

## TERMS OF REFERENCE

### **Strategic Study and Advisory Support on Investment Financing Opportunities for Inclusive Sanitation (CWIS) and Exit Strategy for the “Inclusive Sanitation in Francophone Cities” (AIVF) Project**

#### **1. General context**

Since 2017, the AIMF has been implementing a major program on urban sanitation and fecal sludge management with the support of the Gates Foundation, first through the “Initiative for Health and Sanitation in Cities” (ISSV), then through the “Inclusive Sanitation in Francophone Cities” (AIVF) program. These programs fall within the AIMF’s sanitation strategy, which has enabled it, since 2017, to mobilize more than €18M in support of territorial projects in fecal sludge management (FSM) and urban liquid sanitation led by francophone local authorities in the Global South. The AIMF has thus demonstrated its capacity to:

- mobilize and manage intermediary financing for liquid sanitation and FSM projects, including investment in local infrastructure and the structuring of relevant public policies;
- structure operations under municipal ownership/contracting authority, with centralized administrative and financial management from its headquarters in Paris.

At the global level, the Citywide Inclusive Sanitation (CWIS) approach has become a reference framework, particularly promoted by the Gates Foundation, which aims to develop safe, inclusive and sustainable sanitation services combining technological innovation with city-scale service models. The portfolio of CWIS-related projects supported by the Gates Foundation illustrates a strategy that seeks in particular to:

- finance CWIS demonstration projects at metropolitan scale in the Global South;
- steer projects and financing pipelines toward urban sanitation through key partners (bilateral and multilateral donors);
- support the capacities and networks that enable replication and scaling up.

With the evolution of the Gates Foundation’s strategy, focusing on techno-industrial innovation and structural partnerships, the AIMF seeks to define an exit strategy for the AIVF project that:

- builds on the Foundation’s CWIS achievements, leveraging the global benefits of its investments;
- positions AIMF within global CWIS, climate and urban infrastructure financing mechanisms.

#### **2. Overall Approach of the Study**

The study will follow a three-tiered approach structured around:

1. A global overview of CWIS financing
  - a. mapping of major CWIS programs and key international initiatives in urban sanitation;
  - b. analysis of the Gates Foundation’s strategies for steering projects and financing pipelines toward CWIS;

- c. mapping of financing windows for urban infrastructure and urban climate initiatives into which AIMF-CWIS projects could be integrated.

2. A detailed analysis of financing opportunities for francophone cities

- a. an analysis of international and national financing accessible to the AIMF to support CWIS urban infrastructure projects led by francophone local authorities. This analysis will distinguish between:
  - i. opportunities explicitly dedicated to CWIS/sanitation;
  - ii. opportunities in urban infrastructure and climate financing where CWIS projects may be positioned.
- b. a targeted analysis in **three priority countries for AIMF in this regard: Cameroon, Cambodia and Mauritania.**

### 3. Objectives of the mission

#### 3.1 General objective

Develop, for the AIMF, an exit strategy for the AIVF program that:

- builds on the results of the Gates Foundation's CWIS strategy;
- identifies new concrete opportunities for the AIMF to secure financing for CWIS/urban sanitation infrastructure projects;
- proposes a strengthened strategic positioning within CWIS and climate networks and mechanisms at the international level.

#### 3.2 Specific objectives

- Document and analyze the Gates Foundation's major CWIS programs and clarify how these programs structure projects and financing pipelines.
- Map global financing instruments relevant to the AIMF (targeting, amounts, financing modalities, eligibility, etc.) :
  - o CWIS / urban sanitation ;
  - o urban infrastructure, particularly with "green fund" and "climate change" focuses.
- Identify and analyze opportunities accessible to AIMF in the francophone world:
  - o bilateral and multilateral ODA
  - o climate funds
  - o decentralized cooperation outside France.
  - o private foundations that have already supported similar initiatives.
- Conduct an in-depth analysis in the three priority countries (Cameroon, Cambodia, Mauritania) to:
  - o identify major urban infrastructure programs and national financing mechanisms; ;
  - o map active donor programs and their access windows for municipal CWIS-type project

- Integrate a climate/environment approach into CWIS, inspired in particular by climate-sanitation nexus<sup>1</sup> practices:
  - o alignment with NDCs;
  - o preliminary identification of climate co-benefits of CWIS projects (mitigation, adaptation, urban resilience, nature-based solutions, circular economy);
  - o modalities for structuring bankable municipal projects for climate funds.
- Develop an investment strategy in global CWIS networks:
  - o identify key networks and platforms (IWA, SuSanA, GWOPA, AfWASA, global CWIS groups, etc.);
  - o define a positioning plan for the AIMF (membership, active participation, co-organization of events, thematic contributions).
- Produce a 3-year opportunity pipeline and action plan:
  - o prioritize target financing windows;
  - o link project ideas (including in the 3 priority countries) to these windows;
  - o propose a pathway for diversification of post-AIVF financing.

#### 4. Methodology and tasks

The detailed methodology will be proposed by the consultant. It must at a minimum cover the following tasks:

- Phase 1 – inception and scoping (December 2025) *Payment 1, 30% at the start*
  - o Kick off meeting with the AIMF team;
  - o Rapid review of AIVF program documents and understanding of the AIMF's operating model;
  - o Validation of the initial list of programs, donors, funds, networks and key stakeholders;

**Initial deliverable :** inception note specifying the methodology, the detailed scope of the global review, the list of interviews and the detailed schedule.

- Phase 2 – Global CWIS Analysis, Infrastructure & Climate Financing (January 2026)
  - o Targeted review of the Gates Foundation's WSH strategy and major programs: analysis of strategy documents, synthesis notes, program sheets; extraction of explicit and implicit objectives related to CWIS pipelines (demonstration, scaling-up, integration into development banks, climate linkages, etc..).
  - o Mapping of CWIS, urban infrastructure and climate financing.
  - o Filtering of the global mapping to retain only: donors/funds active in francophone countries; mechanisms in which local authorities and/or a network such as AIMF can act as lead or co-lead; funding envelopes compatible with AIMF-type projects (from several hundred thousand euros to several million euros).

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<sup>1</sup> Driven in particular by GGGI and AfWASA: <https://gggi.org/gggi-and-afwasa-partner-to-drive-capacity-building-on-climate-sanitation-nexus/#:~:text=La%20collaboration%20entre%20GGGI%20et,des%20pratiques%20d'%C3%A9conomie%20circulaire.>

- More detailed analysis of mechanisms relevant to the AIMF: multilateral and bilateral aid, climate mechanisms, new decentralized cooperation opportunities for the AIMF, active foundations.
- Synthesis of relevant climate components for CWIS projects: climate co-benefits (mitigation, adaptation, urban resilience, NBS, circular economy); monitoring/indicator requirements (GHG, vulnerability, etc.).
- Proposal of a “climate–CWIS” alignment framework for AIMF projects, inspired by the climate–sanitation nexus approach (rooted in NDCs, structuring of bankable projects).
- Testing of the analysis in three priority countries: Cameroon, Cambodia and Mauritania.

**Intermediate deliverable :** status note on financing relevant to AIMF and its members, large francophone cities (annotated list of instruments, compatibility with the AIMF model, initial potential “quick wins”).

*Payment 2, 50%*

- Phase 3 - Pipeline, Gates Exit Strategy & Final Presentation (February 2026)
  - Development of a 3-year opportunity pipeline: consolidated table of financing windows and project ideas (global, francophone, 3 countries); prioritization (short-/medium-term, likelihood, impact).
  - Drafting of the final report

**Final deliverable:** final report

*Payment 3, 20%*

## 5. Deliverables

- Inception note
- Intermediate note: relevant financing options for AIMF, with both sanitation and climate entry points, including a “test” in the 3 priority countries
- Full final report, including a pipeline of opportunities (spreadsheet), and presentation materials.

## 6. Consultant profile

- Minimum of 10 years of experience in financing public infrastructure in developing countries and/or in the urban water & sanitation sector, FSM and CWIS
- Demonstrated experience in mobilizing financing: sectoral ODA, climate funds and foundations.
- Familiarity with CWIS approaches, the Gates Foundation’s work, and the work of major global stakeholders.
- Experience working with city networks or associations of local authorities.
- Fluent French and professional English.

## **7. Duration, schedule and workload**

From December 2025 to February 2026.

Estimated workload: 30 person-days.

## **8. Submission requirements**

Applicants are invited to submit:

A technical proposal including:

- a concise note presenting their understanding of the mission and the proposed methodology (clearly integrating the distinction between CWIS and climate-infrastructure and the analysis of the Gates Foundation's strategy);
- a detailed work plan with schedule;
- the CVs of the proposed experts;
- a presentation of relevant references (CWIS financing assignments, urban sanitation, climate financing, sectoral studies) from the past 5 years.

A financial proposal detailing the daily fees per expert, the number of days and any potential expenses, and the total amount in euros (EUR).

Proposals should be sent to [a.ardesi@aimf.asso.fr](mailto:a.ardesi@aimf.asso.fr) and [a.lazare@aimf.asso.fr](mailto:a.lazare@aimf.asso.fr) by **Sunday December 14<sup>th</sup> 2025**.