



EVALUATIONS REPORT

2023



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“Making our evaluations accessible to as many people as possible”

By **Thomas Melonio**, Executive Director of Innovation, Strategy and Research, AFD

Every year, AFD evaluates and commissions evaluations of many of its operations, adjusting them to meet the expectations of policy, administrative and operational decision-makers. Evaluation is, indeed, a great operational and strategic decision-making tool.

By highlighting the aspects which are key to the performance of AFD-funded operations, evaluations also feed into the public debate on sustainable development and international solidarity. Evaluation exercises are genuine opportunities to develop a shared vision with AFD’s operational partners.

Our ambition with this new evaluations report is to raise awareness of this work among a wider audience. Official French development aid is increasing—it reached a historic high in 2022—and there is a growing demand for accountability from our fellow citizens and their representatives. Do projects funded by AFD lead to tangible results on the ground? Do they have a long-term impact? How can we do better, how can we do more?

In seeking to answer these crucial questions, we chose to analyze ten key evaluations carried out in 2021 and 2022. We divided them into three thematic areas: access to essential services in Africa, climate and biodiversity, and access to education and vocational training.

This brochure aims to make rigorous analyses of multi-dimensional issues using advanced methodological tools accessible to as many people as possible. Each section begins with essential information: the results observed in the field. Then, operational teams and their partners are asked to interpret these results and look to the future.

I hope you enjoy reading this report. ■

Evaluation can feed into the public debate on sustainable development and international solidarity.

124 projects evaluated in 2021 and 2022

Agriculture, water and sanitation, education, governance, health ...
The evaluations and capitalization work carried out by AFD over the past two years have covered some major developmental issues. More than two-thirds of the projects evaluated relate to Africa.

Thematic distribution

Education, vocational training and employment

28

Agriculture, rural development and biodiversity

17

Water and sanitation

17

Energy and digital

16

Health and social protection

16

Governance

14



Morocco
→ See page 19

Mauritania

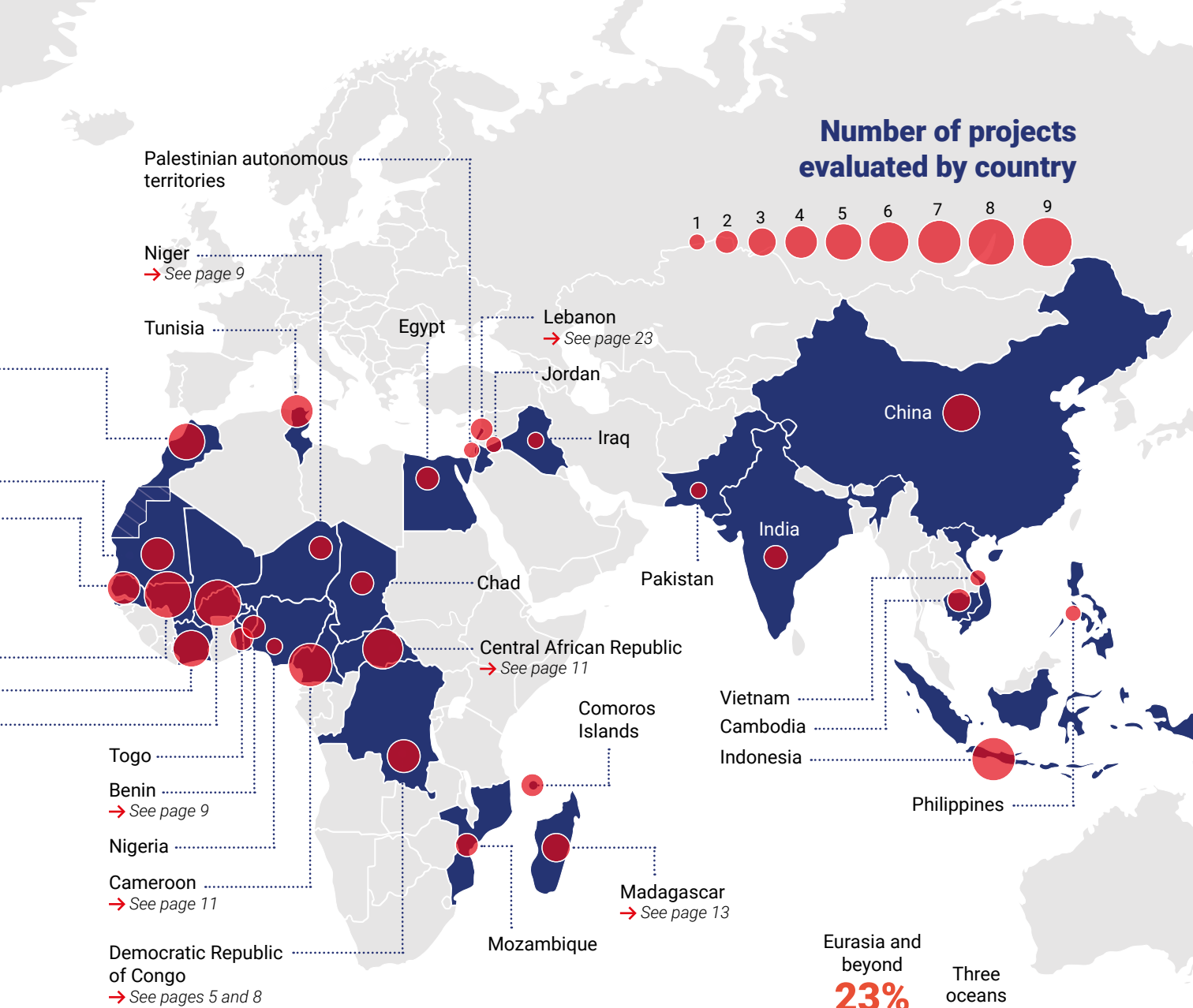
Senegal
→ See page 22

Mali

Côte d'Ivoire

Burkina Faso

Mexico



Urban development, planning and housing

8

Transport and mobility

6

Financial institutions and entrepreneurship

2

Africa
69%

Eurasia and beyond
23%

Three oceans
5%

Latin America
3%

Geographical distribution

Excluding multi-country projects

→ See the full list of evaluations on page 26

Africa: prioritizing essential services

Water, sanitation, energy ... development as a whole depends on access to essential services. In line with the French Law of 4 August 2021 on inclusive development and the fight against global inequalities—which states that AFD should prioritize funding essential services in the least advanced countries—this is at the heart of AFD's priorities. AFD operates where needs are the most acute, including in crisis zones. In this section, we'll focus on five emblematic projects carried out in the Democratic Republic of Congo, Benin, Niger and the Central African Republic.



Niger. The Nigelec project, funded by AFD, has made it possible for 41 localities across the entire country to be connected to the grid (see page 9).

DEMOCRATIC REPUBLIC OF CONGO

A renovated drinking water network to combat cholera



Project name: Water against cholera in Uvira

Amount: €14.8 M including €10.8 M from AFD

Period evaluated: 2014–2022

Donors: AFD, Fondation Veolia, European Union, Oxfam GB

Research center that carried out the evaluation:

London School of Hygiene & Tropical Medicine

The city of Uvira, in the South Kivu province of the Democratic Republic of Congo, is situated in a region where cholera is endemic. To assist this very vulnerable population, the AFD-supported project improved local access to drinking water as a means of combating diarrheal diseases which can be fatal if treatment is not available. The project thus made it possible to renovate water supply infrastructure, to support the creation of users' organizations, and to raise awareness of good hygiene practices among the local population.

Key results

- × **Water supply infrastructure is more accessible.** Access to drinking water has significantly increased in the districts targeted by this project. In four such districts, 100% coverage has been achieved, meaning that all residents have either a private connection or a water fountain within 200 meters of their home.
- × **Average access to water remains insufficient.** The quality of the service remains unsatisfactory. Many residents cannot collect sufficient quantities of drinking

water from the taps that have been installed as part of the project. In 13 out of 16 districts, the average volume of water available per person per day remained under 20 liters throughout more than 95% of the observation period.

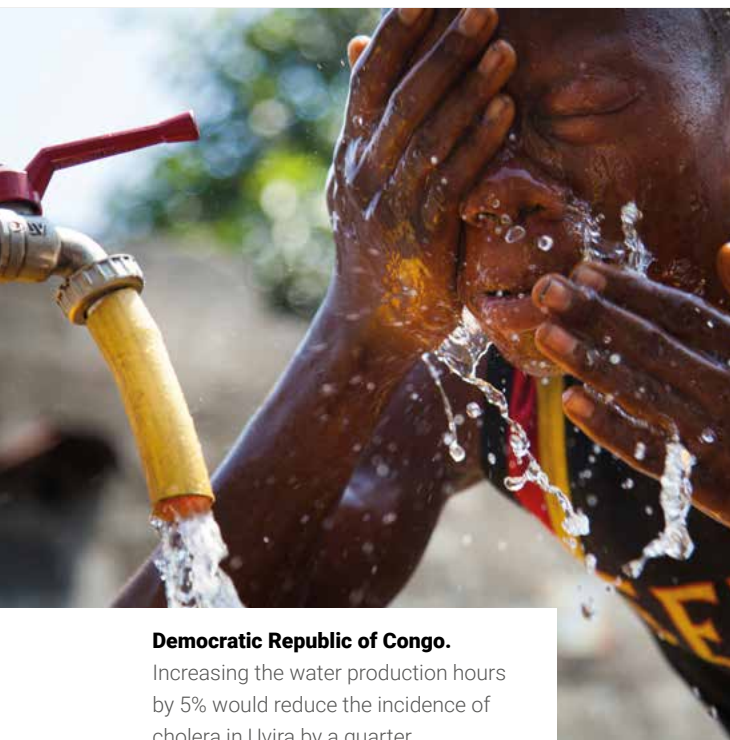
- × **Cholera is one of many diarrheal diseases.** Of the 4,556 patients treated for diarrheal diseases in Uvira between January 2017 and December 2021, 3,309 took a rapid test. Only 45.4% of the people tested over this period were confirmed as having cholera.
- × **The link between continuity of service and the rate of disease is obvious.** The water pumping station which produces the water only operated on average 58% of the time between 2017 and 2021. Various epidemiological analyses have established a clear connection between the continuity of service and the rate of diarrheal diseases, including cholera. →

4

districts in Uvira are now fully covered by the drinking water network

Why take action on the drinking water network?

To effectively respond to the health situation in Uvira, AFD and its partners have supported the country's authorities to develop a project to renovate the drinking water network rather than undertaking more short-term responses to cholera epidemics (such as vaccination, among other things). Although it is more complex to implement, this infrastructural work will lead to wider effects. By optimizing the various water service facilities, we are attacking the very source of all water-related diseases—which are widespread in the area—and not only cholera. This approach also complements work of other humanitarian actors who have been operating in the area for many years.



Democratic Republic of Congo.

Increasing the water production hours by 5% would reduce the incidence of cholera in Uvira by a quarter.

Analysis

Unprecedented flooding

Five rivers cross the city of Uvira, which also has a 10km border with Lake Tanganyika. As a result, it is particularly vulnerable to extreme weather, a phenomenon which is more and more frequent as a result of climate change. On 17 April 2020, the River Mulongwe transformed into a torrent, destroying approximately 3,500 homes and major drinking water facilities, particularly the city's main water catchment area. *"This climate event was devastating,"* says Pierre-Yves Durand, AFD Evaluation Officer. *"Just as the project was taking shape, these unprecedented floods set it back by several years."*

A complex security context

Due to the presence of armed factions, it is difficult for development aid workers to reach the city of Uvira. This factor had to be taken into account throughout the project and specific measures had to be adopted, including the choice of transport, curfews, etc.

The COVID-19 pandemic was an unexpected setback

When the World Health Organization declared the pandemic in March 2020, Rwanda and Burundi closed their borders with the Democratic Republic of Congo. *"At that time, the project required several deliveries of materials from abroad. However, the closest international airport to Uvira for these imports was in Burundi,"* explains Pierre-Yves Durand. Key staff in the construction team also found themselves stranded abroad.

Outlook

- × **Continuing to build the network.** The water catchment area, which was entirely destroyed by the floods in April 2020 is currently being restored. The opening of the new reservoir, which was delayed by technical problems, is also yet to take place.
- × **In addition to making drinking water accessible, there is a need to ensure continuity of service.** This is essential if the project is to be effective. A single

day without water leads to an estimated 155% rise in the number of patients admitted to the cholera treatment center in Uvira within the next twelve days. Providing five liters of additional water per user per day or improving continuity of service by increasing water production hours by 5% (around 36 additional hours per week), could reduce the incidence of cholera by a quarter. The electrical supply to the drinking water treatment plant is therefore essential.

- × **Preventing all diarrheal diseases.** Scientific research has shown that more than half of patients admitted to the treatment center do not have cholera, but do have other water-related diseases. Faced with the variety of pathogenic agents detected in Uvira, it is important to optimize the drinking water network to improve the health context as a whole.
- × **Supporting large-scale improvements to infrastructure.** This is indispensable if diarrheal diseases are to be

eradicated around the world. *“The economic analysis carried out as part of this evaluation revealed that the cost of this project was very high compared to other similar operations,”* adds Pierre-Yves Durand. *“This is due to the extremely complex situation in Uvira. The fact remains that carrying out large-scale projects in these endemic areas is essential to obtain significant effects and eradicate these diseases.”* ■

WATCH THE VIDEO OF THE PROJECT:

bit.ly/uvira-evaluation

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“It is essential to prepare communities in advance”

FIRST-HAND OPINION



Significant lessons were learned from the evaluation of the “Water against cholera” project in Uvira. This will improve the design and implementation of other, similar operations and will benefit the healthcare and epidemiology sectors in the Democratic Republic of Congo. The first lesson was the importance of the electricity supply. If

the water network is to operate optimally, it is essential to have a reliable and permanently available source of energy. Without that, results will never live up to the health-related expectations placed on such projects.

The evaluation also demonstrated the need to improve the use and management of water network infrastructure available to communities. Populations need to be trained to be able to correctly use and maintain this infrastructure. Providing appropriate equipment is essential, but it is also crucial that each individual knows how to use it correctly.

Finally, the evaluation revealed that when large-scale projects are implemented, such as in Uvira, communities must be prepared in advance. In particular, it is important to involve the leaders of the smallest geographical units so that the largest number of people are aware of and clearly informed about what is being done, how the project originated, who is funding and implementing it, and the reasons behind it. This means developing both vertical and horizontal communication so that people are fully aware of the ins and outs of the project. If we take these three areas for improvement into account, we could successfully establish efficient, inclusive and well understood large-scale projects, to improve health for all.

Jaime Saidi, Water, Hygiene and Sanitation
Coordinator at the Uvira Health Zone Central Office

DEMOCRATIC REPUBLIC OF CONGO

Independent drinking water distribution systems established

Project name: Promoting innovative methods for access to drinking water, sanitation and hygiene (PILAEP)

Amount: €18 M

Period evaluated: 2016–2022

Donor: AFD

Consultants and research center that carried out the evaluation: Hydroconseil and the Institut de Recherche pour le Développement – Développement, Institutions et Mondialisation (IRD-DIAL)

- × **The service is deemed fairly satisfactory.** The majority of people who have access to the PILAEP water fountains—which are managed by drinking water resource users' associations (ASUREP)—now have an overall positive opinion of the initiative (compared to only 38% satisfaction in 2018), despite service interruptions and doubts over the professionalism of fountain managers.

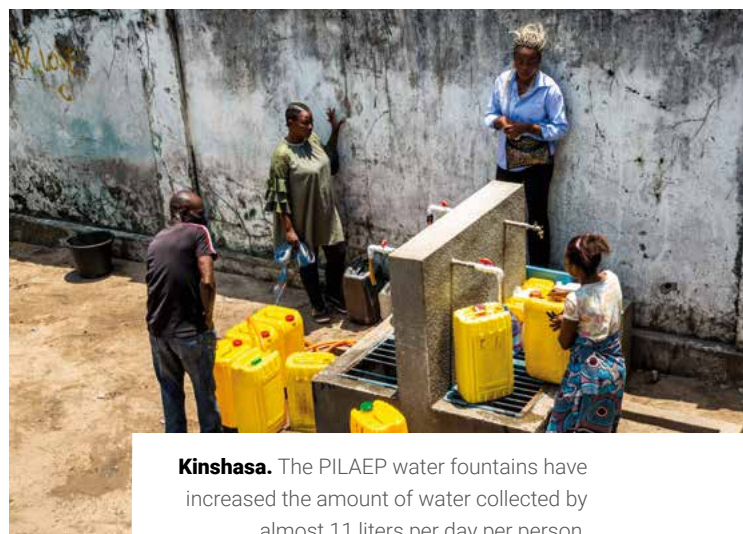
Analysis

Developing districts

In 2018, only 33.6% of the Congolese population had basic access to drinking water. The situation is even more acute in the peripheral districts of large cities, due to rapid demographic growth and fragile infrastructure, giving rise to water-related diseases, poor hygiene conditions, and time-consuming water fetching. To help tackle this situation, the PILAEP project aimed to establish autonomous small-scale drinking water networks, and to establish a community management scheme in 26 peripheral districts of Kinshasa.

Key results

- × **Improved household access to drinking water.** The installation of PILAEP water fountains, situated within 250 meters of each home, has reduced the average water collection time by 34 minutes per person. The quantity of water collected has also increased by almost 11 liters per day per person.



Kinshasa. The PILAEP water fountains have increased the amount of water collected by almost 11 liters per day per person.

processes have led to a slow and structural gentrification which has, in turn, brought about a change in needs," observes Léa Macias, AFD Evaluation Officer.

Lack of legitimacy and poor management

The ASUREPs suffer from a lack of transparency which leads to mistrust among users. Questions are raised as to their representativeness and their genuine commitment to the project. Failure to communicate with the population, as well as discrepancies in monitoring how the service is managed threaten their sustainability.

Numerous private wells installed

Throughout the project, private facilities of questionable quality multiplied in the peripheral districts. *"This unplanned competitive environment has hindered the correct assessment of various impacts of the project,"* notes Léa Macias. The increase in these facilities also raises the question of the ASUREPs' sustainability.

Outlook

- × **Accelerate the integration of ASUREPs in the water sector.** In order to lend them greater legitimacy and encourage the authorities to recognize them and their legislative basis, users' associations must be supported by a strong umbrella organization.
- × **Strengthen the internal organization of the ASUREPs.** In addition to clarifying the roles and responsibilities of their members, it is essential to strengthen the capacity of these associations and to establish a monitoring, control and communication framework for greater accountability and transparency in their management.
- × **Improve the service to the population.** The challenge is both to adapt the service to the changing needs of the population by increasing flexibility (hours, prices) and to better inform, raise awareness and involve residents. ■

READ THE SUMMARY OF THE EVALUATION:
bit.ly/evaluation-pilaep (in French)

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IN SHORT

Two electrification projects in Niger and Benin

In 2022, AFD evaluated two electrification projects carried out in Niger and Benin. In Niger, where less than 15% of the population has access to electricity, AFD and the European Union have provided funding to connect 14 new districts to the grid in the capital, Niamey, as well as 41 new localities throughout the country. In Benin, AFD supported a project to densify and extend the Société Béninoise d'Energie Electrique network, improving access to electricity in 15 communes.

Despite their different political and economic contexts, the two projects exceeded their objectives: 1.5 times more connections than planned were carried out in Niger, while performance exceeded expectations by 30% in Benin. Tangible benefits were also observed for the local population: improvements in public services (schools, health centers, etc.) and economic stimulation seemed to demonstrate the virtuous cycle of electrification on local development. These achievements were not without their challenges, however. Questions were raised about pricing policies and appropriate connection methods to limit the risk of inequalities in access. These evaluations fed into AFD consideration of how to take into account positive and negative externalities in future rural electrification projects.

FOR MORE INFORMATION:

- Summary of the evaluation of the project in Benin: bit.ly/evaluation-benin (in French)
- Video of the project in Niger: bit.ly/evaluation-niger (in French)

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How can sustainable results be achieved in crisis zones?

In 2022, AFD conducted a comparative analysis of 62 evaluations and capitalization studies of projects carried out in the Sahel in various sectors, including rural development, water, energy, education and health. The conclusion reached was that although the initiatives funded are relevant, significant challenges remain to ensure the sustainability of results in the region.

Results which are difficult to evaluate

"The crisis context makes it difficult for experts to access the sites where projects are being implemented and to reach their target populations," observes Camille Laporte, AFD Evaluation Officer. It is, therefore, particularly difficult to evaluate the quantitative and qualitative impacts of interventions on the population's living conditions. However, when local field investigators can be used, evaluations show that practical results are visible and that the projects achieve their objectives. For example, people interviewed as part of the evaluation of the ACTIF

vocational training project in Mali revealed that local actors believe the project had contributed towards improving social cohesion and their economic conditions.

Preparing for the post project phase

Although the projects produce significant results, the evaluations do however show that their overall sustainability is uncertain. *"The security context has deteriorated since 2017, leading to population movements and desertion by the public authorities,"* continues Camille Laporte. It is therefore difficult to identify contacts within local authorities or civil society organizations to ensure the continuation of funding and management of infrastructures or services once the project is complete, which is a major obstacle to their longevity. On this subject, the comparative analysis highlights the fact that the project teams fail to sufficiently plan their "exit strategies", to ensure the projects' achievements could be continued.

Intervening at the right time

To improve the sustainability of the results in crisis zones, it is important to intervene at the right time, when the context is sufficiently stable to engage in long-term action. Development is a long-term process. Furthermore, it is essential to involve local people more fully. The comparative analysis showed that partnerships between international civil society organizations and local civil society organizations are not always balanced. *"Taken as a whole, these difficulties and observations are seen in all crisis zones in Africa, to different extents depending on the scale of the tensions,"* notes Camille Laporte. ■

Turning to international NGOs in certain situations

In the interests of efficiency and given the weakness of public authorities in certain zones, AFD may call upon international NGOs to implement certain projects. This strategy can work if the NGOs—who are often more used to working in emergency humanitarian situations in these particularly weakened regions—agree to a structural and long-term approach. To promote ownership of the projects, good practice may also involve developing hybrid approaches involving joint management by NGOs and public authorities.



With **Florian Charpentier**, project coordinator of I Yéké Oko, French Red Cross

“Political stability and security remain a major challenge”

What practical results of the I Yéké Oko project, funded by AFD in Cameroon and the Central African Republic have been reported so far?

I Yéké Oko—meaning “We are Together” in the Sango language—was a response to the Central African migration crisis in 2014. More than 300,000 Central African Republic refugees fled to Cameroon, putting pressure on the region’s natural, administrative and economic resources. This project, which straddles the two countries, aims to alleviate this pressure by encouraging civic, social and economic cohesion.

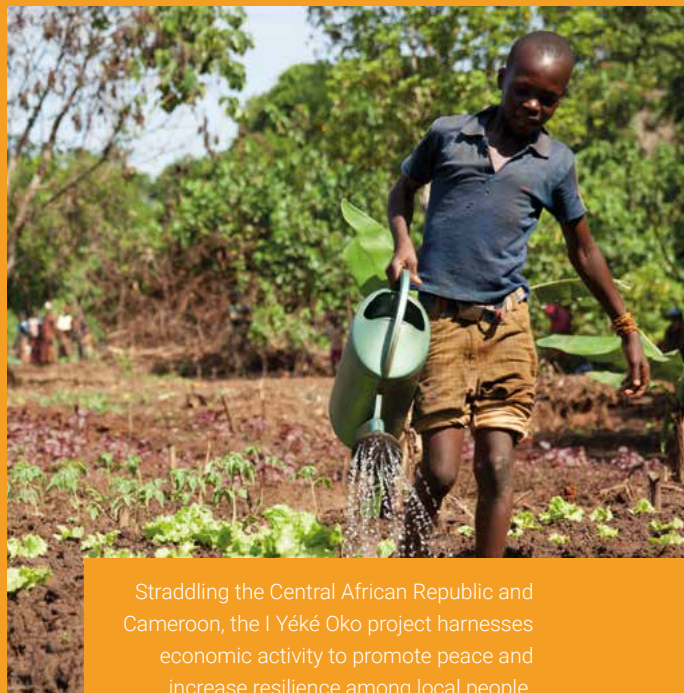
Thanks to a cross-cutting approach founded on close cooperation with public sector partners, civil society organizations, local authorities and end beneficiaries, most of the objectives were achieved. Awareness raising campaigns on civil status and the creation of shared discussion areas improved local governance. Simultaneously, activities to promote peace and to manage resources and agropastoral spaces limited community conflicts related to the influx of refugees. With a calmer social climate, we were finally able to contribute towards strengthening economic cohesion by encouraging the creation of village savings and credit associations, supporting young project initiators (farming, market gardening, small businesses) and creating multiple economic infrastructures (covered markets, abattoirs, drying facilities, bird farms, etc.). This holistic approach increased local people’s resilience to the challenges affecting the region.

How can the sustainability of these results be encouraged?

Several conditions have to be met to lead to sustainable results: a good needs’ assessment for

a start, a cross-cutting and integrated approach, support from the State, and the involvement of public sector and local partners. For example, in Cameroon, we know that some initiatives led by I Yéké Oko will continue, because they are now directly integrated in communal and local authority budgets.

However, political stability and security remain a major challenge, especially in the Central African Republic. The aim of humanitarian and development workers is to make every effort to achieve sustainable results in the projects they undertake, but we must remain humble in terms of our ability to have an impact on a zone, a region or even an entire country. Because, ultimately, its destiny is in its own hands. It cannot depend on the international community. ■



Straddling the Central African Republic and Cameroon, the I Yéké Oko project harnesses economic activity to promote peace and increase resilience among local people.

Climate: evaluating to promote action

The climate has been a major AFD priority since 2005. AFD's long-term ambition is that all projects funded shall be in line with the Paris Agreement. As climate warming continues—it will increase by 1.5 °C by the start of the 2030s according to the latest IPCC report published in March 2023—AFD is increasing its support for projects with climate co-benefits. Evaluations contribute directly to this increased support. Focus on two emblematic examples: the evaluations of a program with “mitigation” co-benefits in Madagascar and the extensive evaluations of 35 projects with “adaptation” co-benefits in sub-Saharan Africa.



Niger. The GARIC project, funded by AFD, has contributed towards increasing farmers' resilience to climate risks (see page 16).

MADAGASCAR

Evaluation contributes towards better forestry conservation

Program name: Holistic Conservation Programme for Forests (PHCF)

Amount: €9.5 M, including €2 M from AFD

Period evaluated: 2008–2018

Donor: AFD

Consultants that carried out the evaluation: Nitidae

The PHCF program began in 2008 and contributes towards limiting deforestation in Madagascar and improving living conditions for local people. It forms part of a sample of “mitigation” co-benefit projects—projects which aim to reduce climate warming while setting other development objectives—studied by AFD in 2022 as part of a large-scale capitalization study. The objective of this capitalization work was to consider how well mitigation issues were addressed in the evaluations of these projects. It showed that the various evaluations of the PHCF made it possible to progress through the successive phases of the program, highlighting the importance of the timing of evaluations.

Key results

- × **A greater impact on deforestation.** In the southern part of the forested area of Beampingaratsy, the annual deforestation rate dropped from 720 hectares to 244 hectares between Phase 1 and Phase 2 of the project.
- × **An encouraging carbon report.** 810,858 tons of CO₂-eq remained sequestered in the southern part of Beampingaratsy during Phase 2, essentially as a result of the deforestation which was avoided.
- × **Greater biodiversity conservation.** 442 hectares were replanted on the Beampingaratsy and Comatsa sites during Phase 2. They are covered by a temporary protection order until they are recognized as new protected areas, which will take place in the near future.
- × **More sustainable emerging farming practices.** 27 development and management schemes focusing on farming activities were developed during Phase 2. This helped farmers to adopt agroecological practices (agroforestry, anti-erosion measures, etc.) and to choose plant varieties which are adapted to the soil and climate conditions.

Analysis

Re-scaling the program for greater impact

The evaluation of Phase 1 showed that the fragmentation of the five original intervention sites was problematic. *“This posed a problem in terms of monitoring conservation activities and their results, but also in terms of managing and allocating human resources,”* explains Léa Poulin, AFD Evaluation Officer. To have a more tangible impact on local development and reduce the pressure on forests, Phase 2 refocused on two sites, to the south of Beampingaratsy and Comatsa. →

A community approach

The evaluation of Phase 1 shifted the operational rationale from an activity-based approach to a community-based approach. From this point onwards, the PHCF focused on creating community-based associations, known as COBAs,

raising awareness and training them to optimize forest management. At the end of the mid-term evaluation of Phase 2, the COBAs had also received technical and financial resources to ensure that facilities were operational and sustainable.

Research to promote action

The Phase 1 evaluation recommended the development of a geographical information system to easily localize activities and introduce biodiversity monitoring indicators. Studies carried out during Phase 2 made it possible to identify priority zones for the conservation of target species. The final Phase 2 evaluation demonstrated that the accuracy of the maps produced by the research work had contributed towards a better understanding of the dynamics of deforestation.

Outlook

- × **Concentrating on a more specific area.** Phase 3 of the program, which is currently being implemented, will now concentrate on the entire Beampingaratsy area. The objective is to have an increasing impact. This phase will enable 263,206 tons of CO₂-eq to be avoided, in a setting which has already been improved following ten years of intervention.
- × **Strengthening the COBAs.** The COBAs vary in maturity from one site to the next. *"This depends notably on social cohesion and power relationships between the members,"* stresses Léa Poulin. To better identify these lineages and the relations within the COBAs, and to improve how they operate, the preparations for Phase 4 are based on socio-anthropological analyses (see the first-hand opinion opposite).
- × **Fine-tuning studies on biodiversity.** Phase 4 will consolidate studies which have already been carried out, in order to more accurately localize high-value biodiversity zones (the presence of endangered/rare species, key zones for ecosystems to function correctly, etc.). These zones will be the subject of strict conservation measures. ■

READ THE SUMMARY OF THE EVALUATION (PHASE 2):
bit.ly/evaluation-madagascar (in French)

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FIRST-HAND OPINION



The evaluations carried out to date offer an objective vision of what has worked well and less well within the PHCF. By drawing up a documented report of these different phases, these evaluations also provide key information to prepare the next step and improve the results of the program. First

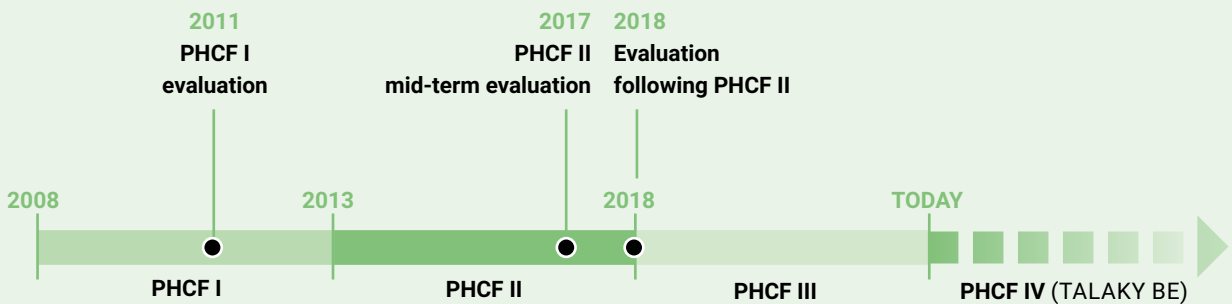
example: the importance of community involvement. The south-east of Madagascar is rich in ancestral rites and traditions which must be taken into account. Socio-anthropological studies carried out in preparation for Phase 4 were a huge help in consolidating and formalizing our knowledge, improving our understanding of the context and adapting our approach.

The evaluations also highlighted the need to allocate additional financial and technical resources to the COBAs to help them prepare and organize themselves better. This observation was essential. During Phase 4, these forest users' organizations will play a predominant role when the Beampingaratsy protected area will be formally created. Finally, the inventories of flora and fauna carried out as part of the evaluations allowed a better understanding of the exceptional local biodiversity. They include around forty species in danger of extinction. Gaining a better understanding has contributed towards convincing the Malagasy state to continue the efforts that have been made through this program.

Matthieu Tiberghien, Co-Director of Nitidae, the body which evaluated the PHCF program

Fifteen years of continuous improvement

Since it was launched in 2008, the PHCF has been evaluated three times. This long-term evaluation has led to improved results.



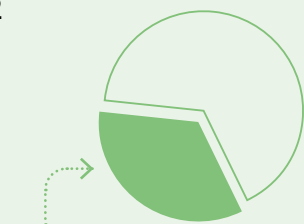
RESULTS OF PHASE 2



442
hectares
replanted

27

development
and management plans
prepared



34%

less deforestation
per year



380
hectares
of restoration
plots
established

863

hectares
developed
in sensitive
zones



810,858 tons CO₂-eq

avoided in the southern half of the Beampingaratsy
forested area

INTERVENTION SITES



SUB-SAHARAN AFRICA

Taking better account of climate change adaptation within projects

Scope: 35 projects in the agriculture, water and sanitation sectors, three case studies (Senegal, Madagascar and Niger)

Amount: €771 M (cumulative AFD funding)

Period evaluated: 2007–2018

Donors: AFD

Consultants that carried out the evaluation: Baastel and Acterra

AFD announced its position on climate change in 2005. From 2015, its funding to prioritize “adaptation” co-benefit projects—which respond to the risks connected with climate change while targeting other development objectives—increased significantly. For the first time, in 2022, AFD evaluated the effectiveness of some of these operations in sub-Saharan Africa, in the agriculture, water and sanitation sectors.

Analysis

Evaluation of adaptation: a major issue still under construction

Monitoring and evaluating adaptation projects is an emerging issue. There are no unified frameworks or indicators in this field, in contrast to mitigation, for which the indicator of the number of tons of CO₂ avoided is universally recognized.

Difficulties shared with other donors

Following the evaluation, AFD carried out a benchmark study to analyze how its international peers integrated this issue into their operations (*see first-hand opinion opposite*). Shared difficulties were identified, particularly in terms of measuring the results of adaptation and making future projections.

Developing and improving the integration of specific tools

Since 2015, various tools have been developed to analyze climate risks and improve the adaptation responses provided by projects. “*Given the immense needs of partner countries, the objective is both to continue to increase funding that has already been committed to promote adaptation, and to increase its impact,*” explains Claire Cogoluënhes, AFD Evaluation Officer.

Key results

× Tangible adaptation results have been achieved.

For example, in Niger, analysis of the GARIC project demonstrated a reduction in food insecurity among rural farmers. In this specific case, nearly 90% of beneficiary women’s groups had integrated climate risk analysis into their activities.

- × **Although insufficient at the start of the period, the use of an adaptation analysis framework made significant progress from 2015 onwards.** The evaluation showed that the risks linked to climate change and/or to the vulnerability of target groups or regions had been well identified in the vast majority of projects reviewed. However, only 40% of projects were the subject of in-depth analyses when they were appraised between 2015 and 2018.
- × **Indicators to measure the results of adaptation must be strengthened.** In line with the majority of international organizations studied in the benchmark exercise, AFD has not yet sufficiently translated its strategy into operational objectives, results indicators and impact indicators.
- × **The sustainability of results needs to be consolidated.** The evaluation highlights a number of issues that need to be addressed by AFD teams and their partners: uncertainties relating to long-term climate scenarios, the difficulty of evaluating progress, as well as the scale of the human and financial resources to be implemented in order to prepare projects.

Outlook

- × **Better defining specific adaptation objectives.** During the project preparation phase, the issue is to practically define the actions aiming to reduce climate risks and to assign indicators to them to monitor progress achieved.
- × **Integrating adaptation projects into national public policies.** It is essential that these projects are aligned with the strategies and commitments of partner countries to achieve a more structural impact.
- × **Reducing climate vulnerability over the long term.** The aim is to target the most vulnerable populations, to reflect on the conditions required to ensure the sustainability of projects, and to increase their impacts. ■

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“Specifying our adaptation objectives”

FIRST-HAND OPINION



The recommendations drawn from this evaluation have enabled us to specify our objectives and to contribute towards the development of a new AFD adaptation roadmap. In addition to the quantitative dimension of climate finance, this involves refocusing on the qualitative aspect: the results of projects, monitoring their impact, and their consistency with national adaptation plans.

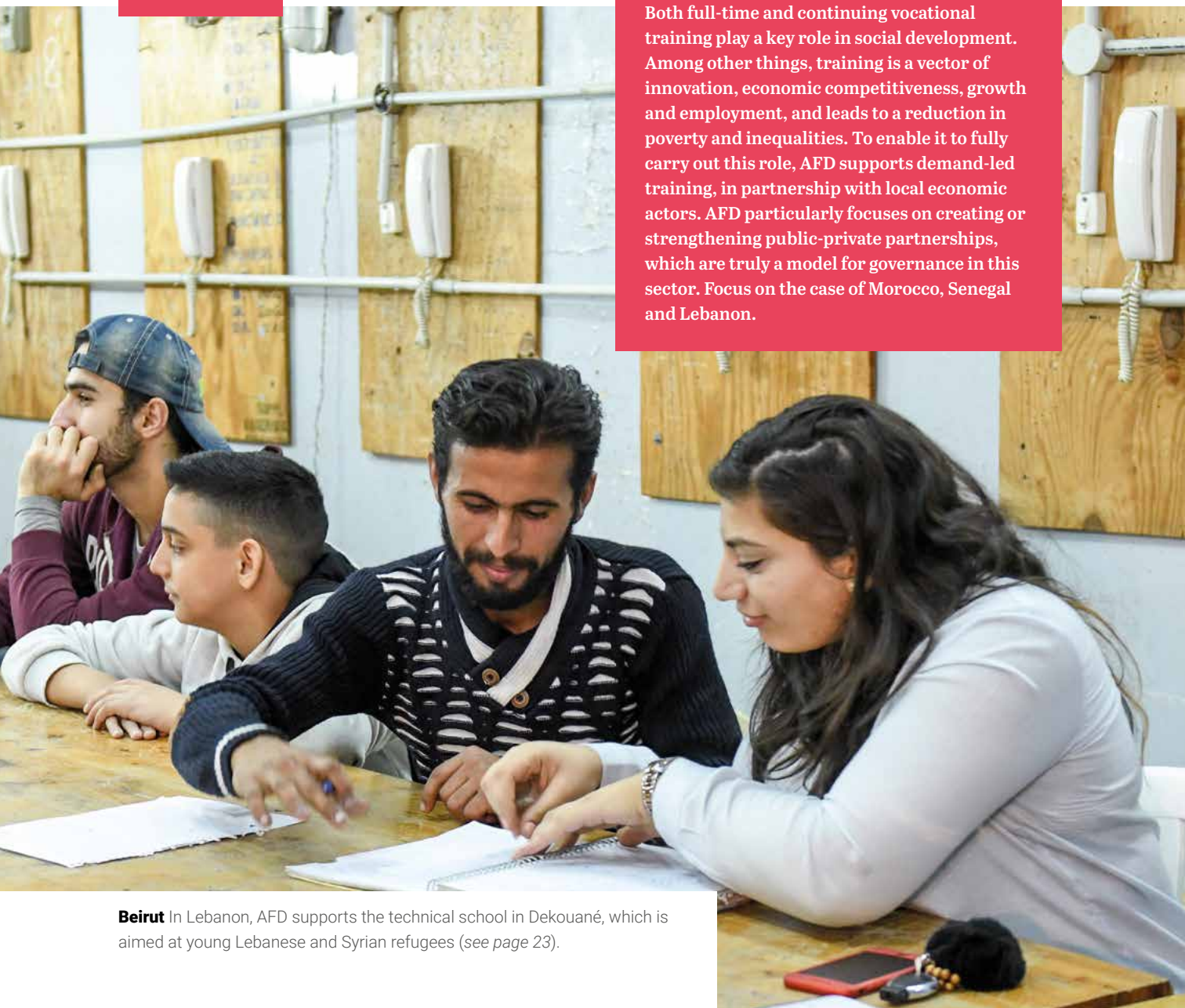
The benchmark exercise that we carried out following the evaluation enabled us to compare good practices implemented by other donors on this subject. As well as discovering inspiring approaches—particularly sectoral ones—which are complementary to our ways of working,

this exercise confirmed the relevance of certain tools recommended by the evaluation and now used by AFD and our partners. This is the case, for example, of climate risk screening, which aims to assess the climate risks to which a project is exposed in order to improve its resilience. We are also working on ownership and the roll-out of other initiatives, such as the identification and systematic monitoring of specific results indicators in adaptation projects. The aim of this new roadmap is to improve the integration of climate risk and to take adaptation into account in all our programs.

Catherine Simonet, Project Manager, Climate and Nature Division, AFD

Vocational training: investing for the future

Both full-time and continuing vocational training play a key role in social development. Among other things, training is a vector of innovation, economic competitiveness, growth and employment, and leads to a reduction in poverty and inequalities. To enable it to fully carry out this role, AFD supports demand-led training, in partnership with local economic actors. AFD particularly focuses on creating or strengthening public-private partnerships, which are truly a model for governance in this sector. Focus on the case of Morocco, Senegal and Lebanon.



Beirut In Lebanon, AFD supports the technical school in Dekouané, which is aimed at young Lebanese and Syrian refugees (see page 23).

MOROCCO

Supporting vocational training and revitalizing the economy

Project name: Multiple projects

Amount: €63 M

Period evaluated: 2008–2021

Donor: AFD

Consultant: Baastel

At the end of the 2000s, Morocco carried out several reforms to develop its industrial fabric and global business, supported by vocational training. The objectives were to increase training and labor market integration opportunities for young people, to develop the competitiveness of companies in key sectors (including automotive, aeronautics, and renewable energies) and to provide these companies with the skills they need to revitalize the national economy. In this context, AFD supported several projects aiming to establish the first eight Delegated Management Institutes (*instituts à gestion déléguée*, IGD), entirely managed by professionals.

Key results

- × **IGD labor market integration rates are high.** Between 80% and 100% of people who attend these institutes find employment at the end of their training. The average is 85% in the aeronautics and automotive sectors, and varies between 70% and 80% in the renewable energy sector. These results are higher than the average for traditional vocational training centers (around 65%).

- × **These institutes are a vector of economic growth.** The IGDs support the development of skills and the creation of jobs in strategic sectors of the Moroccan economy. For example, nearly two-thirds of employees in the aeronautics industry have followed a training course leading to a qualification or continuous education at the Institut des Métiers de l'Aéronautique (see *first-hand opinion* on page 21). The IGDs contribute towards building the industries of the future and attracting international business. An entire industrial ecosystem is being created around these institutes.

- × **The IGD economic model is promising.** In the innovative context of public-private partnerships, the State funds the IGD infrastructure then delegates management to professional branches of the private sector, in the form of public limited companies. As a whole, this governance is successful in terms of the number of people trained and the satisfaction rate of employers. Self-funded operating budgets are also growing. For the Institut des Métiers de l'Aéronautique, the self-funded budget increased to 60% in 2019, from only 30% in 2015.

85%

labor market integration rate in the aeronautics and automotive sectors

80%

in the renewable energy sector

→

Analysis

Significant involvement of economic actors

The success of this model can be explained by the commitment of professional branch representatives. Companies are fully invested in managing the IGDs, providing input on the training courses offered and adjusting them according to the demands of the market. High-quality technical training, directly inspired by practices on the ground, is given by competent specialists.

Monitoring the training on offer could be improved

The process by which the training centers are monitored by the public authorities should be strengthened. The issue is to ensure compliance with commitments contained in management agreements signed by the partners. The development of a legal framework and the

contractualization of objectives between the IGDs and the State—which must provide substantial investment—would increase the accountability of the institutes while guaranteeing their independence.

The economic model needs to be strengthened

Originally, the State planned to pay a balancing subsidy to the IGDs for five years after their creation. Once that period was over, the institutes should have attained financial autonomy. Today, these subsidies are still needed, including in high-growth sectors such as aeronautics. These difficulties can be explained partly by the high cost of an economic model which must provide free full-time training, while developing continuous education leading to qualifications and services to companies.

Outlook

- × **Integrating new sources of funding.** Discussions are under way with the public authorities to offer alternative funding sources to the IGDs. Financial participation from regional authorities could be an option, as could the establishment of contracts containing objectives and resources based on the purchase of full-time training by the State and regional authorities as a substitution for balancing subsidies.
- × **Establishing new IGDs.** In December 2022, AFD granted new funding to support the creation of two new IGDs. One will be dedicated to professions in the pharmaceutical industry, in line with the Moroccan government's ambition to strengthen its health sovereignty and to build and support this growing sector. The other will focus on professions in the water and sanitation sector, to respond to the effects of climate change. At the same time, the Office de la Formation Professionnelle et de Promotion du Travail (which represents 85% of public training courses), is supporting a change in governance of some of its training centers to involve the private sector to a greater extent.
- × **A model which is set to expand.** This IGD model, which is recognized for its effectiveness, has inspired other projects to support vocational training funded by AFD, particularly in Senegal and Djibouti. Other partners are



Morocco. Automotive, aeronautics, renewable energies ... The IGDs supported by AFD are training people for the careers of the future.

This is an innovative model of public-private partnership in vocational training. It combines increasing corporate competitiveness, developing young peoples' skills and improving their labor market integration in dynamic economic sectors with promising futures.

↑ **Florent Sassatelli**, Head of the Social Sectors Unit, AFD in Morocco

also supporting the roll-out of this model, like the Millennium Challenge Account-Morocco agency, through the Charaka fund, and the Korean Agency for International Cooperation, which directly supports some IGDs. ■

READ THE SUMMARY OF THE EVALUATION:
bit.ly/evaluation-morocco (in French)

AFD CONTACT:

Florent Sassatelli, Head of the Social Sectors Unit, AFD in Morocco: sassatellif@afd.fr

“A cornerstone in the development of the aeronautics sector in Morocco”

FIRST-HAND OPINION



When the Institut des Métiers de l'Aéronautique (IMA) was created in 2011, the issue facing Morocco was to respond the specific HR needs of the aeronautics industry in terms of fitting-assembly, sheet metal work, machining and more. These profiles were not available at the time in the country.

The IMA was the product of a flagship initiative, an innovative partnership between the State and industry, and broke away from the traditional Moroccan training system. In terms of teaching, the IMA works with leading training centers in France. It has also integrated best practices on the subject, dictated by major international groups setting up in Morocco and requiring their training program or qualification to be followed.

Young people who are trained through the IMA gain the necessary technical and soft skills through training which also involves workplace assessments. They can be confident that they will gain long-term employment with the prospect of social promotion in a very high-growth industry which is open to the world.

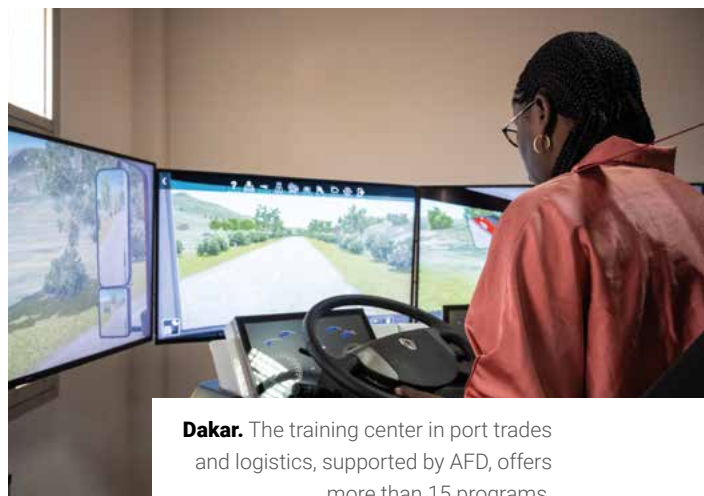
With more than 13,000 trainees since 2011, over the years the IMA has come to be seen as a key facilitator and stakeholder for companies wishing to select qualified talent and engage in work-study programs. Close, sustained dialog with industry allows a tailor-made training course leading to a qualification to be constructed for each individual trainee. At the same time, the IMA contributes very significantly to staff development and improving the skills of staff in the aeronautics industry through its range of continuing education courses.

The IMA has rapidly become a cornerstone in the sector's development, by training skilled operators and technicians, who meet approximately 80% of the production needs of the Moroccan aeronautics industry. The IMA is now considered as a model and benchmark in terms of vocational training. It contributes towards the emergence and development of the aeronautics industry, an industry in which Morocco was not expected to excel.

Patrick Ménager, Director General, IMA, Nouasseur Technopole, Casablanca

SENEGAL

Support for structured vocational training



Dakar. The training center in port trades and logistics, supported by AFD, offers more than 15 programs.

Project name: Human Resources Qualification Project (PQRH)

Amount: €16 M

Period evaluated: 2005–2019

Donor: AFD

Research center and consultant that carried out the evaluation: Nodalys and the Institut de Recherches et d'Applications des Méthodes de Développement (IRAM)

Approximately 350,000 young adults enter the labor market in Senegal each year. To increase employability in the country, the PQRH project—supported by AFD as part of the Senegal government's sectoral strategy—aimed to adapt vocational training to the realities of the market. Between 2015 and 2019, it worked to develop sectoral training centers (CSFPs) responding to key needs to improve the competitiveness of the country's economy and to encourage the integration of young people into the labor market.

Key results

- × **CSFP labor market integration rates are satisfactory.** Senegalese young people who train in the six operational sectoral centers (port operations, agri-food industries, energy management in buildings, etc.) have an average of between 60% and 80% chance of finding a job, compared to 40% in traditional training centers.

- × **The public-private partnership is increasingly integrated.** Through a public service delegation, this project experimented with involving the private sector, a principle which was incorporated into the Law on Vocational Training in 2015. This demonstrates the ability of this type of project to respond to the needs of companies and the private sector in general.
- × **The range of continuing training on offer is not appealing enough.** Companies are still reticent to support continuing training for their employees. The consequence for most centers is that income is lower than anticipated. For example, the continuing training offered by the agri-food CSFP represented only 7% of its turnover in 2020.

Analysis

Lower representation of the private sector

"At the start, this project was led by very enthusiastic individuals in the private sector," explains Mouhamadou Sylla, AFD Evaluation Officer. *"There was no real structural commitment. When these individuals left, the momentum in some centers stalled."* Over the years, the turnover of professional branch representatives on the CSFPs' boards has made it difficult to maintain the level of involvement of the private sector and thus the alignment between the training courses on offer and the needs of companies.

Centers still need to become autonomous

Although a transfer of power to the private sector was agreed with the public service delegation, the interventionist reflexes of some public officials continue. *“The public authorities, who should only intervene on issues of strategic dialog, scheduling and regulation, sometimes interfere in the management of the centers and encroach upon the management autonomy granted to the private sector,”* continues Mouhamadou Sylla. *“This can have an impact on the training on offer.”* Greater involvement of the private sector goes hand-in-hand with increasing the autonomy of the management of the CSFPs. To better establish the public-private partnership, it is essential to complete the regulatory framework, notably through legislation to implement the law of 2015 which enacted this principle.

Outlook

- × **Increase private sector responsibility.** To institutionalize its commitment and involve invested, competent and recognized professionals, it is essential to provide more support for the private sector, first to organize its more structured participation in the governance of the CSFPs, then to train and equip it to lead and implement the training course design.
- × **Consolidate dialog between the public and private sectors.** A permanent, structured framework for discussion, with a timetable and performance contracts must be established so that everyone can play the role assigned to them and so that the dialog between the two parties remains balanced.
- × **Roll out short training courses leading to qualifications.** Despite its imperfections, the current model remains attractive. The World Bank has approached AFD to jointly support Senegal to provide this vocational training more widely, involving professionals in horticulture, poultry farming, and tourism across the country. ■

WATCH THE VIDEO OF THE PROJECT:
bit.ly/evaluation-senegal (in French)

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IN SHORT

Lebanon: supporting training in times of crisis

Lebanon has experienced an economic crisis since 2018, exacerbated by persistent political instability, which is reflected in a particularly high level of unemployment: 23% of the active population in 2019. To improve social and labor market integration—particularly that of the most vulnerable people, including women, Syrian refugees and young people—AFD supported the Maharat Li Loubnan project from 2017 to 2021. Led by the Institut Européen de Coopération et de Développement (IECD) and the Semeurs d’Avenir NGO, this project offers technical training and short training courses leading to qualifications in sectors in high demand.

Despite a significant deterioration in the general context—COVID-19, the explosion in the port in Beirut in August 2020—the project has adapted to the various crises while establishing itself and maintaining the continuity of its teaching. The training, designed following market studies, responded to real needs by delivering skills which are in high demand in the labor market. Students benefited from ongoing support from NGOs during and after their training, and support was extended up to one year after graduation. The challenges raised by the evaluation include the involvement of the private sector in funding the project and longer training courses, upon which COVID-19 had a strong impact. A second phase will aim to build on the accomplishments of this experience and will reflect on new sectors in light of the changes that are under way in the Lebanese economy.

WATCH THE VIDEO OF THE PROJECT:
bit.ly/evaluation-lebanon (in French)

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“Evaluations can stimulate public policy dialog”

With **Nathalie Le Denmat**, Director of the
Evaluation and Learning Department, AFD

New principles and new tools, a renewed commitment to promote our evaluation culture to a wider audience ... AFD's approach to evaluation is changing significantly. The objective is to create a real decision-making tool.

AFD is working on a new monitoring and evaluation policy. What are its biggest ambitions?

The driving force behind our thinking is that monitoring and evaluation should be as useful as possible for both operational and strategic decision-making. By providing data and analyses which are relevant to development stakeholders, evaluation can maximize the effectiveness of the projects we support and, ultimately, respond as best possible to the needs of the population.

Another of our ambitions is to position ourselves even more closely “by your side”. It is also essential that the contracting authorities are also “onboard” with evaluations so that they can also adjust their operations appropriately.

Finally, one major issue is the need to strengthen the AFD accountability chain, from project

preparation through to monitoring and evaluation. Evaluations show that our projects are relevant, agile, and largely adapted to the needs of populations. However, we need to strengthen our capacity to report on their performance. By optimizing this continuum, we hope to rise to this challenge.

If evaluation is to fulfill its role as a decision-making tool, we need to improve ownership of its conclusions.

How are you going to operationalize these new strategic principles?

The strategic monitoring and evaluation framework that we are building defines values and sets out ambitions which are shared by the three bodies in AFD Group—AFD, Proparco and Expertise France, which joined us in January 2022—while respecting their individualities. We thus

identified areas of progress where activities will be implemented gradually and translated into road maps adapted to the practices of each body.

Could satellite data be revolutionary?

Geospatial data represent a promising tool for project monitoring and evaluation. Such data could supplement field data on many subjects, such as agricultural yields, urban spread, or managing water resources. AFD used this data for the first time in 2018 to evaluate the effects of forestry management methods on deforestation in the Congo basin. Since then, AFD has created a partnership with the Centre National d'Etudes Spatiales (CNES) to explore the value of extending the use of this tool to all stages of a project, from its conception to monitoring by local contracting authorities. These pilot experiments appear to be positive and have given a new impetus to this partnership.

How can evaluation provide better insights for AFD decision-making?

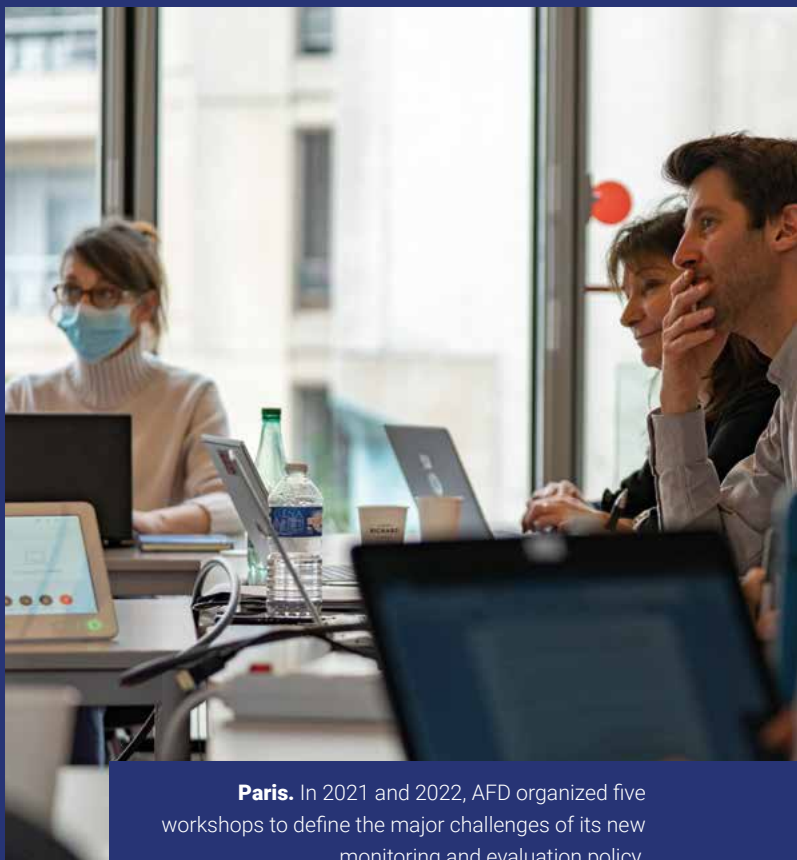
For evaluation to fulfill its decision-making role, we must increase ownership of its conclusions and ensure that the recommendations are taken into account at all levels, from operators on the ground through to the board members. Our conclusions could even be circulated more widely to members of parliament.

This is why we are working towards a form of governance which involves a wide range of individuals: board members, government representatives, qualified individuals, and stakeholders in emerging and developing countries. We will also establish practical actions to improve

compliance with the recommendations from evaluations, for example by systematizing the responses to these recommendations from operational staff and contracting authorities.

How does AFD work towards sharing the culture of evaluation with its partners in emerging and developing countries?

AFD relies on the involvement of its partners. We systematically offer to conduct joint evaluations with them, by participating in drafting evaluation questions and methods. However, progress remains to be made on both sides in terms of ownership of the evaluation culture. And we also have some very good experience of successful collaborations, which may even lead to dialog on public policy. ■



Paris. In 2021 and 2022, AFD organized five workshops to define the major challenges of its new monitoring and evaluation policy.

APPENDIX

Evaluations carried out in 2021 and 2022

Project evaluations

AFRICA

Benin

- Improve living conditions of the residents of 105 communes by implementing the national electrification policy.
- Improve the quality of obstetric and neonatal emergency care in hospitals, improve the financial accessibility of this care to more people, improve family planning services, and take better account of questions raised by people in sectoral strategies.

Burkina Faso

- Improve access to energy through funding a campaign to connect households and small businesses to the Sonabel electrical network in towns in the North, Sahel, East and the Boucle du Mouhoun regions.
- Strengthen social cohesion within the commune of Dori by encouraging inclusive local development.
- Contribute towards the endemic development of three regions in the north of Burkina Faso (the Boucle du Mouhoun, North, and Sahel regions), by encouraging the creation of jobs for women and young people.
- Contribute to the Burkina Faso policy of extending access for the population to energy services at the lowest cost.
- Improve the capacity of communes and local actors in terms of planning, funding and implementing economic investments, as well as managing natural resources.
- Develop access to drinking water and quality of service for the people of Ouagadougou, to reduce inequalities and health risks.
- Improve the public spending circuit, particularly in vulnerable areas.

Cameroon

- Support the growth and development of regional capitals in Cameroon by promoting urban infrastructure.
- Improve skills in forestry administration, facilitate the development of an economic forest observatory and contribute towards monitoring changes in forests.
- Sustainably manage the forests in the Congo basin.
- Improve the living conditions of residents in the urban communities of Bertoua, Bafoussam and Garoua, by providing access to basic urban services.
- Develop the area surrounding the second bridge on the Wouri.
- Contribute to national economic development through the urban development in the cities of Maroua and Bamenda.

Central African Republic

- Encourage the economic and social development of the country by rehabilitating the education and vocational training system.
- Improve the productive capacity of farms, the market garden and food producing sectors, the prevention of malnutrition, the monitoring and evaluation system, and capacity building for actors in Berberati and Bambari.
- Contribute to reducing poverty in the forest communes in the south-west of the country by introducing sustainable forest ecosystem management practices.
- Improve the socio-economic situation of residents in the north-east by restoring basic public services and protecting the natural resources in the area.
- Improve the range of psychosocial care and support available for pregnant and breastfeeding women and children under the age of 5 in four health districts in Bangui.
- Enable victims of sexual and gender-based violence to access holistic care. →

Project evaluations aim to feed into discussions with stakeholders on results, thus improving mutual learning.

Extensive evaluations may focus on a theme, a sector, a geographic area or a financial instrument as a whole.

Capitalization studies and reviews are carried out based on the conclusions of evaluations or analytical reviews and on actors' experiences. They primarily target actions with a collective dimension and cover several projects.

Impact evaluations make it possible to measure the effect of an intervention on a specific population or ecosystem, whether these effects be intentional or not, and to analyze the mechanisms which enabled the change or impact measured and to what extent the project contributed to it. The results of impact evaluations feed into research on public development assistance.

CONSULT OUR EVALUATION SUMMARIES:
bit.ly/evaluation-summaries-afd

Chad

- Support the rehabilitation and development of valleys in four regions, by introducing weirs and anti-erosion measures, with a view to using them for agropastoral production.
- Improve the inclusion and quality of life of people with disabilities by reducing barriers to their access to services, social participation and economic development.

Côte d'Ivoire

- Contribute to improving access to justice for all residents in Côte d'Ivoire, particularly for the most vulnerable.
- Support skill building among local technical teams during the implementation of the two debt-reduction and development contracts (C2D).
- Improve access to and the quality of drinking water and sanitation services in urban settings.
- Strengthen the drinking water network in Abidjan.

Democratic Republic of Congo

- Contribute towards improving the management of Congo public finances by providing the financial managers with shared collection tools and the centralization of tax information, by participating in the renovation of the budget framework but also by supporting the creation of a national school of administration.
- Respond to the needs of young people and the call for qualified labor from companies by helping the Institut National de Préparation Professionnelle to modernize the courses it offers.

Egypt

- Support the management of national social protection programs and the implementation of the law on health insurance.
- Improve access for the most vulnerable people to primary health services. The project was adjusted in April 2020 to respond to the consequences of the COVID-19 pandemic (adaptation of purchases of equipment, supplies and medical consumables).

Mali

- Guarantee access to quality reproductive health services and contribute towards reducing maternal and infant mortality through a range of quality care which is accessible to people in the Timbuktu region for three years.
- Improve the management capacity of the educational system and the range of vocational training in Kayes.
- Improve the range of secondary education available in Bamako and the surrounding region.
- Improve the quality of science teaching in secondary schools.
- Enable local authorities in the north and center of Mali to play a role as suppliers of essential services, and in revitalizing the economic and social life of their region, by rapidly and effectively rolling out various youth-focused services.

Mauritania

- Improve the living conditions of people in three regions in the south of Mauritania by developing drinking water supplies and access to high quality sanitary equipment.
- Promote the environmental conservation, protection and improvement of protected marine areas and coastlines.
- Improve the employment prospects of young people through vocational training and the creation of decent jobs.
- Improve food security by relaunching irrigated farming in the regions of Gorgol and Guidimakha (C2D).

Morocco

- Improve competitiveness and productivity of companies by bringing them up to industry standards.
- Support the implementation of the agricultural sector development strategy by promoting small and medium-sized family-run farms.
- Develop a network of vocational training institutes specialized in jobs in the renewable energy and energy efficiency industries.
- Support the development of the automotive sector.
- Support vocational training in the aeronautics, audiovisual, leather and logistics sectors.

Mozambique

- Strengthen the “cashew” sector to encourage greater revenue for farmers, while preserving the natural resources in the intervention area.
- Improve the quality of life of people living in the suburban areas of Maputo and Pemba by extending access to quality electricity in these densely populated areas.

Niger

- Extend access to education, increase the retention rate of pupils at school, and improve the quality of basic education and learning facilities.
- Increase State revenue by improving the mobilization of internal resources.
- Develop access to electricity in Niger.

Nigeria

- Improve access to water and sanitation in the state of Ogun, by supporting the sectoral reform initiated by the government, focused on improving management of the water companies and the modernization of infrastructure.

Senegal

- Improve capacity, reception conditions and pupil success rates in junior secondary schools in the Dakar regional educational authority area, by building, equipping and renovating junior secondary schools and strengthening the management of the sector to improve pupils' success rates. →

124

projects
evaluated

11

extensive
evaluations

16

capitalization studies
and reviews

3

impact
evaluations

- Contribute to the economic development of Senegal by strengthening SMEs in the least prosperous regions of the country, thus contributing towards reducing migration flows.
- Encourage the economic development of the south of Senegal and slow down emigration by revitalizing the agriculture sector.
- Improve both the quality and effectiveness of basic education by establishing two new specialized training centers in the fields of energy management and mechanics.

Togo

- Respond to sanitation problems in the city of Lomé by focusing on the development of a lake and drainage in the eastern districts of the city.
- Increase the rate of access to drinking water for people living in the Lomé agglomeration.

Tunisia

- Manage vulnerable natural resources, contribute to the economic development of rural areas, and establish mechanisms that encourage better governance of regional development.
- Improve the quality of life for citizens in some 200 working-class districts in Tunisia and around ten rural localities by developing the sanitation service.
- Develop new jobs linked to the construction industry, while taking account of environmental standards and practices.
- Support the residents of five governorates in Tunisia (Bizerte, Kairouan, Le Kef, Sidi Bouzid and Siliana) to develop and organize their regions.

MULTI-COUNTRY

- Stimulate local impact entrepreneurship in Burkina Faso, Ghana, Morocco and Senegal and encourage the growth of companies with high social potential to enable sustainable and inclusive economic development.
- Support innovative entrepreneurship in Africa by capacity building among digital African entrepreneurs to design and deploy disruptive innovations on a large scale to serve the real economy.
- Develop inclusive entrepreneurship through a digital dimension.
- Contribute to balanced, simultaneous and sustainable development of areas affected by the displacement of people as a result of the Central African conflict, in the Central African Republic and Cameroon.
- Support agricultural training and labor market integration, particularly in Africa, contributing to the socio-economic development of rural areas.
- Support the fight against emerging diseases in Myanmar, Cambodia, Laos and Vietnam.
- Strengthen the capacity of national laboratories in five countries (Cambodia, Laos, Philippines, Myanmar and Vietnam).
- Improve teachers' skills by establishing long-term training in Africa.
- Support the Economic Community of West African States in implementing its regional food security stock strategy to address repetitive food crises.

- Support autonomy among populations impacted by the Boko Haram crisis in the region of Lake Chad (to the north-east of Nigeria, the south-east of Niger, the north of Cameroon and in the Lake region in Chad).
- Improve monitoring schemes to fight against epidemic diseases and make recommendations in the five beneficiary countries (Cambodia, Laos, Vietnam, Myanmar, Philippines).
- In the Sahel, improve security and contribute to the socio-economic development of people in the border zone between Burkina Faso, Mali and Niger.
- Support the inclusion of young, marginalized people in the Sahel through the media, in Burkina Faso, Mali and Niger, through Minka funding.
- Support the Europe-Africa-Caribbean-Pacific Liaison Committee (COLEACP) in its mission to support the public and private sectors in countries in Africa, the Caribbean and the Pacific (ACP) to align themselves with the recommendations in force on the European markets.
- Help African towns to prepare low-carbon, resilient urban projects by funding studies and technical assistance.

LATIN AMERICA

Mexico

- Support Mexico to establish several sectoral policies in the water and energy sectors.

THREE OCEANS

Comoros Islands

- Improve the rate of access to drinking water of people in the Sima peninsula on the island of Anjouan and in the region of Djandro on the island of Mohéli, by 2025.
- Establish a comprehensive, sustainable and accessible public drinking water service with a view to equity in the Sima peninsula on the island of Anjouan and in the Djandro region on the island of Mohéli.

Madagascar

- Improve the quality of education by training and supervising teachers, updating science teaching, and improving management capacity within the Ministry.
- Improve the public justice service for citizens and modernize it by introducing institutional and operational improvements in the Ministry of Justice and supporting targeted jurisdictions and detention facilities.

EURASIA AND BEYOND

Autonomous Palestinian Territories

- Support the modernization of the private sector to encourage an economic model which is less dependent on aid and more sustainable.

Cambodia

- Support access to drinking water and sanitation in several provincial towns.

China

- Support the renovation of urban heating networks, improve their energy performance, and promote reflection on heating sector reform.

India

- Improve the drinking water supply in the city of Jodhpur through an improved and low-carbon service.

→

Indonesia

- Support the national program to reform the logistics and maritime transport sectors.
- Support the national tax reform program.
- Support the energy transition.

Iraq

- Improve the public drinking water service in the cities of Mosul and Tall Afar within the governorate of Ninive.

Jordan

- Improve access to employment for Syrian refugees in host communities in the governorates most affected by the Syrian crisis.

Lebanon

- Promote employability by supporting vocational training for vulnerable populations in Lebanon.
- Increase capacity among Lebanese civil society organizations, so that they can act locally, rapidly and effectively to prevent and respond to crises.
- Encourage access to employment for people with disabilities.

Pakistan

- Support the renovation of the Jabban hydro-electric facility.

Philippines

- Increase funding to local communities.

Vietnam

- Support the electrical development of Vietnam by developing hydro-electric infrastructure.

Extensive evaluations


- Evaluation of how well gender is accounted for in AFD projects.
- Evaluation of the Biodiversity Conservation Trust Funds.
- Evaluation of climate change adaptation co-benefit projects in sub-Saharan Africa.
- Evaluation of support from the Ministry for Europe and Foreign Affairs and AFD to actors in education on citizenship and international solidarity.
- Joint evaluation with the French Ministry for Europe and Foreign Affairs and the General Directorate of the Treasury on France's contribution to promote trade.
- Evaluation of the AFD evaluation policy.
- Evaluation of AFD work relating to migration.
- Evaluation of ten years of AFD action in New Caledonia.

- Joint evaluation with the French Ministry of Europe and Foreign Affairs of France's actions targeting young people since the "Arab Spring" in North Africa and the Levant.
- Mid-term evaluation of the AFD Group roadmap "Demographic dynamics in Africa".
- Evaluation of the Minka fund (funding tool dedicated to consolidating peace in the Sahel, in the region of Lake Chad, in the Central African Republic and in the Middle East).

Impact evaluations completed in 2021 and 2022

- Impact evaluation on weirs in Chad.
- Impact evaluation on social cohesion in Lebanon as part of the Minka Initiative.
- Impact evaluation on improvements in the water supply network in Uvira in the Democratic Republic of the Congo.

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Towards a World in Common

Agence Française de Développement (AFD) implements France's policy on international development and solidarity. Through its financing of NGOs and the public sector, as well as its research and publications, AFD supports and accelerates transitions towards a fairer, more resilient world. It also provides training in sustainable development (at AFD Campus) and other awareness-raising activities in France.

With our partners, we are building shared solutions with and for the people of the Global South. Our teams are at work on more than 3,250 projects in the field, in the French Overseas Departments and Territories, in 115 countries and in regions in crisis. We strive to protect global public goods – promoting a stable climate, biodiversity and peace, as well as gender equality, education and healthcare. In this way, we contribute to the commitment of France and the French people to achieve the Sustainable Development Goals (SDGs). Towards a world in common.



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