DG DEVCO E1        | Head of Unit   |
| ATIENZA Laura              | DG DEVCO G2 - LAIF | Programme Assistant - External Relations   |
| AMILHAT Pierre             | DG DEVCO H         | Director   |
| DESCHOENMAEKER Eric        | DG DEVCO H2        | Cooperation Officer  |
| STURESSON Peter            | DG DEVCO H2        | Programme Assistant - EU policies  |
| KAISER Tim Joris           | DG ECFIN           |  |
| RIZZO Amadeo               | DG ECFIN           | Political Officer  |
| WEINBERG Sam               | DG ECFIN           | Policy Officer - Relations with European and International Financial Institutions  |
| NINO PAGE Fernando         | DG NEAR            | Programme Manager  |
| BAGGIOU Andrea             | DG NEAR A3         |  |
| PANASTASSIOU Panayotis     | DG NEAR A4         |  |

| <b>SURNAME Name</b>      | <b>Organisation</b> | <b>Function</b>   |
|--------------------------|---------------------|---|
| BELLOT Jean-Marc         | DG NEAR B2          | Policy Officer  |
| OGGERO Malin Elander     | DG NEAR B2          | Programme Manager - EU policies   |
| TALAME Martha            | DG NEAR D5          |   |
| CICCATELLI Carla         | EBRD                | Framework facilities financial institutions   |
| CLARKSON Caroline        | EBRD                | Donor cooperation   |
| COSTAS Octavian          | EBRD                |   |
| FAYAD Walid              | EBRD                | SEEF  |
| HOLROYD George           | EBRD                |   |
| HOLROYD George           | EBRD                | Donor cooperation   |
| KIEREN Jane              | EBRD                | Municipal environmental investments   |
| MALY Miroslav            | EBRD                | SEEF  |
| POWER Will               | EBRD                | Transport team  |
| RICKETS Gabriella        | EBRD                | Evaluation  |
| SIMON Roxana             | EBRD                | Power and energy utilities  |
| STONE Michelle           | EBRD                | SEEF  |
| SUSSER Harvey            | EBRD                | Evaluation  |
| HEDLING Peter            | EEAS                | Policy Officer  |
| RAIMONDI Francesca       | EEAS                | Policy Officer  |
| GILBERT Antoine          | EEAS Global V       |   |
| MOGNI Andrea             | EEAS MED horizontal |   |
| CIKONSKI Michael         | EEAS MENA 6         |   |
| CHURCH Jackie            | EIB                 |   |
| COSTA Isabel             | EIB                 | Senior Investment Officer - Indian Ocean and Southern Africa Division                     |
| GENS Rogerio             | EIB                 | Deputy Technical Adviser  |
| GRBIC Sandrine           | EIB                 | Project Officer   |
| HOFFMAN Astrid           | EIB                 | Senior Policy Officer - Operational Strategy Implementation Department                    |
| ISAIA Romolo             | EIB                 | Senior Loan Officer - Africa, Caribbean, Pacific - Investment Facility Department         |
| KERPEN Stefan            | EIB                 | Head of Consultant Procurement & Contract Management                                      |
| KERPEN Stephan           | EIB                 |   |
| LAURIDSEN Rasmus         | EIB                 | Senior Climate Specialist   |
| MADKOUR Mohamed          | EIB                 | Project Officer   |
| PONDARD Emmanuel         | EIB                 | Evaluator   |
| PUNKKA Kari              | EIB                 | Chief Engineer - Projects Directorate   |
| RICA Maria               | EIB                 | Deputy Head of Regional EIB Office in Cairo/ Resident Loan Officer                        |
| ROMER Eva                | EIB                 | Head of Secretariat - EU - Africa Infrastructure Trust Fund                               |
| SCHMID Eefje             | EIB                 | Head of Trust Funds and Financing Partnerships Unit                                       |
| SOLANO Pilar Solano      | EIB                 | Senior Investment Officer   |
| STOURM Olivia            | EIB                 | Monitoring Analyst - Public Sector - Transaction management and Restructuring Directorate |
| VAN GRUNDERBECK Isabelle | EIB                 | Regional Representative - West Africa   |
| VERMEULEN Floris         | EIB                 | Investment Officer  |
| WALDRON Mike             | EIB                 | Projects Directorate  |
| YONG PROTZEL Ivory       | EIB                 | Head of Evaluation Division   |
| VERVYNCKT Mathieu        | Eurodad             |   |

| SURNAME Name      | Organisation | Function                            |
|-------------------|--------------|-------------------------------------|
| CRAMER Olof       | KfW          | Policy and Communication Department |
| D'SOUZA Amelia    | KfW          |                                     |
| DORSHEL Martin    | KfW          | Evaluation Department               |
| DUX Jörg          | KfW          | IWSP Egypt                          |
| GOERKE Olaf       | KfW          | IWSP Egypt                          |
| JELLESTAD Torsten | KfW          | Windpark Gulf El Zayt               |
| KLEIN Masha       | KfW          | Kampala Water                       |
| MEIER Karsten     | KfW          | EFSE                                |
| NEUNSINGER Sven   | KfW          | Port Extension Walvis Bay           |
| STILKE Jan        | KfW          | Water/ Sanitation Lima              |
| TORMIN Angela     | KfW          |                                     |
| WIEGELMANN Jan    | KfW          | Policy and Communication Department |
| KOPMELS Marcel    | PharmAccess  |                                     |

## Persons met during the field missions

### Armenia

| SURNAME Name                   | Organisation                                 | Function   |
|--------------------------------|--|--|
| BERBERIAN Sebouh               |  | Wastewater treatment plants and water removal director |
| CIECHANOWSKI Ludovic           |  |  |
| SARGSYAN Arthur                |  | PMU Director/CEO                                       |
| YAZHYAN Samvel                 |  | Head of Wastewater treatment division                  |
| GEVORGYAN Norik                | ArmWater Company                             | Director for Investment Programs Coordination          |
| LORIN Patrick                  | ArmWater Company                             | CEO,   |
| DAVIS Mark                     | EBRD   | Mission Director                                       |
| SAX Angela                     | EBRD   | Principal Banker,                                      |
| ADJEMIAN Hoa-Binh              | EEAS-YEREVAN                                 |  |
| AVAKIAN David                  | EUD  |  |
| AVETISYAN Hovhannes            | EUD  | Consultant   |
| BARKER John                    | EUD  | Agriculture Food, Rural Development & Environment      |
| CIECHANOWSKI Ludovic           | EUD  |  |
| KARAPETYAN Arsen               | EUD  | Consultant   |
| PAPIAN Monica                  | EUD  |  |
| BUNIATYAN Lilit                | IPCD   | Project Manager  |
| CHATINYAN Zara                 | KfW  | Local Representative ((environment & water projects)   |
| HARUTYUNYAN Hayk               | Ministry of Energy and Natural Resources, RA | Deputy Minister  |
| HARUTYUNYAN Larisa Harutyunyan | Ministry of Finance                          | Senior Specialist                                      |
| MELKIKYAN Armen                | Ministry of Finance                          | Head Of Dept. for Foreign Relations                    |

| <b>SURNAME Name</b>    | <b>Organisation</b>   | <b>Function</b>   |
|------------------------|---|---|
| BAKSHYAN Artashes      | Ministry of Territorial Administration and Emergency Situations | Deputy Minister   |
| B EGLARYAN Christine   | Ministry of Transport and communications                        | Acting Head of the International Relations  |
| GRIGORYAN Gagik        | Ministry of Transport and communications                        | Head of Staff   |
| TADEYOSYAN Rudik       | Municipal Infrastructure & energy (MIE)                         | Project Officer   |
| VOSKANYAN Hayk         | National Mortgage Company (NMC)                                 | NMC Director  |
| TANANYAN Aram          | National Security Council (NSC)                                 | Major General, State Counselor of the 1st class, Head of Dept. of Implementation of National Security Strategy, |
| BABYAN Tamara          | Renewable resources and Energy Efficiency Fund (Energy Agency)  | Director  |
| GHAZARYAN Srбуhi       | State Water Economy Commission                                  | Legal Expert  |
| HYUSISYAN Ashot        | State Water Economy Commission                                  | Technical Expert  |
| MARTIROSYAN Victor     | State Water Economy Commission                                  | Advisor to the Chairman   |
| ASHJYAN Ara            | UNDP, EIB's executing agency                                    | Project Officer   |
| BAKUNTS Alla           | UNDP, EIB's executing agency                                    | Democratic Governance Portfolio Analyst   |
| DABINYAN Artashes      | UNDP, EIB's executing agency                                    | Operations Manager  |
| MKRTUMYAN Slava        | Yerevan Metropolitan Service                                    | Chief engineer  |
| PARSYAN Armine Parsyan | Yerevan Metropolitan Service                                    | Project Management Unit (Acting)  |
| YAYLOYAN Paylak        | Yerevan Metropolitan Service                                    | General Director  |
| HARUTYUNYAN Armen      | Yerevan Municipality  | Head of Development and Investment Programs Division  |
| NIKOYAN Vahe           | Yerevan Municipality  | Vice Mayor  |
| SARGSYAN Tigran        | Yerevan Municipality  | Dep.Head.   |
| AGHINYAN Artashes      | Yerevan Water Supply Company                                    | Environmental Expert  |
| MALKHASYAN Artak       | Yerevan Water Supply Company                                    | Judicial & Customer Service Director  |
| MARTIROSYAN Aytsemmik  | Yerevan Water Supply Company                                    | Head of Procurement Department, Deputy Head of Project Implementation Group                                     |

## Colombia

| <b>SURNAME Name</b>         | <b>Organisation</b>                     | <b>Function</b>                        |
|-----------------------------|---|--|
| BERNADAC Carl               | AFD                                     | Sub director                           |
| BERNARD Maurice             | AFD                                     | Director                               |
| CARDENAS Natalia            | AFD                                     | Project manager                        |
| GOUTORBE Manon              | AFD                                     | Project manager                        |
| PEDRAZA TALERO Luz Dary     | Basin council (Lake Tota)               | Secretary of the council               |
| PEREZ CHAPARRO Edwin Farley | Basin council (Lake Tota)               | President of the council               |
| CAMARGO CADENA Juliana      | CORPOBOYACA                             | Coordinator of the office of Lake Tota |
| VORGAS CH Gustavo Adolfo    | CORPOBOYACA                             | Coordinator of the agreement           |
| AAN Soraya                  | Development Bank of Latin America (CAF) | Principal executive                    |
| CASAS Rocio                 | Development Bank of Latin America (CAF) | Principal executive                    |



| <b>SURNAME Name</b>             | <b>Organisation</b>                                   | <b>Function</b>   |
|---------------------------------|---|---|
| WILLIMAS Holly                  | Development Bank of Latin America (CAF)               | Principal executive – Institutional financial resources     |
| ARIZA MILANES Johny             | EUD   | Cooperation officer   |
| GARCIA GARCIA Francisco         | EUD   | Head of Cooperation Section                                 |
| ABONDANO Maria Mercedes         | FINDETER  | Head - International Banking                                |
| GOMEZ OCAMPO Eugenia            | FINDETER  | Professional - International Banking                        |
| BLANCO Maria Victoria           | Fundación El Porvenir                                 | Administrator   |
| ALFONSO Luis                    | Ministerio de ambiente y desarrollo sostenible (MADS) | Integrated water management direction – Director            |
| BARRAGAN ACODIA Martha Cristina | Ministerio de ambiente y desarrollo sostenible (MADS) | Integrated water management direction - Professor           |
| CRUZ Carolina                   | Ministerio de ambiente y desarrollo sostenible (MADS) | Integrated water management direction – Professor           |
| GARZON Carlos                   | Ministerio de ambiente y desarrollo sostenible (MADS) | Integrated water management direction                       |
| GONZALEZ Julieta                | Ministerio de ambiente y desarrollo sostenible (MADS) | Integrated water management direction                       |
| MORALES Jorge                   | Ministerio de ambiente y desarrollo sostenible (MADS) | Integrated water management direction                       |
| ROUX Stéphane                   | Ministerio de ambiente y desarrollo sostenible (MADS) | Integrated water management direction - Technical assistant |
| ABUCHAR Miguel                  | Municipality of Monteria                              | Secretary of Planning - Monteria                            |
| MONTOYA Carlos                  | Municipality of Monteria                              | Ex-Secretary of Planning - Monteria                         |

## Congo

| <b>SURNAME Name</b>  | <b>Organisation</b> | <b>Function</b>  |
|----------------------|---------------------|--|
| BELOSSELSKY Antoine  | AFD                 | Infrastructure Project Manager   |
| DERUDDER Sophie      | AFD                 | Chargée de mission   |
| ZAHONERO Pascal      | EUD                 | Cooperation officer – Section Infrastructures – Développement Rural et Environnement |
| BANGUYD Alain D. K.  | PAPN                | Secrétaire général   |
| BOUYA Bernard S. C.  | PAPN                | Directeur général adjoint  |
| MAVOUNGOU Ludovic    | PAPN                | Attaché aux infrastructures  |
| MBAMA Gaëtan         | PAPN                | Chef Bureau d'étude  |
| MOUKOUMBOUKA Maurice | PAPN                | Directeur Divisionnaire – Conseiller Financier, Budgétaire et Commercial             |
| NGANDZIEN Emile      | PAPN                | Directeur financier et comptable   |

## Egypt

| SURNAME Name            | Organisation                                     | Function   |
|-------------------------|--|--|
| AL AWADY Ahmed          | Egyptian Electricity Transmission Company (EETC) | Project Engineer   |
| DE LA HOUSSAYE Daniel   | Egyptian Electricity Transmission Company (EETC) | Team Leader, Long Term Technical Advisor                   |
| EL-BANA Mohsen          | Egyptian Electricity Transmission Company (EETC) | Technical Advisor  |
| ELHEFNY RASHED El Sayed | Egyptian Electricity Transmission Company (EETC) | Technical Follow-up and Documentation Manager              |
| HALAWY Nahed Mohamed    | Egyptian Electricity Transmission Company (EETC) | Head for Central Project Sectors                           |
| MADKOUR Mohamad         | EIB – Regional Representation for the Near East  | Project Officer  |
| AIZSALNIEKS Janis       | EUD to the ARE                                   | Programme Manager Environment & Climate Change             |
| AYAD Ayman Ramadan      | EUD to the ARE                                   | Programme Manager Water and Utilities                      |
| EL BELTEGUI Ahmed       | EUD to the ARE                                   | Programme Manager Energy &Transport                        |
| ESCALONA Diego          | EUD to the ARE                                   | Head of Cooperation  |
| GUTIERREZ Angel         | EUD to the ARE                                   | Head of Section - Economic Cooperation                     |
| SOKKAR Nermeen          | EUD to the ARE                                   | Programme Manager NIF/Blending Operations                  |
| El GANZOURY Eman        | Holding Company for Water Wastewater (HCWW)      | Assistent Director, IWSP                                   |
| KIRSH Thomas            | Holding Company for Water Wastewater (HCWW)      | Team Leader, Implementation Consultant (CES)               |
| NASSEF Amr              | Holding Company for Water Wastewater (HCWW)      | Manager, IWSP  |
| REDA Maged              | Holding Company for Water Wastewater (HCWW)      | Programme Managment and Procurment Expert                  |
| ABDEL-REHIM Walid       | KfW  | Deputy Director  |
| EL SHAZLY Rawya         | KfW  | Project Manager - Energy Sector                            |
| EL-BADAWY Omar          | KfW  | Project Officer - Water Sector                             |
| EISA Mahmoud            | New and Renewable Energy Authority (NREA)        | Chief of Maintenance Department - Gabal El Zayet Wind Farm |
| EL HEWEHY Akmal         | New and Renewable Energy Authority (NREA)        | Chief Engineer - Operation Department                      |
| ISMAIL Ehab             | New and Renewable Energy Authority (NREA)        | General Manager of Planning                                |
| MANSOUR Sayed           | New and Renewable Energy Authority (NREA)        | Site Manager   |
| SHARAF Mohamed          | New and Renewable Energy Authority (NREA)        | Project Engineer   |
| SHAROBEEEM Sherif       | Orascom Construction                             | Manager, Business Development Department                   |

**Moldova**

| <b>SURNAME Name</b>  | <b>Organisation</b>                     | <b>Function</b>   |
|----------------------|---|---|
| CRĂCIUNĂȘ Marius     | BT Leasing                              | Director General Adjunct  |
| DONICA Vasile Donica | BT Leasing                              | Director General  |
| ARNAUT Igor          | Chisinau Municipality                   | Head of Public Transport (within General Department of Transportation and Communications)                   |
| BUTUCEL Vitalie      | Chisinau Municipality                   | Deputy Director, General Directorate for Public Transport and Communication, Chisinau Municipality          |
| COPACI Lilian        | Chisinau Municipality                   | Head of Department of Transport Management (within General Department of Transportation and Communications) |
| FRANTUJAN Daniela    | Chisinau Municipality                   | Head of Project Implementation Unit (within General Department of Transportation and Communications)        |
| GOLOMOZ Lidia        | Chisinau Municipality                   | Head of Economic Analysis of "Regia Transport electric" - transport municipal operator                      |
| COSTAS Octavian      | EBRD                                    | Senior Banker   |
| LITVAC Nadezhda      | EBRD                                    | Principal Banker  |
| DARRAS Alexandre     | EUD to Moldova                          | Attaché - Project Manager   |
| PUTNIK Henno         | EUD to Moldova                          | Attaché - Project Manager   |
| BINZARU Oxana        | Finance in Motion                       | Head of Office, Investment Manager  |
| GAIDAU Dorin         | Finance in Motion                       | Senior Investment Officer   |
| MEIER Karsten        | KfW                                     | Senior Project Manager (Principal), Financial Sector Development Southeast Europe & Turkey                  |
| SVINARENCO Dmitrii   | MicroInvest                             | CEO   |
| TODICĂ Mihaela       | MicroInvest                             | Manager Filiala Buiucani  |
| CECOI Simion         | ProCredit                               | Business Client Adviser   |
| COBZAVI Olesia       | ProCredit                               | Head of Treasury  |
| COROI JOVMIR Irina   | ProCredit                               | Deputy Chairperson of the Management Board  |
| BURDILA Ion          | SA "Apa Canal Chisinau" (Water Company) | Financial Director  |
| MIDARI Vitale        | SA "Apa Canal Chisinau" (Water Company) | Technical Director  |
| POLISCIUC Serghei    | State Road Administration               | Deputy Chief Manager SE "State Road Administration"   |

## Mozambique

| SURNAME Name        | Organisation   | Function  |
|---------------------|--|---|
| AYACHE Adam         | Agence Francaise de Developpement                        | Project Officer   |
| DARPOUX Julien      | Agence Francaise de Developpement                        | Chargé de Mission   |
| KREITZ Anders       | ASDI/SIDA  | Counsellor  |
| MATOLA Ilidio       | CFM – portos & Caminhos de Ferro de Mozambique EP        | Director  |
| DISTA Sérgio        | Cornelder (Port of Beira)                                | Inclusive Growth Policy Programme Manager                             |
| JENSEN Jorgen       | Danida   | Counsellor, Private Sector Programme                                  |
| LARSEN Torben       | Danida   | Counsellor (Development) Environment & Climate Change Sector          |
| LEISTNER Marc       | EIB  | Deputy Head of Regional Representation Southern Africa & Indian Ocean |
| ENGELIEN Malte      | EU Delegation to Mozambique                              | Programme Officer – Infrastructure – Transport                        |
| GAVILAN MARIN Jesus | EU Delegation to Mozambique                              | Programme Officer – Infrastructure - Energy                           |
| MONGE Ana           | EU Delegation to Mozambique                              | Project Management & Rural Development                                |
| RIVOL Thierry       | EU Delegation to Mozambique                              | Programme Officer Infrastructure – Social                             |
| FORTES Carlos       | FE – Fundo de Estradas                                   | Director do Plano   |
| ALVES Paulo         | FIPAG – Fundo de Investimento & Patrimo do Abastecimento | Head Department of Study & Development                                |
| ANDELA Dito         | FIPAG – Fundo de Investimento & Patrimo do Abastecimento | Project Coordination Central Cities                                   |
| MATSUNHE Jaime      | FIPAG – Fundo de Investimento & Patrimo do Abastecimento | Planning Coordinator  |
| BURTON David        | MRGP – Mozambique Regional Gateway Project               | Strategic Development Director, Cardno Emerging Markets               |
| GOUWS Leen          | MRGP – Mozambique Regional Gateway Project               | Programme Head  |
| CAMPOS Tiago        | Vale SA  | Logistics Performance Manager   |

## Georgia

| SURNAME Name          | Organisation    | Function                             |
|-----------------------|-----------------|--------------------------------------|
| ARVELADZE Giorgi      | Bank of Georgia | MSME Coordinator Solo & MSME Banking |
| JEIRANASHVILI Natia   | Bank of Georgia | Associate at Funding Department      |
| SHAVGULIDZE Ekaterina | Bank of Georgia | Head of Investor Relations           |
| JAVAKHISHVILI Mariam  | EBRD            | Associate Banker                     |
| MEKVABISHVILI Irakli  | EBRD            | Senior Banker Financial Institutions |
| LEKVTADZE Ivane       | EFSE            | Investment Analyst                   |

| SURNAME Name                      | Organisation                                     | Function   |
|-----------------------------------|--|--|
| VARDIASHVILI Nino                 | EFSE   | Investment Officer   |
| DE SAMPIGNY Sébastien             | EIB  | Resident representative (Regional Representation for the South Caucasus)                     |
| FILLER Julie                      | EIB  | In charge of the implementation and the monitoring of the SME FF                             |
| SCHMIT Eefje                      | EIB  | Head of Trust Funds and Financing Partnerships Unit  |
| LAMBERT DE ROUVROIT Muriel        | EU Delegation to Georgia                         | Programme Manager Energy, Transport, Infrastructure  |
| MAZZUCCO Francesca                | EU Delegation to Georgia                         | Project Manager Trade and Private Sector Development   |
| TSKVITISHVILI Malkhaz             | GE-01 Enguri/Vardnili HPP Rehabilitation – grant | Project Manager  |
| GASVIANI Nugzar                   | Georgia East-West Highway                        | Ministry of Regional development and infrastructure, Roads department; First Deputy Chairman |
| PAPUNIOLI Nikos                   | Georgia East-West Highway                        |  |
| GIKOSHVILI Maia (Energotrans)     | Georgian State Electrosystem / Energotrans       | Deputy Director – Project Management   |
| SEKHNIASHVILI Kakha (Energotrans) | Georgian State Electrosystem / Energotrans       | Director   |
| OERMANN Lars                      | KfW  | Director South Caucasus Regional Office  |
| SPILLER Enrico                    | KfW  | Director Sector Coordination South Caucasus, Energy-Transport                                |
| TSITSKISHVILI Levan               | KfW  | Senior Project Coordinator (Water supply and sewerage of Batumi and surrounding villages)    |
| GABELASHVILI David                | Procredit Bank                                   | Member of Extended Management – Head Office  |
| KHUSKIVADZE Ketevan               | Procredit Bank                                   | Director – Head Office   |
| KORDZAKHIA Sofia                  | Procredit Bank                                   | Director – Head Office   |
| MATUA Alex                        | Procredit Bank                                   | Director – Head Office   |

## Kenya

| SURNAME Name    | Organisation           | Function  |
|-----------------|------------------------|---|
| BOUDOT Yves     | AFD                    | Director, Nairobi Regional Office                       |
| JEGAM Diane     | AFD                    | Programme Officer Kenya/Burundi, Head of PSD            |
| Remy            | AFD                    | PSD   |
| BID Hiran       | Alpha Knits Ltd        | Director  |
| SHAH Sagar      | Alpha Knits Ltd        |   |
| NGURE Alois     | Cooperative Bank       | Relationship Manager, Corporate banking & Trade Finance |
| KIVUMBI Dorian  | EU Delegation to Kenya | Head of Infrastructure Section                          |
| MURAGE Jeff     | KAM                    | Project Coordinator - SUNREF                            |
| SACOTTE David   | KAM                    | Team leader - SUNREF                                    |
| WAKIAGA Phyllis | KAM                    | Chief Executive   |
| GOGO Alfred     | KTDA                   | KTDA/Gura   |

| <b>SURNAME Name</b>    | <b>Organisation</b>   | <b>Function</b>   |
|------------------------|-----------------------|---|
| MAINA Lucas            | KTDA                  | General Manager, KTDA Power Co                            |
| TEMBHEKAR Dinesh       | Lean Energy Solutions | Managing Director   |
| PEREIRA DA SILVA Izael | Strathmore University | DVC, Academic and Student Affairs                         |
| ARINAITWE Isaac        | UGANDA                | National Water and Sewerage Corporation of Uganda         |
| KLEIN Mascha           | UGANDA                | Project Manager, Water & Sanitation, KfW Kampala office   |
| NYOREKWA Enoch         | UGANDA                | Infrastructure Economist EUD                              |
| SERYAZI John           | UGANDA                | Operations Adviser, Infrastructure & Economic Growth, EUD |

## Namibia

| <b>SURNAME Name</b>            | <b>Organisation</b>                          | <b>Function</b>   |
|--------------------------------|--|---|
| VAN DER MERWE Adrian           | Burmeister & Partners Pty) Ltd               | Director  |
| SHEYOUYUNI FIKUNAWA Chris      | Directorate of Transportation and Regulation | Deputy Director   |
| GODINHO Sonia                  | EU Delegation to Namibia                     | Attaché, Development Cooperation  |
| THEOBALD Markus                | EU Delegation to Namibia                     | Head of Cooperation   |
| Prof. Dr. – Ing SEMAR Heinrich | GIZ  | Advisor to the Minister (MWT) Programme Manager Strengthening of Institutional Development in the Road Sector |
| HEYNS Piet                     | HIWAC  |   |
| NEUNSINGER Sven                | KfW  | Lac1, North Africa & Middle East  |
| SCHMIDT Christianne            | KfW  | Senior Project Manager, Infrastructure & Financial Sector   |
| Dr. STOLL Uwe                  | KfW  | Director  |
| MABENGAMO Damien               | Ministry of Works and Transport              |   |
| MWANOTA LIMBO Cedric           | Ministry of Works and Transport              | Director  |
| GOLDERBLOOM Elzivier           | NamPort                                      | Port Engineer   |
| JAGAU Reiner                   | NamPower                                     | Chief Officer: Power System Development   |
| BOTTCHER Boris                 | Road Fund                                    | Senior Technical Advisor: Programme Management & Policy Advice  |
| GONTEB Rianus A.               | Road Fund                                    | Executive: Programme Management & Policy Advice   |
| KHIBA Erkenwald                | Road Fund                                    | Engineer  |
| HAIKELA Isai                   | Roads Authority                              |   |
| HATNIKUHIPI Tino               | Roads Authority                              |   |
| N HANGHUWO Ruana               | Roads Authority                              | Executive Officer: Engineering  |
| BOOIS Gilbert                  | Walvis Bay Corridor Group (WBSG)             | Project Manager: Spatial Development Initiatives  |
| SHIPANGA Immanuel              | Walvis Bay Corridor Group (WBSG)             | Manager: Projects and Funding   |

## West Africa

| SURNAME Name                     | Organisation  | Function  |
|----------------------------------|---|---|
| HOUNTONDI Gaston                 | AFD (Agence Française de Développement) – Bénin   | Economiste - Chargé de projets  |
| LEBEURRE Benoit                  | AFD (Agence Française de Développement) – Togo  | Directeur AFD   |
| AMOUMOUN Adam                    | African Development Bank (ADB)  | Chargé de programme   |
| AHOUISSOUSSI Melvine             | Agence Béninoise d'Électrification Rurale et de Maîtrise d'Énergie - ABERME (Benin Rural Electrification Agency)  | Directrice de l'électrification rurale  |
| KOUMAPLE Charles                 | ABERME  | Directeur Général   |
| ABOULAYE Abbas                   | Autorité de Régulation du Secteur de l'Électricité – ARSE (National Electricity Regulation Agency of Togo)  | Directeur Technique   |
| NYAKU Komla Théophile            | ARSE  | Directeur Général Pi.   |
| ASSOGBA Eunock Lionel            | Caisse Autonome d'Amortissement – CAA (National Investment Regulation Agency of Benin)  | Administrateur en Gestion des Entreprises – Chargé de projet à la direction de la mobilisation CAA                        |
| GLADYS ALLIOZA AKOGBETO Aude     | CAA   | Administratrice, Gestion de Projets, Chef Service négociations et Conventions, Direction des Etudes                       |
| IROUKOURA Cossi Aquime           | CAA   | Economiste – Master en Marchés Publics et Partenariat-Public-Privé – Chef service Négociations des conventions en Devises |
| SALIFOU Djibril                  | CEB – Communauté Électrique du Bénin  | Directeur Général de la CEB   |
| ATRI Mokpokpo Ama                | CEB - Communauté Électrique du Bénin (Benin and Togo Production and Transportation of Electricity Company)<br>- 161 kV Substation of Védoko, Mome Hagou et Aflao site visit | Chef Section Projet et Développement  |
| YERIMA Esso-Wazina, ATCHOU Ganyo | Cellule d'Appui à l'ordonnateur National du Fonds Européen de Développement - MPDAT-CAON  | Coordonnateur de la CAON  |
| TIEM Bolidja                     | Compagnie Énergie Électrique du Togo – CEET (Togo Electricity company)  | Directeur de la planification et des Investissements  |
| BANGOURA Oumar                   | Ecogas Regional Electricity Regulatory Authority (ERERA)  | Principal Legal Regulatory Expert   |
| GAYE Alagi Basiru                | ERERA   | Membre du Conseil   |
| IKEONU Ifey                      | ERERA   | Acting Chairperson  |
| NEGBEGBLE Yawovi                 | ERERA   | Principal Power Regulatory Officer  |
| NEUBERT Joel                     | EU Delegation in Benin  | Deuxième Secrétaire<br>Chef de Section “Infrastructures”  |
| TIASSOU Tété Djimedo             | EU Delegation in Togo   |   |
| BADAROU Raoufou                  | Ministère de l'énergie  | Assistant du ministre de l'énergie  |
| GBANDEY Gbaty Tiadja             | National Energy Department of Togo  | Chef Division des Statistiques et des Stratégies  |

| <b>SURNAME Name</b>   | <b>Organisation</b>  | <b>Function</b>   |
|-----------------------|--|---|
| BIO BATA Yacoubou B.  | Société Béninoise d'Énergie<br>Électrique - SBEE (Benin<br>National Electricity Company) | Directeur des Etudes et du<br>Développement de la SBEE  |
| MACHOUDI Moussa       | SBEE   | Coordinateur du projet<br>AFD/BEI/UE « Restructuration et<br>extension des réseaux de la SBEE à<br>Calavi et Atlantique » |
| YEHOUNME Rodrigue     | SBEE   | Membre de l'unité de gestion du Projet<br>facilité à l'énergie  |
| GBEDEY Koffi Franklin | World Bank   | Energy Specialist   |