

Strategy
**Partnerships with
Civil Society
Organizations
2018-2023**

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1.

SUMMARY AND SCOPE OF THE STRATEGY

This Strategy reflects the French Government's priorities aimed at strengthening partnerships with civil society organizations (CSOs) and increasing the share of official development assistance (ODA) channeled through them, in line with the upward path for ODA (0.55% by 2022), in accordance with the commitments made by the French President.

It is the result of an ongoing dialogue initiated with CSOs and other stakeholders by AFD and also fits in with the framework of the National Council for Development and International Solidarity (CNDSI), chaired by the Minister for Europe and Foreign Affairs (MEAE). It takes into account the various reference framework documents prepared by MEAE (see Appendix 1).

Climate, Gender, Vulnerability(ies), Education-Youth, Sahel, and Migration are the main markers for France's ODA.

1.1 AFD, a partner of civil society organizations

Globalization continues to be combined with multiple shocks related to the consequences of climate change, massive migration phenomena, economic and social conflicts and crises, etc. It causes high levels of inequality and is difficult to regulate by the community of States and by a weakened United Nations system. This makes it essential to **affirm the role of civil societies, which are key figures of development assistance.**

Since the 1990s, in an increasingly connected global village, NGOs, as the militant citizen movements which have developed, have made a significant contribution to poverty reduction. From local territories to global action, a diversity of CSOs has come into being and managed to gain in strength, going as far as to group into global superstructures with a capacity to convince and influence the governance of our troubled world. They have gradually forced an ecosystem of actors - encompassing citizens, States, local and regional authorities, companies and the private sector in general - with sometimes opposing aims to mobilize, interact and work together, with the aim of achieving more harmonious development. In addition, **with the universal access to digital tools, new forms of citizen mobilization are coming into being and developing** in a sustainable and exponential manner.

The partnership between AFD and CSOs and its financing is now seen in new terms. They clearly aim to support a complex and ever-changing ecosystem of CSOs from the North and South. The notion of partnership is consequently being redefined, promoting the emergence of national and local CSOs, structuring new extended partnerships between development actors at home and abroad.

Over the last 4 years, AFD has laid the foundations for a strong partnership relation with CSOs, both in terms of dialogue and operational, financial and intellectual partnerships. In line with the policy implemented by the French Government and in accordance with the framework orientation documents of MEAE, this strengthened partnership has fostered a mutual acculturation between CSOs and AFD, allowing a better understanding of their perspectives and their respective added values.

The direct financial cooperation between AFD and CSOs amounted to over EUR 444m of grants between 2012 and 2016 (excluding projects financed by AFD for foreign countries), 65% of which were financed by grants from the French Government through the CSO Initiative mechanism,¹ which is exclusively earmarked for French CSOs, while supporting over 2,500 local partner CSOs. The resources of the CSO Initiative mechanism have increased by 71%, from EUR 45m in 2012 to EUR 77m in 2017.

The budget effort made is worth mentioning. The financial path has been clearly defined by the French Government. It involves gradually increasing France's ODA to 0.7% of the nation's wealth by 2030 (0.55% by 2022) and closing France's gap in terms of the share of ODA channeled through CSOs (4.48% to date, according to MEAE, compared to an average of 11.6% for OECD-DAC countries).

Building on the positive assessment of the implementation of the Cross-Cutting Intervention Framework (CIF) 2013-2016, and the climate of respect and responsiveness which has characterized its relations with CSOs, **AFD wishes to further develop its partnership with them in order to enhance the contribution that civil societies make to the implementation of the Sustainable Development Goals (SDGs)** and to the construction of an equitable world that respects rights and the environment. **Consequently, this new strategy aims to increase the sustainable impacts of CSO contributions to the dynamics of economic, ecological and social transformation for the benefit of vulnerable populations.**

The aim of allowing them to **improve the design and monitoring-evaluation of their operations** is to more effectively coordinate their actions, or even consider a co-construction, between them, with operations financed by AFD – and supported by MEAE – and those of other development actors.

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This new strategy aims to increase the sustainable impacts of CSO contributions to the dynamics of economic, ecological and social transformation for the benefit of vulnerable populations.

¹ The remaining 35% are divided between 18.8% of financing in crisis contexts, 10.6% for the French Facility for Global Environment (FFEM) and 5.6% for FISONG.

Strategies to strengthen local civil societies within **dynamics based on enhanced reciprocity** will be promoted, as will their direct participation in AFD-funded operations. Finally, it will particularly involve being more ambitious in the **support to operations with climate co-benefits** and taking better account of the **priority subjects of vulnerability (crisis and post-crisis), gender, education and youth, but also migration**, especially in Africa and **in the most fragile countries**.

The Strategy subsequently seeks to strengthen the international and national power of influence of French CSOs, and their active contribution to citizen mobilization, also in French territories. In a global context which gives rise to a number of concerns for CSOs in terms of the reduction in liberties, AFD wishes **to support the development of French CSOs and their partners in the South**, so that they can adapt to the ongoing changes and be more visible and influential at the national and international levels. It involves **supporting their professionalization** and therefore also supporting the scaling up between micro initiatives, medium-sized projects and projects with greater impacts. It also involves **assisting the actions for education in development and international solidarity (EID-IS)²** supported at the national and territorial levels, as close as possible to citizens. **Inter-territorial cooperation approaches** need to be better promoted, in connection with AFD's strategy to support the external action of local and regional authorities and in the context of the closer ties between AFD and Caisse des Dépôts et Consignations (CDC).

Finally, the Strategy seeks to diversify the cooperation between AFD and CSOs and enhance their respective development practices. In order to do more and better, AFD needs to be even more partnership-based and innovative, by **strengthening its frameworks for dialogue with CSOs and supporting the research and innovation** they lead to promote development and the sharing of good practices. AFD particularly needs to enhance the dialogue between civil society actors and the Operations Department at the level of the geographical departments and its agencies, and in AFD's new sectors of competence (governance in particular), but not only this (CSR roadmap, Innovation, Research and Knowledge, integration of Expertise France into AFD Group...). Strengthening in-house synergies at AFD is a strong focus of this Strategy, as is seeking leverage with other multilateral or bilateral donors in order to scale up the international action of French and local CSOs.

The implementation of this Strategy will rely on the CSO Partnerships Division, which is the reference unit for this renewed partnership. The reflection undertaken with CSOs and MEAE during the preparation of this Strategy, and in accordance with the French Government's commitments, will be continued in order to adapt the instruments and their modalities, where necessary, to the new ambitions of this strategic partnership for the implementation of France's objectives for ODA and support to CSOs. It involves both supporting an extended partnership rationale allowing for the co-operation, the co-construction of projects, the co-production of tools, the co-production of knowledge, combined innovation, and a rationale for financial support to CSOs responding to their initiatives or to calls for projects launched by AFD.

1.2 Civil society organizations – Scope of the Strategy

CSOs working on development cover a broad spectrum of heterogeneous and very diverse organizations in terms of their status, their mode of governance, their missions, their size, or their economic model. The definitions of CSOs adopted by institutional actors are also varied and reflect the way in which the latter have organized the frameworks for dialogue and cooperation with their stakeholders.

MEAE adopted a definition in its Policy Position Paper of February 2017, which AFD uses for greater consistency. In terms of dialogue, the scope of AFD's strategy will cover the following CSOs engaged in development actions: **Non-governmental organizations (NGOs), foundations, professional associations, trade unions, as well as actors in the social and solidarity economy.** This definition does not include employer organizations or companies from the for-profit private sector, with which AFD develops a dialogue in other strategic frameworks.

Specifically in terms of the eligibility for the financing mechanism for French CSO initiatives (CSO-I), AFD proposes to use the same criteria as those which prevail today, i.e. French CSOs constituted under the following statutes: (a) association under the 1901 Law, or a non-profit association governed by Alsace Moselle Law; (b) a trade union under French law (Law of 21 June 1865) engaged in development actions; and (c) a French foundation recognized as being of public utility which implements international solidarity actions.

The possibility of opening financing to other Social and Solidarity Economy (SSE) actors could be discussed during the implementation of this Strategy, but taking into account the new financing tools that AFD makes available to these actors in the context of its strategy aiming at promoting social entrepreneurship.

² They are also called on by a number of NGOs for education in citizenship and international solidarity (ECIS).

2.

CONTEXT AND ISSUES

CSOs play an essential role in the implementation of solidarity development actions which respect rights and the environment. While the international agenda now sets new ambitions for 2030, this analysis summarizes the **main challenges** facing CSOs in the performance of their mission. It describes the **institutional and political context** in which the action of CSOs, particularly French CSOs, takes place, as well as the **main priorities for the French development policy** which will guide AFD's strategy in the coming years, in particular vis-à-vis civil society actors.

2.1 Civil society central to the sustainable development challenges

In 2015, the adoption of the SDGs by the United Nations and the signing of the Paris Climate Agreement defined a highly ambitious development agenda for the international community: it calls on countries and all development actors to work together to build a world that is more sustainable, more prosperous, more equal and more respectful of rights. In addition, in 2016, the **World Humanitarian Summit** also recalled the urgency, faced with the growing number of crises and their generally chronic nature, to prevent their emergence and their spread, by taking action on the numerous factors of vulnerability in the regions where they unfold. **The scale of the challenges calls on all development actors – Governments, local authorities, CSOs and companies – with their respective operating methods, or their capacities to innovate and work in close partnership.** This is the case with the climate where, in the territories where CSOs operate, close action-research partnerships should, for example, help prepare decision-making tools for the implementation of actions plans for local climate policies.

The diversity of CSOs and of the expertise mobilized naturally makes them central to the challenges of development and the fight against poverty, whether it involves responding to humanitarian needs, development challenges, or defending human rights and launching globalized advocacy campaigns. Their specific missions, their longstanding experience and their undeniable expertise, as well as their firmly established roots close to populations, give them **specific added values** in the implementation of the ambitious international development agenda. There is, in addition, the development of private philanthropy, which strengthens the capacities of actors and also changes ways of taking action (cf. the role of the Gates Foundation in the field of global health).

CSOs engaged in the fight against poverty and the protection of the planet

CSOs have been involved in all the issues targeted by the SDGs for decades and have acquired expertise which makes them major actors of change for the achievement of the SDGs. They lead missions for social and economic justice and have demonstrated their capacities to invent development models for the benefit of disadvantaged or discriminated populations, develop strong partnerships with local civil societies and facilitate networking among them. Some of them, in particular French CSOs, took action in the field of political and sectoral governance at a very early stage (agriculture, education, health...), by helping local civil societies structure themselves and dialogue

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with governments and local authorities in order to influence their public policies.

Like all development actors, CSOs need to adapt their strategies to address the rapid changes in the world, in particular: climate change and its impacts on poor populations, the increase in inequalities in both North and South countries, the development of highly vulnerable and/or unstable areas in Africa, the Middle East and Asia, galloping urbanization, the increase and diversification of forms of mobility with their consequences for countries of origin or transit and for countries hosting migrants, etc. The CSOs' ways and methods of action are now being put into question by the increasing importance of civil society actors and organizations in the South, and the emergence of globalized citizens' movements surfing on the ongoing digital revolution.

The ongoing transformation is complex. It involves moving out of compartmentalized approaches, taking action on both the humanitarian aspect and development, but also defending rights and the environment, adaptation to climate change, by promoting the resilience of communities and the reduction of all aspects of inequality. It involves allowing young people to make something of themselves and to be drivers of their own development. The scale of the challenges obliges CSOs to take a long-term approach to their strategies of strengthening local partnerships and to empower themselves, find adequate financing, develop cross-partnerships with other actors (civil society, governments, donors, private sector) to promote the scaling up of the innovations or good practices which they often lead. In other words, it involves adapting their operating methods to be even more agile and more innovative.

³While donors tend to focus on the "project approach", with a shorter duration, as well as concrete and immediately measurable outcomes.

The strength of advocacy to change the world

The globalization of the challenges of the planet, which reflects the universality of the SDGs, has led CSOs to develop major coalitions and platforms in order to influence decisions at the regional then international level, and challenge public and private actors regarding the respect of their commitments, or their lack of commitment. French and international CSOs have in particular demonstrated their capacity for influence and advocacy during the major international events of 2015, 2016 and 2017.⁴ The challenge ahead will be to increase this capacity by developing extensive platforms and networks of coalition actors, between the North and South, give them the means to follow the implementation of the commitments of States and the private sector, and effectively challenge the latter. They will need to do this in an increasingly securitarian international context which curtails fundamental civil liberties, characterized by a strong crackdown on associations and civil society, either by certain States or certain economic actors.

Reduction of liberties and restriction of the right of association, CSOs under pressure

While the SDGs focus on governance and the rule of law, and consequently on civil society participation in the definition and implementation of public policies, for over a decade we have been seeing a major reduction in the space left to civil society in a number of countries.

This situation was subject to a special report before the United Nations Commission for Human Rights in 2013.⁵ The report highlights the many **restrictions imposed on CSOs**, particularly in access to financing, which are often conceived with the sole purpose of controlling their influence and silencing critical and dissident voices. The number of countries adopting restrictive legislation is constantly increasing, along with the number of intimidations and attacks, which are sometimes deadly, committed against the defenders of human or environmental rights.

The World Bank makes the same observation in its World Development Report 2017 "Governance and the Law", underlining the **progressive atrophy of civic spaces for a few years now**, following an expansion phase: a number of governments are reorganizing the institutional environment for citizen participation, establishing legal obstacles designed to restrict the functioning of the media and CSOs, and reducing the margins of autonomy of these actors *vis-à-vis* the State. This situation poses **major challenges for the civil society activists** who work on issues related to the defense of human rights, the environment and democracy and, more generally, all national and foreign CSOs who see their fields of operation restricted.

Need to adapt to multiple, complex and protracted crises

Contemporary crises are changing. They last longer, their impacts spread, their intensities vary. There are often many interconnected variables (social, economic, climatic, institutional), which tends to make them more complex to understand and calls for renewed modes of response, coordinated between the various aid actors concerned (diplomacy, defense,

development, humanitarian). Local and international civil society is present on the ground, highly exposed, and is called on to address complex, protracted and interdependent crises. Faced with the frequent violations of international humanitarian law and human rights, and the increasing difficulties to access areas where populations need emergency aid, CSOs need to devise new strategies to preserve their capacity to intervene and their security.

Beyond these challenges, civil society plays an essential role in better preventing and supporting post-crisis situations and strengthening the resilience of communities, working with all aid actors. The role of local populations and actors in the management of crises is a central and priority issue. There is collective responsibility for the emergence of crises and the response to crises must also seek to be so. It must encourage actors to integrate more prevention, coordination between emergency and development and the flexibility of operations. While respecting everyone's mandate, it calls for going beyond rationales for siloed operations, particularly between development actors and humanitarian actors, to ultimately bring about a greater coordination between all actors while respecting their diversity. It particularly involves giving a central place to the needs of the most vulnerable populations (access to basic services, psychosocial care, protection of children...), while initiating post-crisis and resilience dynamics that strengthen States.

Migration, a core challenge for development

There are today 232 million international migrants, with a sharp rise in forcibly displaced persons (65 million). South-South migrations continue to predominate and account for 70% of global migrations. In the coming years, climate change is set to become a major factor for migration, coupled with the other current causes of mobility (demography, poverty, unemployment, governance, breach of rights, crises, conflicts, etc.). The migratory flows observed in recent years in Europe, and between countries in the South, call into question the terms of the partnership between national and subnational entities. They shake up civil societies and cause identitarian closure, but also bring about citizen commitment. They cause terrible human consequences and require a response to the emergency while taking long-term action, both here and over there, respecting human rights. They receive extensive media coverage and spread prejudice and preconceived ideas, which shows the need to develop communication on the positive contributions of migrations, the deployment – especially targeting young people – of actions for education in citizenship and international solidarity, and the search for more equitable development.

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Civil society plays an essential role in better preventing and supporting post-crisis situations and strengthening the resilience of communities, working with all aid actors.

⁴Conference on financing for development, Adoption of the Sustainable development Goals (SDGs), Paris Climate Agreement (COP21), then COP22 and 23, Habitat III Conference, World Humanitarian Summit, One Planet Summit, etc.

⁵United Nations Commission on Human Rights: "Report of the special rapporteur on the rights to freedom of peaceful assembly and of association", Maina Kiai, 24 April 2013.

Taking mobilities into account has now been mainstreamed into development policies. This is playing an increasingly important role in the action of civil society and French territorial authorities at international level and in France. Migrations are an issue for dialogue and cooperation for territories both here and over there. The many and ancient diasporas, which often have considerable economic, political and cultural weight, have for a long time been building a dual space between the countries of origin and the host countries. Consequently, civil society, through its capacity to take action to improve living conditions in migrants' territories of origin, defend their rights and promote the contribution made by migration in the countries of origin, transit and arrival plays an essential role in the current national and international context, alongside the other development actors.⁶

CSOs, essential actors in development education and citizen mobilization

While the adoption of the SDGs and Paris Climate Agreement commitments mark a major turning point in the international agenda, in a national and European context affected by the rise of individualism, turning inward, the rejection of foreigners and migrants, the awareness-raising and mobilization of citizens for international solidarity are of crucial importance.

In Europe, the mobilization of States and civil society differs from one country to another. A few countries develop national strategies for education in development and international solidarity (EID-IS), integrating all actors and the citizenship learning and training cycle (schools, associations, CSOs, local authorities, administrations, private sector, etc.). At European Union level, initiatives are emerging for the formalization and financing of common initiatives (DEAR call for projects), as well as under the impetus of the GENE⁷ network (Paris Conference in November 2016, Global Education Innovation Award in 2017, etc.). In France, **the CICID meeting of November 2016 decided to prepare an interministerial roadmap to more effectively coordinate EID initiatives** and give citizens the keys to understanding sustainable development issues.

Development and advocacy CSOs and actors of popular education play a central role in the dissemination, innovation and deployment of education in development and international solidarity (EID-IS) in France. They are present in territories, close to citizens. Their contribution, in particular towards the young public, is essential and complementary to that of other education actors, particularly the ministries and institutions of National Education, Ecology, Agriculture, Youth, Culture and territorial authorities. They have acquired valuable expertise in the mobilization of youth and the capacity to ensure they are fully committed to the achievement of the SDGs, which should be better shared.⁸

Repositioning required?

The development of the international aid architecture is moving towards a complexification that risks weakening many CSOs, both in the North and South, which need public financing. While access to this financing has always posed problems for CSOs,⁹ the tendency of certain donors to focus on large-scale projects¹⁰ makes it more difficult for small and medium-sized CSOs to access financing, whereas they account for the majority of development actors. The increasing importance of private foundations and vertical funds do admittedly offer new financing opportunities, but they make a landscape which is already difficult for CSOs to understand more complex.

The ecosystem of CSOs is also rapidly changing, obliging actors to change in order to better position themselves in a universe which remains highly competitive in access to resources. There are several current trends, including: the development of federations or large international families of NGOs, present in both the North and South, on common issues, which increases their capacities for operations and advocacy and places them in a privileged position for influence; secondly, the increasing importance of local CSOs, which demand direct access to financing from development donors and relations with greater reciprocity with their CSO partners in the North (this is referred to as the "localization" of aid).

National CSO platforms and the large international CSOs study changes in the sector and question their positioning and their development. It is not an easy question, as the sector needs to reconcile capacities for operations and influence with capacities for innovation, agility and closeness to the grassroots level (cf. the study "Money – International Solidarity Associations 2012-2016", led by Coordination SUD, MEAE and AFD). National platforms play a major role in supporting French CSOs seeking to develop their positioning and practices.

⁶ See the International Migrations and Development Action Plan for 2018-2022 adopted at the last CICID meeting in February 2017.

⁷ Global Education Network Europe, which includes representatives from European administrations and ministries in charge of development education.

⁸ AFD will pay special attention to CSO initiatives for sport and development.

⁹ Imposition of rules and procedures specific to each donor, which adds a further burden to the reporting and audit requirements in the case of projects cofinanced by several donors.

¹⁰ This is particularly the case with the European Union, which is the one of the main funders of CSOs.

2.2 Promising French political and institutional framework

AFD, the central actor in financing French CSOs and their partners

Since 2009, Agence Française de Développement has been responsible for the bulk of the strategic and operational cooperation with CSOs. The transfer of the financing mechanism for French CSO initiatives from the Ministry of Foreign Affairs (MAEDI) to AFD marked a turning point in AFD's relations with CSOs. These longstanding relations had mainly developed around projects which AFD finances in foreign countries, via international bid invitations.¹¹ They initially focused on agricultural and urban projects in the 1990s and were extended to other sectors in the 2000s (education, health and environment), following the transfer of competences from MAEDI to AFD. AFD has also therefore extended the volume and scope of its cooperation with CSOs on the projects it finances: provision of services for studies and evaluations, contracts with operators or project managers, delegation of competencies, etc., with these contracts generally being established between the CSOs and national contracting authorities.

The creation of FISONG (Sectoral Innovation Facility for NGOs) in 2007 marked a new stage. It was the first financing tool set up for CSOs (French and foreign) at the initiative of AFD and functions as a call for ideas to bring about innovative technical, methodological or social practices.

With the transfer in 2009 of the mechanism to finance the initiatives of French CSOs, AFD adapted its statutes and procedures to receive this new mandate and manage the mechanism according to the principles which prevailed when it was set up: access for French CSOs, respect of the CSOs' right to initiative, of their independence and of their diversity. It set up the NGO Partnership Division in the Strategy, Partnerships and Communication Department (SPC).

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The development of the international aid architecture is moving towards a complexification that risks weakening many CSOs, both in the North and South, which need public financing.

2012 marked another turning point in AFD's partnership relation with CSOs with, firstly, an increase in financing for the CSO Initiatives mechanism¹² over this period, following the presidential decision to double ODA channeled through CSOs during the 5-year term (2012-2017) and, secondly, the adoption by AFD's Board of Directors of the first cross-cutting intervention framework with CSOs (CSO CIF 2013-2016). This new impetus, supported by AFD's strong political will to open up to CSOs, allowed AFD to develop a real partnership culture, as shown by the assessment of the 2013-2016 Strategy (set out in Chapter 3). French CSOs tend to recall that when financing was transferred to AFD, they wondered whether the latter was going to succeed in being "CSO compatible". Nine years after this transfer, the result is generally satisfactory.

An enabling framework for political and institutional dialogue with civil society

As French civil society is rich¹³ and diverse, present in the humanitarian, development, human rights and advocacy fields, the French Government wishes to involve French CSOs in its development policy. 2012 marked a major turning point in the partnership relation, with the implementation of several decisions in which French CSOs were actively mobilized:

- The creation of the National Council for Development and International Solidarity (CNDSI),¹⁴ in late 2013, in which CSOs are strongly represented and active, and the adoption of the first Orientation and Programming Law on Development and International Solidarity Policy (LOPSI) in 2014 (the Government will start work on a new law in 2018);
- The decision of the French President, François Hollande, to double official development assistance channeled through French CSOs during his 5-year term (2012-2017).

The strategic dialogue between French CSOs and public authorities (including AFD) was stepped up in this context starting in 2014, along with the preparation of the main events of the international aid agenda in 2015 and 2016, for which French and international CSOs were actively mobilized. It is continuing to develop on international and national aid issues, particularly the financing of French ODA¹⁵ and the amounts of aid in grants, including those which are channeled through CSOs. The role of non-governmental organizations and all civil society in defining and implementing the French development policy was reaffirmed by the CICID meeting of November 2016. The latter underlined the need to strengthen this role, in particular by continuing

¹¹Since 2002, in line with the OECD-DAC recommendations, all AFD's project support financing is untied in all AFD's partner countries.

¹²Credits consequently increased by 71% over the period, from EUR 45m in 2012 to EUR 77m in 2017.

¹³The database consolidated by the association RITIMO identifies 700 international solidarity CSOs, while the total number of CSOs, including small volunteer associations, is estimated at between 2,000 and 3,000.

¹⁴CNDSI is the dialogue and consultation body for development and international solidarity actors on the orientations of the development policy. It comprises 8 colleges representing the following actors: NGOs, trade unions, employers, companies, parliamentarians, territorial authorities, universities and research institutes, and high-level foreign figures. It has been meeting three times a year since 2015.

¹⁵French ODA increased by 7% in 2015, after 4 years of consecutive decline, thanks to advocacy efforts towards parliamentarians and the Government conducted by public actors, including AFD and French CSOs.

to increase the financial resources for CSOs, but without putting a figure on them.

Following the strategic evaluation¹⁶ conducted in 2016, at the request of the CICID, MEAE prepared the first Policy Position Paper on the partnership between MEAE and CSOs. This document was adopted in February 2017 and formalizes the recognition of the key role of CSOs in France's development assistance. It emphasizes the need to strengthen relations with civil society, which is an essential driver for France's diplomacy. The State has pledged to pursue efforts to increase ODA channeled through French CSOs, in order to gradually achieve the average of OECD countries (11.6%). It calls for the need to decompartmentalize development actors and issues for more effective cooperation and more comprehensive diplomacy. Some of the main political directions it defines directly concern AFD's partnership with civil society, including:

- The **continued growth of financing channeled through CSOs**, in the medium term seeking to improve the consistency between this financing and the priorities defined by MEAE and AFD, and scale up certain projects;
- The launch of reflection on **support for medium-sized projects**, which are not financed by the current mechanisms, and **the opening of AFD financing to CSOs in the South**, in addition to the FISONG tool and the French Facility for Global Environment (FFEM);
- Support for capacity building for CSOs in France and partner countries, with a greater focus on the **empowerment of actors in the South** and on the reciprocity of partnerships between CSOs;
- The **strengthening of the dialogue and promotion of the expertise of CSOs**;
- The encouragement to pursue efforts for **citizen mobilization and education in development and international solidarity**;
- The development of **cooperation between territories** in the North and South.

The priorities of French bilateral aid

The main orientations of the French development policy for the coming years were defined by the CICID in late 2016. In addition to the importance of involving French civil society (see above), the CICID defines the following main priorities:

- The implementation of the 17 Sustainable Development Goals (SDGs) and Paris Climate Agreement, involving civil society and development partners in an inclusive manner;
- The geographical priority given to Africa and the Mediterranean, and other countries whose development and stability are priorities;
- The strengthening of France's action in crisis and vulnerable countries, entrusting AFD with the implementation of the Vulnerability Mitigation and Crisis Response Facility in 2017;

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The State has pledged to pursue efforts to increase ODA channeled through French CSOs, in order to gradually achieve the average of OECD countries (11.6%).

- The strengthening of France's action on migrations with the implementation of an "International Migration and Development" action plan by AFD;
- Support for French and foreign territorial authorities in their development actions, and in particular in the French overseas territories;
- Awareness-raising among citizens about the sustainable development goals and the promotion of solidarity commitments; AFD has been entrusted with an awareness-raising mission on sustainable development and international solidarity issues, both in France and abroad;
- Closer ties between AFD and Caisse des Dépôts et Consignations (CDC).

AFD's Strategic Orientation Plan – POS 4 – for 2017-2021, defines AFD's new mandate: **serve the common good, redefined in 2015 on a global scale, and contribute to creating and recreating ties in societies so that men and women have choices and rights to lead better lives.**

Through its action, AFD aims to contribute to the construction of four global Commons: i) **peace and security**, by addressing vulnerabilities and providing a long-term response to crisis situations, as a complement and relay to humanitarian action; ii) **economic prosperity**, by promoting social and environmental excellence, in both the countries of operation and France; iii) **social ties**, by building a global way of living together, by eradicating poverty in all its forms and by fighting against inequalities, particularly those affecting women and young people; and finally iv) **the planet**, by playing a role of "redirectors" of global public and private investment towards investments adapted to low-carbon transitions and by contributing to strengthening the resilience of the most vulnerable countries to climate change.

To achieve this, the French State has entrusted AFD with the ambitious objective of increasing its commitments for development to over EUR 12bn by 2020. It will promote new approaches to development based on the rationale of these "**Commons**", placing users and citizens at the center of processes to regulate and manage resources, as close as possible to territories. It will seek to develop the potential of the **digital revolution and innovation** for development in all its strategies. Finally, it will adopt a "**partnership-based reflex**" and will mobilize as far as possible a variety of actors. The POS in particular provides for AFD to continue its partnership with CSOs, by supporting their initiatives and developing financial cooperation in

¹⁶"Evaluation of the Contribution of Civil Society Actors to France's International Action", conducted by Ernst Young, for the Ministry of Foreign Affairs and International Development, September 2016.

the context of its day-to-day operations, particularly in contexts of crisis and vulnerability.

The conclusions of the last CICID organized in late February 2017 confirm and specify the Government's commitments and define a clear roadmap for development policy and partnerships with CSOs.

2.3 Benchmark – Practices of other bilateral donors

The contribution made by CSOs to development is widely recognized by all donors, who earmark a considerable proportion of their ODA for them. The OECD estimated that the average proportion of ODA channeled through CSOs in 2015 stood at 12%. France, with 4% of its ODA allocated to CSOs, was at the bottom of the ranking of OECD countries, far behind the USA (24%), the UK (22%), Nordic countries (between 20 and 22%) and Germany (8%).

An analysis conducted among the main European Union donor members of the International Development Group provides interesting data on the structuring of their support to CSOs and its development. While the aid channeled through CSOs is delivered using a wide variety of channels involving both decentralized and centralized levels, most donors have a department dedicated to relations with CSOs, in charge of the strategic dialogue and specific financing lines. They have all developed a wide range of instruments, which reflects the diversity of CSO initiatives.¹⁷ The bulk of their financing supports the initiatives of their national CSOs,¹⁸ generally *via* programmatic financing renewable every 4 or 5 years. In addition, there are geographical and/or thematic calls for projects related to national cooperation priorities, often open to international CSOs. They all have a specific line dedicated to education in development and international solidarity. The support for small and medium-sized CSOs is generally provided *via* umbrella CSOs in charge of redistributing financing according to their own management methods. Finally, certain donors have set up specific calls for projects to promote innovation or multi-stakeholder partnerships, or the development of specific financing lines for foreign CSOs.

While the instruments implemented are similar, the concerns and ongoing reflection also bear similarities. Indeed, the main European donors are seeking to more effectively coordinate the financing of CSO initiatives with the priorities of their development policy, while respecting the right of initiative of CSOs. Many focus on strengthening local CSOs and wish to take this approach further, in connection with their national CSOs, including by managing direct support mechanisms. Finally, they are all conducting reflection with their CSOs on how to simplify procedures, while improving the requirements of accountability in financial terms and results.

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The main European donors are focusing on strengthening local CSOs and want to take this approach further, working with their national CSOs.

¹⁷In certain countries (the UK for example), it is the same department which manages humanitarian and development funds.

¹⁸With the exception of a few donors who have opened this financing to international CSOs, as the British have done, or to CSOs in the South, as the Dutch and Swedish have done, in consortium with Swedish CSOs.

3.

ASSESSMENT OF THE AFD-CSO 2013-2016 PARTNERSHIP

This chapter takes stock of four fruitful years in the construction of the partnership between AFD and CSOs, driven by three main thrusts: a common political will to enhance the **quality of the partnership**, the major increase in **financial cooperation** and, finally, a rich **international agenda** for development assistance. This assessment has been shared with the CSOs and MEAE, and has fed into reflection prior to the definition of the new Strategy. It is generally deemed highly positive by all stakeholders (in particular Coordination SUD). Its main features are summarized below.

3.1 An intensification of the strategic and operational dialogue

The framework for dialogue on development policies between AFD and CSOs has been structured and diversified to include:

→ **An institutional dialogue:**

- A **"high-level"** dialogue led by AFD's Senior Management and the Executive Director of SPC during regular meetings with the national platform of French NGOs, Coordination SUD,¹⁹ on the issues on the international and French agenda in terms of development assistance, as well as with advocacy CSOs on their main themes for challenging institutions, both in France and abroad;
- A **"tripartite"** dialogue between MEAE, CSOs and AFD on the Policy Position Papers of MEAE, the preparation of the major international events, or during strategic meetings initiated by MEAE;
- **In relation to AFD's CSR policy** (including PROPARCO), which sets out the requirements for dialogue, transparency and accountability²⁰ towards AFD's stakeholders, including French CSOs, which are very active on these issues;
- **On the modalities of AFD's partnership with French CSOs**, particularly on the management of the CSO Initiative mechanism, in the context of a dialogue with Coordination SUD:

financing, development of instruments and procedures, support for structuring French actors, etc.

→ **An informal sectoral dialogue**, which has been informed by particularly rich discussions on the sectoral level and a number of financial cooperation operations between AFD and CSOs. The dialogue has developed significantly in the traditional sectors of cooperation between AFD and CSOs, such as agriculture, education, vocational training and access to employment, health, water and sanitation and, more recently, climate and the environment. However, it has developed unevenly at the level of geographical departments, both at headquarters and in agencies in the countries, although it is more systematic in poor countries where CSOs are very present. It still needs to be developed in AFD's new sectors of operation (governance and human rights, digital technologies, EID-IS, etc.).

→ **Finally, an international dialogue**, with the participation of the CSO Partnerships Division in the informal network of donors IDG²¹ and the European network, Global Education Network Europe (GENE). The Division also participates in events organized by international networks, such as the European platform CONCORD, the International Forum of National NGO Platforms (FIP), supported by AFD, and the platform of American NGOs, InterAction.

3.2 Rapidly developing knowledge production

Knowledge production has been one of the cornerstones of partnerships with CSOs and has refined AFD's knowledge of CSO operations, their added values and the innovations (technical and social) they develop. It has fostered comparative analyses between actors on their respective development practices, thereby contributing to their mutual enrichment. The numerous studies and evaluations produced in recent years have shed light on both CSO projects on a given theme or country, and on the CSOs themselves, their organisation into networks, their constraints and their opportunities. Certain evaluations have focused on the financing instruments of the CSO Initiative mechanism in order to improve their consistency and effectiveness. Further research is also being developed on the issue of the "Commons" and social innovation led by CSOs.

CSOs are also behind many studies, capitalization operations and methodological experimentations, which they share with AFD and other actors during feedback meetings and seminars. These exchanges have allowed AFD to become aware of the lessons learned on thematic areas and issues and, more generally, to gain a better understanding of French associations and their developments.

More recently, AFD and CSOs have set out to jointly produce studies and seminars on subjects of common interest. They have started to explore the possibility of supporting research led by CSOs, working with other actors. It should also be noted here that CSOs from the Agriculture and Food Commission of Coordination SUD have conducted their own evaluation of AFD's SIF Food Security in sub-Saharan Africa, an evaluation which was subsequently discussed with AFD.

¹⁹Coordination SUD was set up in 1994 and today comprises over 160 French NGOs, including over 120 via six collectives, active in the humanitarian and emergency, development, environment, human rights, education in international solidarity and advocacy fields.

²⁰They include: (i) consultation with stakeholders, including CSOs, on all the strategic documents prepared by AFD, (ii) the publication of AFD's activity data in the format of the International Aid Transparency Initiative (IATI) and, (iii) the creation by AFD of an environmental and social complaints mechanism dedicated to third parties impacted by projects.

²¹The International Development Group gathers representatives from some thirty bilateral donors in charge of financing civil society.

3.3 Financial cooperation increasing and diversifying

The direct financial cooperation between AFD and CSOs, excluding projects financed by AFD for foreign countries, accounted for a hefty EUR 444.5m of grants between 2012 and 2016, 65% of which were financed by the CSO Initiative mechanism (see table below). Following the President's commitment to double aid to CSOs during his 5-year term, the CSO Initiative mechanism increased by 83%, from EUR 45m in 2012 to EUR 77m in 2017.

Grants excluding the CSO Initiative mechanism have increased at a faster rate than the latter, from EUR 32m to EUR 65m over the period (i.e. +103%), accounting for some 41% of AFD's direct financing to CSOs in 2016. This trend, which had not been anticipated within the 2013-2016 Strategy, is due to AFD's proactive commitment to intervene in crisis and post-crisis contexts, which led to appropriate tools²² being implemented in 2013 to take action on prevention and the response to crises. This trend is expected to continue in the coming years with the implementation by AFD of the Vulnerability Mitigation and Crisis Response Facility in 2017.

AFD has consequently diversified its range of financing instruments in order to better adapt them to the nature of the challenges that need to be addressed and to the specificities of CSOs, sectors and the contexts of operations: support for innovation, via the Sectoral Innovation Facility for NGOs (FISONG) or financing from the French Facility for Global Environment (FFEM); financing for operations in fragile, crisis and post-crisis contexts (Call for Crisis and Post-Crisis Projects [APCC]), and support for CSO initiatives via the CSO Initiative mechanism.

In addition to these instruments, there is financing for CSOs via projects funded by AFD for public contracting authorities in countries, in this case with CSOs acting as operators, service providers, delegated project managers, etc. Appendix 2 summarizes the various sources of financing and provides detailed information about the instruments outside the CSO Initiative mechanism.

Table 1- Direct grants allocated to CSOs for the period 2012-2016, and data for 2016 (EUR M)

Instruments	TOTAL 2012-2016	%	TOTAL 2016	%
FISONG	25	5.6	5	3.6
APCC	83.5	18.8	55.5	40.6
FFEM	47	10.6	4.65	3.4
CSO Initiative mechanism	289	65	71.67	52.4
TOTAL	444.5	100	136.82	100

3.4 CSO Initiative mechanism

The CSO-I mechanism has undergone major quantitative and qualitative developments in recent years. The mechanism's budget is financed via appropriations directly allocated by MEAE and increased by 47% during the previous Strategy (2013-2016). This increase took place in accordance with the operating principles of the mechanism, i.e. **respect for the right of initiative, diversity and independence of CSOs**. While measures have been taken, such as the call for expressions of project intentions, to regulate the influx of financing requests, the right of initiative has been respected. Indeed, and this is one of the characteristics of the mechanism which is highly appreciated by French CSOs, once the CSOs' project intention has been pre-selected, they can submit their project in due course according to their own schedule, even if budget constraints sometimes lead to time lags in the appraisal of applications. The mechanism's instruments have also been enhanced to take into account the specific nature of the operations they support, and adapted to respond to the diversity of the contributions of French CSOs (see below).

The mechanism financed 320 projects over the period 2013-2016, for a total amount of EUR 510m and EUR 244m of AFD cofinancing, i.e. an average cofinancing rate of 48% and a

leverage effect of more than double the amount. Financing for projects in the field mainly targeted Africa (63%), then Asia and Latin America (20%) and the Mediterranean region (17%). These projects were led by 252 CSOs representing the diversity of French associations, both in terms of their type and size: indeed, 80% of funded CSOs have an annual budget of less than EUR 15m and 32% less than EUR 1m. The mechanism has also allowed new CSOs to be received every year, i.e. a total of 45 over the period, which have mobilized an average of 8% of financing.²³

It should, however, be noted that budgetary resources cannot fully meet the demand of CSOs. According to Coordination SUD, the "number of projects per CSO" ratio stands at 1.3 over the period and illustrates that access to financing still needs to be improved.

The financing targeted the three objectives of the mechanism, in accordance with the CIF 2013-2016:

1. Support civil societies in the South for the fight against poverty, reduction of inequalities and achievement of the Sustainable Development Goals;

²²In particular Calls for Crisis and Post-Crisis Projects (APCC).

²³By comparison, in the UK, among the 362 members of BOND (the civil society network for global change), 61% have a budget of less than EUR 2.25m, and 8% a budget of over EUR 45m. <https://www.bond.org.uk/sites/default/files/resource-documents/financial-trends-uk-ingos-0416.pdf>

2. Support civil societies in the South for the promotion of democratic governance, gender equality and the defence of fundamental rights – human, social, economic and environmental;
3. Increase the effectiveness of French CSOs in terms of development cooperation and promote their capacity to influence and deploy their expertise at the international level.

In conjunction with the orientations given by MEAE, an average of 80% of financing targeted the first two objectives of the Strategy, via the field operations led by French CSOs. In line with the first two objectives of the Strategy, these operations have strengthened over **2,350 CSOs in the South** over the same period. The operations of French CSOs are more consistent with the SDGs than with the MDGs and already cover the broad scope of issues targeted by the SDGs, although certain sectors are more concerned.²⁴ Unlike Anglo-Saxon CSOs, they focus less on the provision of essential services and more on strengthening local CSOs, particularly their capacities to influence the public policies of countries, and on supporting the dynamics for economic and social change. The entire range of financing instruments for field projects²⁵ has been mobilized, the vast majority of them allowing a long-term commitment²⁶ between the French CSO and its local partners.

20% of financing has targeted the Strategy's third objective, via general interest projects. 70% of them concerned projects to structure French associations, which aim to enhance the effectiveness, visibility and influence of French CSOs by providing long-term support to platforms, collectives and networks. 30% of financing concerned projects for education in development and international solidarity, mainly conducted in France.

The financing allocated via the CSO Initiative mechanism generally achieved the objectives of the CIF for 2013-2016. However, it is difficult to measure the level of achievement via results or impact indicators. The impacts of strategies to build the capacities of actors, support political and social transformations, advocacy or development education are by nature difficult to measure. While progress has been made in recent years, efforts need to be continued in the future to promote and measure the impacts and changes brought about by CSO operations.

Finally, major reforms were implemented over the period, in line with the commitments made by AFD in the CIF for 2013-2016. They closely involved representatives of CSOs, MEAE and AFD and concerned the following fields:

- **Improving the transparency and accountability of AFD**, in its partnership relations with both civil society and all its stakeholders;
- **Taking better account of crisis and post-crisis contexts:** implementation of appropriate financing instruments, including APCC, and the availability of funds introduced²⁷ in the CSO Initiative mechanism, the integration of the

Relief-Rehabilitation-Development (RRD) continuum and security issues in operations, etc.

- **Reviewing financing instruments and modalities:** creation of a new structural financing instrument for large French CSOs with a more partnership-based approach and structural support to the CSO strategy, the Multi-Year Partnership Agreement (MYPA)²⁸ (for which the first agreements will be signed in 2018), easing of cofinancing rules for general interest projects, simplification of appraisal and monitoring procedures for all projects, etc.;
- **Major communication efforts** have been made to promote CSOs and communicate more on their projects, both in and outside AFD;
- **Regulating the CSO Initiative mechanism and implementing clarified programming**, in particular via the annual launch of a call for the expression of project intentions, which has helped to reduce congestion.

²⁴The most important sectors targeted in 2012-2016 are: health and the fight against AIDS (18% of total financing), governance and human rights (18%), agriculture (18%), education and vocational training (10%), economic development (6%), the environment and climate (5%).

²⁵Single or multi-country projects, multi-phase projects, program-agreements, concerted multi-stakeholder programs.

²⁶Up to 3 three-year phases can be financed, i.e. a total of 9 years.

²⁷A 10% reserve has been introduced for the mechanism to allow post-crisis projects to be financed at any time following the outbreak of a crisis.

²⁸The Multi-Year Partnership Agreement (MYPA) aims to move away from the rationale of project financing and provide long-term structural financing to CSOs, on the basis of a multi-year strategic program combined with objectives, strategic areas of operation and results indicators.

4.

2018-2023 STRATEGY FOR OPERATIONS

Because they are essential actors, AFD wishes to support and **strengthen the contribution made by civil societies to the implementation of the Sustainable Development Goals and to the construction of an equitable world that respects rights and the environment.**

This aim translates into **three main objectives:**

→ **Strategic objective A: CSOs contribute to the dynamics of economic, ecological and social transformation for the benefit of vulnerable populations.**

It will involve scaling up the impacts and sustainability of CSO contributions by increasing the financial resources made available to them, allowing them to improve the design and monitoring-evaluation of their operations, more effectively coordinating these operations with those of other actors, including AFD, and improving strategies to strengthen and empower local partners within dynamics based on enhanced reciprocity.

→ **Strategic objective B: CSOs strengthen their power of influence and actively contribute to international and**

national citizen mobilization, particularly in French territories.

It will involve assisting the efforts made by French CSOs for their institutional development, while increasing their visibility and their advocacy at the international and national levels. Their EID-IS actions will also be supported at national and territorial level in France, close to citizens. Multi-stakeholder approaches will be encouraged.

→ **Strategic objective C: cooperation between AFD and CSOs is strengthened, diversified and enhances their respective international solidarity practices.**

To do better and more, AFD needs to be even more partnership-based and innovative, by strengthening its frameworks for dialogue with CSOs and supporting the research and innovation they lead to foster development and the sharing of good practices.

The logical framework for the strategy for operations is given below.

4.1 STRATEGIC OBJECTIVE A

CSOs contribute to the dynamics of economic, ecological and social transformation, with priority given to the most vulnerable populations

AFD pledges to support CSOs in the dynamics of change they promote in the countries of operation, with the aim of contributing to implementing equitable development policies that respect rights and the environment. This is central to their activity and their expertise. Building on the experience gained with CSOs in recent years, AFD wishes to increase this support, while scaling up its impacts and sustainability and strengthening the partnership dynamics with local civil societies.

This objective is set out in three sub-objectives.

SO A.1 Improvement in the quality, sustainability and measurement of the impacts of CSO field operations

CSOs will be offered the opportunity of improving the design of their operations by giving them the possibility, which they do not have today, of **conducting ex ante diagnostics and/or feasibility studies involving the targeted populations and local partners.** They will also make it possible to ensure that greater consideration is given to gender, youth and climate issues. This may involve feasibility studies to define a project, including its financing model in the case of economic projects, or diagnostic studies required for the design of operations which aim to build capacities and/or make complex long-term transformations.²⁹ These studies will also identify potential complementarities with other actors (public authorities, civil societies, private sector, donors) and allow operations to be designed accordingly. They may also concern the integration of priority cross-cutting themes related to gender, the climate, education, youth, migrations, and weaknesses/vulnerabilities.

Greater coordination will be sought not only between CSO operations, but also between these and operations financed by other actors, especially French actors. French CSOs will be given the opportunity of **conducting diagnostic studies shared at the level of a country, a group of countries or a thematic area.** These studies will allow them to develop a common vision of the issues and identify synergies that are desirable between them and with other actors, especially French actors. These shared diagnostics will promote the development of joint actions or actions with better coordination between them. They should be led by consortiums involving development actors from the North and South.³⁰

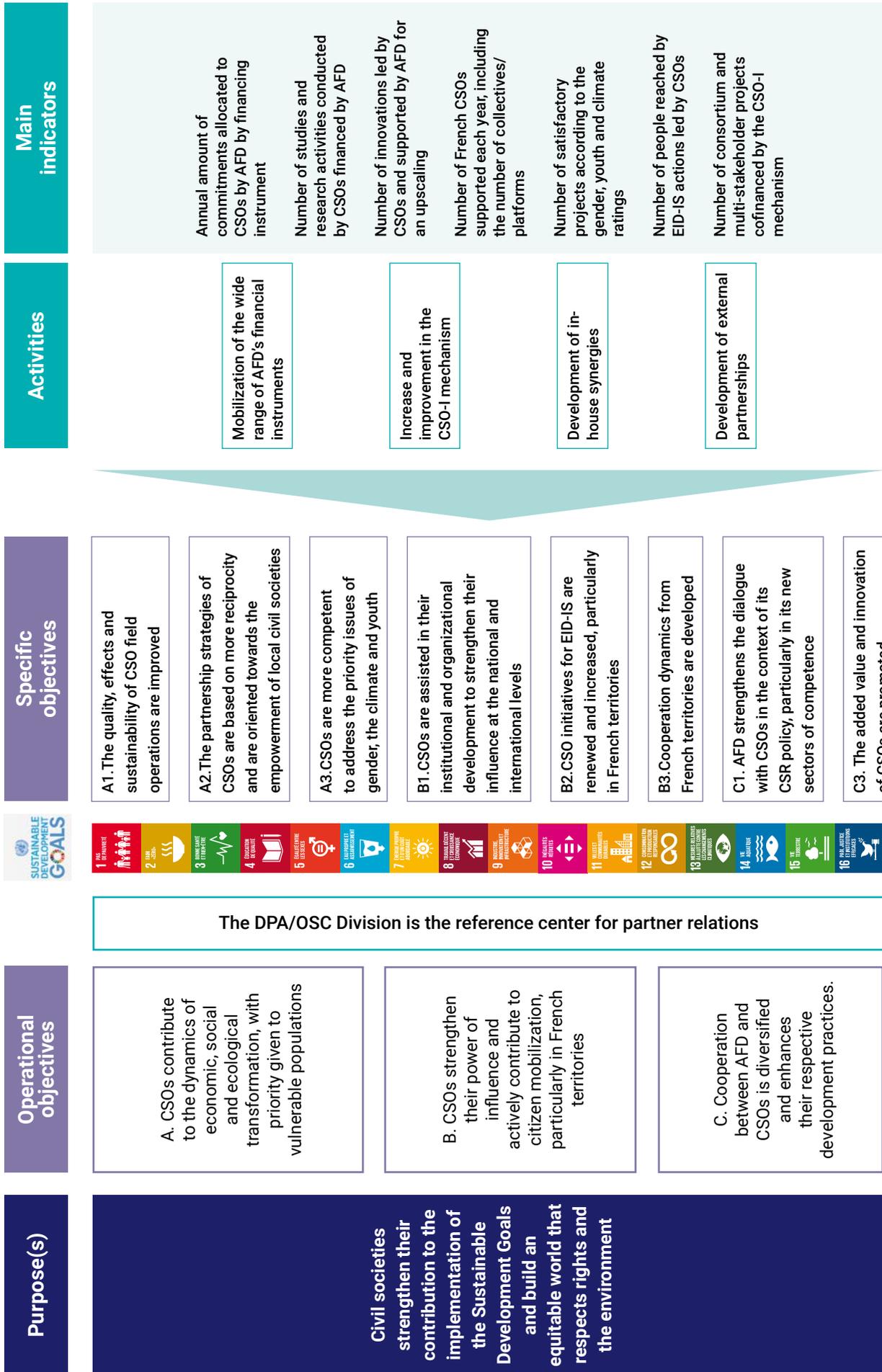
Greater coordination will also be sought with AFD-funded projects in order to create leverage effects and, in the long term, facilitate the institutional sustainability of their operations. To achieve this, the organization of regular operational exchanges

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Because they are essential actors, AFD wishes to support and strengthen the contribution made by civil societies to the implementation of the Sustainable Development Goals and to the construction of an equitable world that respects rights and the environment.

²⁹ Studies which, on the basis of a detailed analysis of issues and actors, allow a shared vision of change to be developed between the relevant actors and a baseline to be built to measure its progress.

³⁰ We will seek to draw on F3E's engineering for the support and cofinancing of CSO studies.



between CSOs and AFD will be proposed, both in the agencies and at headquarters (see Chapter 5).

CSOs will be encouraged to give themselves the effective means to involve youth more in projects in order to more effectively fight against economic, social and environmental imbalances. A greater inclusion of youth will be sought in the North and South alike in order to allow it to **fully play its transformational role**, which is becoming increasingly essential in order to generate sustainable and responsible development. The objective is to make **this youth a fully-fledged actor in projects and society, so that actions are more relevant, effective and sustainable in the short, medium and long term**. This clearly has an educational aim “through action”, which wishes to go beyond simple economic integration and intends to give equal consideration to the subjects of social and citizen integration and environmental integration, without which development cannot hope to be sustainable. **The Government gave a strong reminder of the pressing need for such a paradigm shift with**

a “greater demand vis-à-vis beneficiaries by mobilizing youth in a spirit of reciprocity”.

Finally, CSOs will be encouraged to integrate into their operations, particularly those targeting long-term transformations, **monitoring-evaluation methodologies which allow them to report on the impacts and changes obtained** throughout the process. AFD will continue to support the work conducted by F3E on the methodologies and on the “change-oriented approaches” (see box below), with greater attention given to the transformational aspects such as the integration of gender or youth.

AFD will launch collective reflection with CSOs and other relevant actors in order to have methodologies and tools which can be used by CSOs involved in this type of project. As the projects supported **primarily focus on strengthening local civil societies**, particular emphasis will be placed on measuring the impacts of the strategies implemented, including by their main beneficiaries, in order to have a consensual and balanced analytical grid to report on the progress achieved.

Supporting change processes via the F3E – PRISME program

Since 2014, AFD has been supporting the Program of Methodological Innovations to Plan, Monitor and Evaluate the Processes of Change (PRISME), led by F3E. This program aims to test new solutions to better plan, monitor and evaluate complex processes, such as capacity building for an organization, the construction of a network, the governance of a territory, or approaches to education in citizenship. It is being implemented by some thirty French organizations and their partners in 10 countries (France, Côte d'Ivoire, Burkina Faso, Benin, Togo, Congo, Burundi, Comoros, Madagascar, Haiti). F3E is assisting them in their tests and disseminates the most relevant practices to French CSOs and territorial authorities. Training and publications are also developed to capitalize on the results of the program.

SO A.2 The partnership strategies of CSOs are based on greater reciprocity and are oriented towards the empowerment of local civil societies

CSOs from the North, aware of the fact that development is first and foremost the responsibility of national actors and that the desired changes will mainly come about through the capacity of local civil societies to drive them, were very early on involved in the **development of structural partnerships with the local CSOs**, which they have been assisting for a long time in their development, their capacity to take action and their empowerment. While French CSOs were pioneers in this field, progress still has to be made to strengthen the quality of the partnerships³¹ (reciprocity). The exit strategies of French CSOs are also often insufficiently prepared, which reduces the chances of the sustainability of operations and can weaken partners.³² Finally, local CSOs sometimes feel that they are not sufficiently involved in the definition and evaluation of the capacity building strategies which, however, primarily concern them. Consequently, it is important to help French CSOs better anticipate these empowerment dynamics and strengthen the conditions for the transfer

or scaling-up for the benefit of local actors (dynamics of the “sustainability” and “durability” of actions).

Capacity building for local civil societies will continue to be a priority objective for the CSO initiatives supported by AFD, as was the case in the CIF 2013-2016. Building on the experience of the latter, AFD will exercise greater vigilance over the quality of the partnership strategy developed by French CSOs and the relevance of the empowerment (or sustainability) strategies proposed to allow the operations of local partners to continue, including institutional partners. To take this rationale for strengthening further, **reflection will need to be conducted to define the scope of a pilot initiative for direct financing for local CSOs in the context of their partnership with French CSOs**, which could subsequently be tested³³ in certain specific contexts, if the trend for budgetary resources allows this (see Chapter 5).

³¹ Local CSOs may still be considered as simple operators, without being very much involved in the design and management of operations.

³² This is particularly the case of emergency humanitarian projects. The evaluation conducted in Haiti with Fondation de France highlights the “cliff” effect produced by the sudden cut-off of financing once the emergency is over, which leaves local partners without resources to function. “Responding to Crises – AFD, Fondation de France and the Financing of NGOs in Haiti Following the Earthquake”, Coll. Ex Post – Joint Evaluation, 2015.

³³ AFD has already, in its routine operations, allocated direct financing to local CSOs when the latter were in a position to win bid invitations. This was in particular the case for the APCCs launched to respond to the Syrian refugee crisis in Lebanon in 2014 and 2015.

SO A.3 CSOs are more qualified to address the priority issues of gender, climate, education and youth

Substantial progress has been made by CSOs in recent years to **take better account of the issues of gender, climate, education and youth in their operations**. As these are priority issues for AFD, the projects financed by the CSO Initiative mechanism are subject to a specific review and a rating in terms of accountability.

Over two-thirds (68.8%) of the CSO projects allocated in 2016 have a priority or secondary objective of reducing gender inequalities, and an increasing proportion of them (14.6% in 2016, against 7.4% in 2014) have made them their priority objective. This positive trend is also combined with a change of approach. Firstly, projects take a long-term approach to reducing gender inequalities and focus more on the changes which need to be made in power relations between genders. Secondly, they do not only aim to ensure that women access the services which are set up, but also try to include them as actors in projects and local life, in the same way as men. Several CSOs have, in addition, adopted ambitious gender action plans or even gender strategies in all their actions. However, in future, it will be necessary to question more the actual achievement of the gender objectives of projects and evaluate the successes and shortcomings in order to collectively improve practices in this area (see details in Appendix 3.2).

Concerning **the climate**, CSOs have been actively mobilized in **the framework** of the COP21 agenda, in terms of both advocacy and field operations. **At the end of 2017, 89 active projects had climate benefits, for a total project amount of EUR 145m and an amount of AFD grants of EUR 62m**. Out of the total portfolio of projects cofinanced by DPA/OSC (378 active projects for a grant commitment of EUR 268m), this amounts to 23% of total allocations.

CSO operations have a strong focus on Africa and largely concern actions for adaptation to climate change. Given the urgent need

to step up efforts to fight against the devastating impacts of climate change, particularly for vulnerable populations, CSOs will be encouraged to do even better, in connection with AFD's Climate Strategy for 2017-2020. To achieve this, they will need to address several challenges, as set out in Appendix 3.1. Due to the areas of expertise they deploy in the heart of territories and their capacity to mobilize local populations, while working in coordination with regional or national institutional mechanisms, CSOs create fertile ground for innovation and action research, particularly in terms of the concerted preparation of climate policies. In this respect, the planning of local climate policies involving local decision-makers and based on reasoned decision-making tools, requires strengthening the partnership with research in order to develop *ad hoc* tools, adapting them to the levels of intervention and to climate hazards/uncertainties.

Because they mainly target **youth** in their projects, CSOs have a specific comparative advantage in considering young people as full-fledged actors in projects and the dynamics of social transformation and not only as simple beneficiaries. This paradigm shift involves **more effectively promoting the various forms of commitment of young people and giving them more power to act in CSOs in France, but also in the countries of operation**. Since 2015, the projects financed by the CSO Initiative mechanism have been ranked *via* a youth marker, just like the gender or climate markers. **In 2016, just over half of projects (52%) fully or partially targeted the young public as the beneficiary of projects, and 26% of them as full-fledged actors in the implementation of projects**. These figures are constantly improving (with an expected figure of 66% of projects concerned for 2017), which gives a very clear sign of the now essential nature of this thematic area. The results achieved to date and the future challenges are summarized in Appendix 3.3.

AFD will continue to pay special attention to these issues in the appraisal, implementation and evaluation of CSO projects, which it will continue to rate for monitoring and accountability purposes. As with what has been done for gender, on which considerable efforts have been made, it may design appropriate tools with CSOs, as well as specific training and support mechanisms (see Chapter 5).

4.2 STRATEGIC OBJECTIVE B

CSOs strengthen their power of influence and actively contribute to citizen mobilization, particularly in French territories

French CSOs play a major role with their counterparts at international level in **influencing development policies through the advocacy they conduct towards international institutions, governments and the private sector**. They give France a voice in the large international coalitions of civil society and contribute, through their influence and their visibility, to enhancing the international development agenda. Their role in terms of checks and balances and advocacy towards French actors (public and private) is also important in bringing about changes and modifying positions. Finally, they play an essential role in actions for education in development and international solidarity (EID-IS), both in France and abroad. AFD will continue to support the increasing importance of French CSOs on these various issues by implementing the three sub-objectives below.

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In 2016, just over half of projects fully or partially targeted the young public as the beneficiary of projects.

SO B.1 CSOs are assisted in their institutional, organizational and operational development to strengthen their influence at the national and international levels

French CSOs will continue to be assisted with their partners in the South with their structuring efforts and their collective actions³⁴ in order to enhance their capacities for advocacy and to influence public policies, in rapidly changing contexts. It will also involve helping French CSOs upscale so that they become champions in their respective fields, and particularly in France's priority sectors, such as the climate and the environment, or education and vocational training, particularly for women and young people.

AFD will continue its efforts with French CSOs in order to more effectively support their individual and collective development in a rapidly changing environment. In conjunction with the observatory which will be set up by Coordination SUD to monitor the main trends in the sector, **AFD will define initiatives and appropriate tools with CSOs to support their developments**, such as the Institutional and Organizational Support Fund (FRIO) set up by Coordination SUD with AFD's support (see box below) or F3E for the more operational aspects.

At the same time, **AFD will assist French platforms and collectives by also supporting their advocacy actions at international level** in order to influence international development policies, including European policies. The strengthening of the political dialogue between MEAE, AFD and CSOs on the main issues concerning ODA should allow synergies and complementarities to be developed and thereby leverage advocacy efforts.

AFD will also support the initiatives of French CSOs aiming to develop large North-South coalitions and platforms with their local partners and other actors. The advocacy actions need to be the subject of broader alliances targeting the international, regional and local levels. Collective reflection will be conducted with CSOs on the quality and monitoring/evaluation of advocacy actions.

SO B.2 CSO initiatives for EID-IS are renewed, diversified and scaled up, in particular in French territories (including overseas France)

The strength of civil society also lies in its capacity to inform citizens, make them aware of the global challenges and universal values, and encourage them to be actors, at their own level, of sustainable development and international solidarity. AFD has been supporting ambitious programs in this field for a long time, led by CSOs at national level, some with a territorial dimension. EID-IS actions, whether they are general in terms of international solidarity or target specific thematic areas, collective or not, today offer an undeniable diversity and wealth.

AFD will support dynamics for citizen awareness-raising, education and mobilization nationwide in France, and particularly in the French territories, where CSOs play an essential role in

promoting international solidarity, openness to the world and living together in harmony. There are a wide variety of associations active in EID-IS in the regions. They are often small and have a strong territorial base. However, many have been weakened by the reduction in grants from local authorities, which has been substantial in certain regions since the last territorial elections. To contribute to developing their potential for mobilization, **AFD will assist CSOs which implement regional EID-IS actions**, in particular by financing projects based in regions (see Chapter 5).

In the context of the new mandate entrusted to it by the CICID in 2016, **AFD can develop specific EID-IS actions targeting the general public and young people in particular. Synergies will be sought between AFD projects and those led by CSOs** and other relevant actors (ministries, schools, universities, territorial authorities, media...) at various levels (international, national, territorial). A regular framework will be established for exchanges and consultation, in particular with Educasol.

Finally, in both the dialogue between actors and the support for actions, special attention will be paid to efforts to **renew approaches to EID-IS, build multi-stakeholder projects, develop innovative educational methods (EID-IS "through action"...) , open them to new audiences who are rarely reached and/or are less convinced, and more effectively capitalize on and measure their impacts. EID-IS should ultimately allow young citizens and others to get fully involved in the achievement of the SDGs.** EID-IS actions in the countries of operation with interactions in France will also be encouraged and may be supported.

SO B.3 Cooperation dynamics in French territories are developed

The universality of the SDGs leads to development issues being considered in a globalized manner and to new forms of cooperation being designed between actors in the North and South, over here and over there. In relation to its closer ties with CDC, which has a strong presence in French regions, and its new partnership strategy with territorial authorities,³⁵ **AFD will seek to support multi-stakeholder dynamics for innovative cooperation led by French CSOs.**

In addition to their initiatives for citizen mobilization, the CSOs present in French regions implement development projects - often medium-sized - for which they are able to mobilize local partners (territorial authorities, training centers, companies, parapublic institutions, etc.). These actions reflect the dynamism of civil society in territories and their strong local roots, which allow them to establish useful alliances. **Alongside specialized NGOs, regional multi-stakeholder networks (RMSNs) or local collectives of associations** also contribute to this dynamism by facilitating information-sharing, networking and synergies between actors. However, these dynamics are jeopardized in many territories by the reduction in public financing for associations. **AFD is committed to supporting the development of this potential and will seek to support financing for field projects led by CSOs present in French territories**, with a focus on EID-IS projects.³⁶ The financing methods will be defined following a

³⁴For the record, since 2012, AFD has earmarked some EUR 39m from the CSO Initiative mechanism for projects to structure French associations (SMA), supporting a number of CSO collectives.

³⁵Cross-cutting Intervention Framework, AFD and the External Action of Territorial Authorities 2017-2022.

³⁶These projects are currently not covered by the microproject management mechanisms (total budget of less than EUR 120,000 or EUR 150,000 as the case may be), or by the CSO Initiative mechanism (total project budget of over EUR 300,000).

dialogue phase initiated between AFD and Coordination SUD, as well as the other relevant actors (microproject mechanisms, RMSNs, regional collectives of associations, specialized NGOs, regional executive bodies, etc.).

In relation to its new strategy to support French territorial authorities, AFD will study modalities to encourage its partners (regional councils, departments, municipalities, etc.) to support CSOs more, for example, by promoting joint financing or matching grants.³⁷ This support may form part of the partnership agreements signed between AFD and local authorities and in which there may be specific components for CSO financing, respecting the right of initiative and the principles of the untying of aid.

AFD will also pay particular attention to the efforts made in the French overseas territories by French civil society, which naturally has a mission to contribute to the development of specific relations with neighboring countries. It will seek to help obtain external financing for regional cooperation, particularly from the European Union. It will also work closely with CDC to study potential modalities for project cofinancing, especially in the social and solidarity economy sector.

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AFD will seek to support financing for field projects led by CSOs present in French territories.

Finally, **AFD will test financing for pilot inter-territorial cooperation initiatives, over here and over there**, which go beyond the traditional forms of international solidarity. These inter-territorial cooperation projects are sometimes driven by organizations from diasporas, who play a major role in building closer ties between territories and in implementing balanced partnerships, and are often based on original and relevant multi-stakeholder approaches (see box below). Reflection will be continued on the modalities to support these dynamics and blended modes of financing will be sought from territorial authorities and public and private funders. For territorial authorities, beyond simply mobilizing financing, this involves supporting the restoration of local democracy and local and national public policies in conjunction with the CSOs present in the territories.

The Institutional and Organizational Support Fund (FRIO)

FRIO is led by Coordination SUD and aims to strengthen the professionalization of French international solidarity CSOs. It finances the use of diagnostics by CSOs and the assistance provided by external experts on issues related to functioning and organization (governance, activities of associations, partnership strategy, communication, human resources, economic model). Its objective is to increase the organizational and institutional capacities of the sector through capitalization and sharing lessons learned from this individual support for a collective benefit. FRIO also focuses on developments in the sector by conducting studies of general interest. Since it was set up in 2007 and up until 2016, the mechanism had supported over a hundred CSOs, accounting for some 170 cofinanced capacity building projects.

4.3 STRATEGIC OBJECTIVE C

Cooperation between AFD and CSOs is diversified and enhances their respective development practices

In order to become an even more open partner institution, AFD needs to further deepen and widen its dialogue with CSOs and develop mutual knowledge production on development issues and questions of common interest. The objective is to achieve a mutual enrichment of knowledge and practices and a greater operational participation of CSOs in AFD-funded projects. The latter point is addressed more extensively in Chapter 5 about means.

SO C.1 AFD strengthens the dialogue with CSOs in the context of its CSR policy, particularly in its new sectors of competence

In terms of the institutional dialogue, AFD will seek to strengthen synergies with CSOs, in conjunction with MEAE, on subjects on the development agenda, particularly the implementation of the Paris Climate Agreement and the SDGs, the financing of development assistance, etc. It will continue to meet CSOs which are or not specialized in advocacy, including on controversial issues.

³⁷ AFD's grant will be conditional on the territorial authority's contribution, on the basis of a ratio determined jointly.

AFD will implement its new CSR action plan for 2018-2022, which has been developed in consultation with its stakeholders,³⁸ particularly French CSOs that are very active on these issues. AFD will seek to strengthen consultation with the latter on its sectoral and cross-cutting strategic frameworks and other policy documents, by initiating consultation at a sufficiently early stage in the process. It will make particular efforts to improve the framework for dialogue between CSOs and PROPARCO concerning support to the private sector. It is responsible for running the website <https://opendata.afd.fr/page/accueil/> for the French Government and will implement its transparency policy by continuing its efforts to publish data concerning its activity. In terms of CSOs, special efforts will be made to map the number of projects supported. Finally, it will continue to develop the mechanism to manage environmental and social complaints which was set up in 2017. AFD will continue to regularly meet CSOs to report on progress in its CSR action plan.

At the sectoral level, **AFD will strengthen the dialogue it has developed with CSOs in its traditional sectors of operation**,³⁹ as well as on its main cross-cutting priorities: climate, gender, crises, migrations, etc. As the actors know each other well, the dialogue focuses more on the specific issues on which AFD and CSOs wish to work and progress together.

In terms of **crises and vulnerabilities**, a close dialogue has been developed between AFD and CSOs since 2013, when AFD sought to design more appropriate responses and tools. It has continued in the context of the consultation on the "Vulnerability to Crises and Resilience 2017-2021" Strategy and a number of cooperation actions in the field. It will be pursued on a wide range of subjects, both general (knowledge production, intervention methodologies...) and specific to a country or crisis area.

However, the dialogue needs to be developed in AFD's new sectors of operation,⁴⁰ particularly **governance and human rights**, which are fields where CSOs have a wealth of experience and have much to offer AFD. The CSO Initiative mechanism was a precursor well before this sector was transferred to AFD, in that it financed projects led by French CSOs and their local partners on thematic areas targeting human rights, inclusion and non-discrimination, mobility and migration policies, and also processes for civil society participation in public policies and multi-stakeholder consultation at the various levels of the territories of operation. These projects have contributed to building the capacity of local civil societies to be actors in these processes and to interact with the other relevant public and private actors, in the context of the construction of a shared governance to manage and regulate common issues. Due to the fact that they are key partners for AFD on these issues, a regular framework for dialogue between

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In addition to the traditional sectors of operation, the dialogue needs to be developed in the new sectors, particularly governance and human rights.

AFD and CSOs will be proposed to discuss these issues and good practices.

Finally, AFD will seek to enhance the dialogue between CSOs, the Operations Department and its geographical departments, at both headquarters and in the network of agencies. This framework for dialogue currently functions unevenly, yet it is essential for developing synergies and operational cooperation between AFD and CSOs. It will involve organizing annual reviews of the portfolio of CSO projects at headquarters and in the agencies, as well as strategic and technical meetings in the focus sectors of agencies at the country level (see Chapter 5).

The appraisal and monitoring of CSO projects financed by the CSO Initiative mechanism will continue to be important vehicles for sectoral and geographical dialogue between CSOs, AFD's technical divisions and agencies, as well as MEAE and Expertise France. The CSOs which have benefited from financing from this mechanism recognize the quality of this dialogue, as well as the credibility they gain from it, as receiving AFD financing can facilitate their access to other sources of financing.

SO C.2 The added value and innovation of CSOs are promoted

Knowledge production will continue to be one of the backbones of the partnership. As with the sectoral dialogue, it will target development issues or questions which CSOs and AFD are concerned about (see box below describing a partnership between CSOs and several AFD divisions). A non-exhaustive list of themes that may be the subject of intellectual production is given in Chapter 5. Coordination SUD and AFD will also continue to co-organize a symposium every year on a subject of common interest, as they did in 2016 on urban development and in 2017 on reducing inequalities.

Given the wealth of the knowledge production of CSOs and AFD, the CSO Partnerships Division will define a policy, working with CSOs, to better promote and disseminate the most innovative knowledge able to influence the practices of both CSOs and AFD.

In terms of research, efforts will be made to **open AFD more to the intelligence and potential for innovation of civil society.** Reflection will be continued with civil society in order to establish research partnerships (CSOs, research institutes, universities) on core issues for the strategic reflection of AFD and CSOs (see Chapter 5). The topics of the "Commons"⁴¹ and social innovation have proved to be promising. The challenge will be to problematize development issues on the basis of interpretive and analytical grids, working closely with civil society actors and in convergence with the needs of populations.

Innovation will be a major focus for cooperation with CSOs. It is a core element of AFD's strategy and the CSO Partnerships Division has an active role to play in contributing to it. Civil society is intrinsically close to the expression of needs of populations and thereby excels in harnessing the innovations which emerge from this. In this respect, an "Innovation" Unit has been operational since September 2017 in the Innovation, Research and Knowledge (IRS) Department. The CSO Partnerships

³⁸ And following the external evaluation conducted on its CSR action plan for 2014-2016.

³⁹ Agriculture, health, education and vocational training, water and sanitation, urban development, climate/environment, energy, support for job creation, social enterprises, crises and vulnerabilities.

⁴⁰ Governance and human rights, digital technologies, cultural and creative industries, EID-IS.

⁴¹ The "Commons" firstly refer to the natural, material and immaterial resources to be shared and promoted. They also involve the forms of governance related to these resources, which will allow them to be shared and, where relevant, their circulation, their use without destruction, and their protection.

Division will continue to promote, support and encourage the innovations of CSOs, via AFD financing (FISONG, CSO Initiative mechanism) or other financing (FFEM). It will work closely with the Innovation Unit and CSOs (and their platforms) to encourage and identify innovations, including in the South.

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Knowledge production will continue to be one of the backbones of the partnership.

Action research on the evaluation of the performance, effects and impacts of agroecological practices

This action research is being conducted by four French NGOs which grouped together to form the Agroecological Transitions Working Group (ATWG) and includes field studies (Senegal, Burkina Faso and Togo), capitalization on results, and the organization of a feedback seminar. The last two activities were conducted with AFD's support (Agriculture and CSO Partnerships Divisions). This seminar was held in late 2017 and gathered a hundred or so people representing CSOs from the North and South, research institutes and universities, French public authorities, international institutions and farmers' organizations. The objective was to discuss and capitalize on the evaluation of the effects of agroecology in terms of the resilience of farmers and the economic and social development of territories.

5.

IMPLEMENTATION AND ACCOUNTABILITY OF THE STRATEGY

The objectives of the Strategy require means and resources to match their ambitions in order to ensure that the partnership between AFD and CSOs can enter a new phase. The following proposals have been subject to discussions with CSOs, Coordination SUD and MEAE, as well as at AFD. Some of them may be implemented as early as in 2018, whereas others still need to be further developed and will be the subject of discussions between the AFD, MEAE and CSOs, as was the case for the CIF 2013-2016. Finally, some will depend on the available grant budget resources. The implementation of the Strategy will be monitored with MEAE and CSOs represented by Coordination SUD. Monitoring indicators will also be proposed. A mid-term evaluation of the Strategy is also planned, as well as a final assessment at the end of its implementation period.

5.1 Mobilize the diversity of financial instruments

The aim of the Strategy is to increase financial cooperation between AFD and CSOs by mobilizing the entire range of financing instruments. The increase in financing for CSOs from AFD's current operations, outside the CSO Initiative mechanism, was not greatly anticipated during the previous CIF, which targeted more the CSO Initiative mechanism, but was substantial in 2015-2016 and is expected to continue in the coming years.

The Strategy sets out to provide even greater support to this trend by facilitating operational exchanges between AFD and CSOs in order to promote synergies, handovers and scaling-up between CSO projects and AFD-funded projects, or the co-construction of projects.

Work in consultation with Coordination SUD will be continued in order to improve communication on the various financial instruments (in particular via AFD's website and Coordination SUD's website), in the interest of transparency and equitable access for the various CSOs.

The FISONG instrument will be enhanced in the light of the results of the evaluation which will be conducted in 2018, with in particular a more effective integration of cross-cutting thematic areas, in order to make it a real driver for innovation. AFD will then explore the possibility of increasing the allocation to this instrument. Since mid-2017, the secretariat of FISONG has been entirely managed by the CSO Partnerships Division, in support of the appraisal cycle of AFD's Operations Department.

Financial cooperation with CSOs in fragile contexts, affected by violent conflicts or crises, should continue to increase, in particular in the context of financing from the Peace and Resilience Facility set up in 2017 and European Union delegated funds. French and international CSOs may be called upon with regard to this financing in the context of bid invitations launched by AFD (APCCs) or by the public authorities of the countries concerned. AFD will continue to develop the process for consultation and co-construction which has prevailed until now in the launch of APCCs.⁴² It will launch in-depth reflection, working with the geographical departments and sectoral divisions, on the notion of the co-construction of projects in specific contexts.

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It is by developing a dual dialogue approach with AFD and public contracting authorities that CSOs will be able to provide their specific expertise during the project cycle.

⁴²In-depth discussion, with CSOs present in the countries concerned, of the context, the issues and needs, the most appropriate intervention methods and the specifications of the APCC.

Fight against terrorist financing and corruption⁴³

- In many areas of operation, AFD faces risks of the misappropriation of funds intended for CSOs, in particular for the purposes of financing terrorism. Despite significant efforts made by CSOs, with AFD's support, to promote and strengthen due diligence on their operations, some are exposed to risks of misappropriation by terrorist organizations seeking to obtain funds, provide logistical support or encourage the recruitment of terrorists... Indeed, CSOs are not fully aware of these risks, have access to sometimes substantial sources of financing and are exposed to the circulation of a large amount of liquidity. In addition, many CSOs are exposed simply due to the fact that they are established in or near sensitive areas.

- These risks are monitored by AFD's Operational Risk Monitoring and Compliance (CPC) departments and are taken into account in the appraisal of operations, particularly in the most sensitive areas.

- However, in view of the persistent threat in sensitive areas where AFD is reinforcing its operations in support of CSOs (Crises and Vulnerabilities Facility and Sahel, Iraq-Syria regions and others), it is necessary to take greater account of these risks in AFD's operations. Consequently, in addition to the standard due diligence, AFD will define an *ad hoc* AML-CFT due diligence framework, working with the departments of the Directorate General of the Treasury, which can be specifically applied to operations to support CSOs in sensitive areas. In the context of "Sahel Alliance" financing, and while ensuring that standard project appraisal and evaluation procedures are speeded up, special attention will be paid to strengthening this due diligence. Finally, among the various projects and frameworks for dialogue which AFD intends to conduct in partnership with CSOs, consideration may be given to allowing the teams responsible for this due diligence at AFD to provide support to building the capacities of CSOs on these issues.

Financial cooperation with CSOs in AFD's other countries

of operation should also be developed thanks to exchange meetings, which will be made systematic with the Operations Department *via* its geographical departments, in the agencies and at headquarters (see below). The possibility which will be given to several CSOs to conduct a shared diagnostic on a thematic area in a country or group of countries will allow them to develop a common approach, share it with AFD, and identify potential synergies with AFD-funded projects. As the vast majority of the latter are designed and implemented by the public contracting authorities in the countries concerned, and financed with loans, it is essential for CSOs to approach these authorities to convince them about the specific contribution they can make

to the implementation of public policies. It is by developing this dual dialogue approach with AFD and public contracting authorities that CSOs will be able to provide their specific expertise during the project cycle, either in the appraisal phase during feasibility studies, or in the implementation or evaluation phase.

FFEM, which has committed EUR 3m for the 5th phase of its Small-Scale Initiatives Program for local CSOs, will continue to finance projects led by various actors, including French CSOs. It will provide them with its expertise, in particular concerning its relations with the United Nations Development Programme (UNDP) and vertical funds (Green Climate Fund, Global Environment Fund).

5.2 Increase and improve the CSO-I mechanism

In line with the political will of MEAE, as set out in the Policy Position Paper (DOP) of February 2017, **the budget of the CSO Initiative mechanism should continue to increase over the duration of the Strategy (2017-2022)**. As AFD and MEAE recognize the importance of supporting CSOs for what they are, the mechanism will continue to respect the right of initiative of CSOs, as well as their diversity and their independence.

a) The eligibility criteria will largely remain those which prevail today:

- Eligible countries will continue to be countries on the OECD-DAC list;
- In terms of eligible CSOs, reflection will be conducted on possibly opening the mechanism to SSE actors;

→ For projects, the eligibility criteria will continue to be more or less the same, except for changes which have become necessary (*cf. Project and Program Cofinancing 2018 Methodological Guide*).

b) The mechanism will complement its range of financing instruments to adapt to the diversity of CSOs and support their developments in a changing context

→ **The Multi-Year Partnership Agreements (MYPAs)**, which will benefit major French CSOs, will gradually be implemented over the duration of the strategy, following the demand made by CSOs, and should concern 10 to 12 CSOs by 2022. Based on the historical average of the annual grants allocated to each CSO, they are not expected to mobilize substantial additional resources from the CSO-I mechanism. The appraisal of MYPAs will be conducted working closely with MEAE and its departments.

⁴³FATF recommendation n° 8 which specifically addresses CSOs (http://www.fatf-gafi.org/media/fatf/documents/recommendations/pdfs/FATF_Recommendations.pdf).

- **Field projects and projects to structure associations and for development education** submitted by French CSOs, alone or in a consortium, will continue to be financed more or less according to the same criteria as today (see details below).
- **Micro-projects led by small CSOs** will continue to be supported through an external channel, *via* the Forum for International Solidarity Organizations from Migrations (FORIM) for projects led by CSOs from the diaspora, or the Agency for Micro-Projects with arrangements which will need to be specified. The budget for financing micro-projects will be increased when programs are renewed in 2019 in order to raise the available financing capacities.
- **Depending on the availability of additional budgetary resources from the CSO-I mechanism, financing for medium-sized projects may be considered.** It will concern projects to structure associations, EID-IS projects and innovative field projects. AFD will study, in consultation with MEAE and CSOs, the best possible options to ensure that this financing promotes the rooting and dynamism at the level of territories and that the field projects supported by CSOs offer real added value (innovative approaches, reciprocity, empowerment of partners).
- **Finally, the mechanism will be opened to financing for feasibility studies and shared diagnostics at the initiative of CSOs.** In view of the scale of this need, which is not covered and is regularly foregrounded by CSOs, the financing mechanism should be operational as soon as the management methods have been defined. It may be outsourced to an organization with the required expertise, such as F3E or others. An annual financing budget of some EUR 0.5m may ultimately be allocated to it.

c) Field projects will continue to be financed with more or less the same instruments as today, with the exception of the improvements made during the period, and will take into account the strategic changes brought about by this intervention framework

- However, it would be worthwhile studying the best way to access financing from vertical funds (such as those for the environment: Green Climate Fund or Global Environment Fund). Furthermore, reflection will also be undertaken on the cofinancing rates for field projects. The evaluation work on procedures will also be continued in order to try to simplify them and make them more efficient for CSOs and AFD's departments.
- **The measurements of project outcomes/impacts** will be enhanced by the possibility given to CSOs to conduct feasibility studies/diagnostics upstream of projects. Various monitoring/evaluation methodologies and tools to measure the qualitative impacts of projects aiming at lasting social transformations will be defined *via* the creation of a working group including AFD's Evaluation Department, F3E and the CSOs interested, following on from the work already conducted in recent years.
- **More specific methodologies and tools will be developed to help CSOs monitor and evaluate capacity building strategies** and the involvement of their local partners. Several methodologies and a frame of reference for CSOs will be defined with CSOs and AFD's Evaluation Department and operationalized in the very first years of the Strategy. All projects with several phases will eventually be required to propose an evaluation measurement for capacity building.



The mechanism will be opened to financing for feasibility studies and shared diagnostics at the initiative of CSOs.

CSOs will be encouraged to explain their exit strategy and/or strategy for handover to public or private partners. A more extensive monitoring of handovers to local partners will be conducted by AFD.

- **Reflection work will be undertaken between Coordination SUD and AFD, working with MEAE, to define the financing methods for CSOs in the South.** This reflection will be based on an analysis of the current cooperation methods between French CSOs and their partners in the South. It will include both the financing aspects and needs in terms of support and strengthening. AFD will be able to capitalize on FFEM's experience from the PPI (Small-Scale Initiatives Program) and in particular the evaluation conducted in 2016 on the 10th anniversary of this program. It will conduct a review of the CSOs in the South that it has already supported in the context of financing mobilized *via* the States it supports directly.

- Although it will continue to be on an exceptional basis in the context of the CSO-I mechanism, the conditions under which a partner from the South could be directly financed by the CSO-I mechanism will need to be defined, while continuing to support the partnership with a French CSO. It will particularly be in the following cases: (i) the fourth phase of a project in order to support the permanent empowerment of the partner; and (ii) platforms or networks of CSOs from the South already supported by AFD and partners of French CSOs with a capacity to receive direct financing.

- **Concerted Multi-Stakeholder Programs (CMSPs)** will be subject to collective capitalization with MEAE and CSOs in order to better understand their dynamics and their impacts, in their specific contexts. While it was not possible to conduct this review during the previous CIF, there were several in-depth exchanges with the CSOs leading the 6 ongoing CMSPs (see Appendix 4), MEAE and AFD, in order to define the objectives and modalities. This research will allow reflection on the possible need to enhance this highly strategic instrument for structuring civil societies and the preparation of a doctrine document on the support to these programs in countries implemented by French and local CSOs.

- **Projects in post-crisis contexts** will continue to be financed *via* the 10% reserve earmarked to finance post-crisis projects, on the basis of an assessment to be conducted on the actions taken. Coordination may be sought with other financing mobilized by AFD in crisis and post-crisis contexts (call for crisis and post-crisis projects, Peace and Resilience Fund).

d) Projects for education in development and international solidarity (EID-IS)

Generally speaking, EID-IS projects will continue to be encouraged, with a focus on their efforts to reach new audiences, build partnerships with other actors, renew educational approaches, mobilize digital media, and strengthen monitoring-evaluation and impact measurement systems. It will also ultimately involve giving young people the full capacity to be actors of the SDGs in both the North and South, in line with SO A1 mentioned above.

These new changes will be discussed in the context of the multi-stakeholder working group on EID-IS recently set up and in which the Educasol national platform is taking part. The dialogue within the group will also allow synergies and cooperation to be developed with the EID-IS actions which may be financed by AFD in the context of its new mandate. An analysis of mechanisms for possible financing, including the mobilization of regional multi-stakeholder networks (RMSNs) and specialized NGOs, will be conducted by AFD in the course of 2018. Special efforts are already being made, with support from MEAE, to strengthen the mechanism for budget items of the Youth and Popular Education Cooperation Fund (FONJEP-EAD).⁴⁴

e) Projects to structure associations (SMA)

AFD will initiate a dialogue with Coordination SUD to develop and/or complement the instruments (such as FRIO) set up to support the institutional, organizational and operational development of CSOs. Furthermore, projects to structure associations (SMA) will be financed on the basis of the strategic changes of the Strategy: more effective monitoring of the effects of the activities of platforms and collectives, continuation of support for advocacy platforms, particularly at international level, development of coalitions of North-South actors, etc. AFD may encourage the development and structuring of French CSO platforms in the sectors of human rights, climate and youth.

f) Cross-cutting thematic areas

In line with the objectives of the Strategy, **AFD will be more demanding on the integration of cross-cutting thematic areas (gender, climate, youth) in projects, and particularly over the presence of specific activities and evaluation criteria wherever possible.** The feasibility studies will allow CSOs to establish baseline situations and define *ad hoc* monitoring and evaluation tools. The final project evaluations will need to include the integration of gender, youth and climate (see Appendix 3). Based on the model of the "Gender Mainstreaming" program led by Coordination SUD and F3E (see box below), reflection will be conducted to set up similar programs targeting the climate and youth. AFD will encourage French CSOs to train their local partners.

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AFD will be more demanding on the integration of cross-cutting thematic areas (gender, climate, youth) in projects.

For gender mainstreaming in international solidarity organizations

AFD has been supporting a gender mainstreaming program in CSOs since 2015 – and will be doing so until 2018 – led by Coordination SUD and its partner F3E. The objective is to strengthen the capacities of CSOs to mainstream gender into both their organization and their projects, and include this thematic area in the political advocacy of Coordination SUD and its 148 member associations. This support is allowing a review of prevailing practices to mainstream the gender approach in order to understand the current resistance by organizations; support the organization of exchange and production workshops; propose institutional support to CSOs willing to increase gender equality in their governance and all their operating methods; and, finally, mainstream gender into the structures which lead the project (publications, training curriculum, etc.) and into their advocacy networks. CSOs interested in taking better account of gender can now request support, which is free of charge for those financed by FISONG, to train their staff.

g) Knowledge production

As knowledge production is one of the objectives of the Strategy, it will continue to receive the utmost attention. The production financed by AFD via the mechanism will include studies, cross-cutting evaluations/capitalization, mapping, etc. The indicative programming for the first years of the Strategy includes the following stages: (i) evaluative research on CMSPs, working with AFD's Research Department; (ii) a study on EID-IS comprising an inventory of actors, their practices and their developments, working with the observatory set up by Educasol, as well as an analysis of project outcomes and impacts. A study is also ongoing on the new forms of citizen commitment, especially by young people, with AFD's Research Department and a social science research laboratory.

CSOs will also be encouraged to improve their evaluation and capitalization practices. The budget line earmarked for evaluations in projects may be revised upwards and interlinking evaluations on the same thematic areas between several CSOs will be encouraged.

AFD's CSO Partnerships Division will promote the best CSO evaluations and capitalization work (the "gems") via its digital portal and the organization of high-level seminars. The use of attractive and innovative formats to better promote knowledge (video evaluations, for example) will be encouraged. The action of CSO platforms in knowledge production, and particularly in promoting capitalization and evaluation work on projects, will continue to be encouraged.

⁴⁴The mechanism for FONJEP-EID budget items involves cofinancing human resources specifically dedicated to the implementation of actions for education in development and international solidarity (EID-IS) by French associations submitting and leading an EID-IS project.

In terms of research, two ways of involving civil society could be proposed, which will involve the CSO Partnerships Division and Research Department:

- **The creation of a technical committee**, which will include CSOs, research institutes and AFD, with the regular participation of actors from the South. This committee will provide a forum for exchanges and consultation and will allow the joint definition of targeted research questions, with a focus on the Commons. This committee will also be responsible for coordinating and promoting research projects.
- **Financing for research projects led by French CSOs**, at their initiative and in tandem with a research institute. The financing may follow a process similar to the “FISONG” call for projects, with thematic areas and specifications defined jointly with CSOs. It will involve developing research projects which will, for example, promote the innovation of CSO operations. The financing of research projects led by French

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CSOs will also be encouraged to improve their evaluation and capitalization practices.

CSOs may also be implemented *via* platforms of associations which support the innovation and experimental work of CSOs in partnership with research institutes.⁴⁵

Furthermore, AFD will be involved in the research conducted by Coordination SUD in the context of its monitoring/analysis and foresight observatory, both through annual foresighting exchanges and by participating in the debates organized.

5.3 Develop in-house synergies

In line with AFD’s political will and the wishes of CSOs, **the aim of the Strategy is to include the partnership with CSOs in AFD’s strategic and operational activity.**

To achieve this, AFD will set up the following frameworks for dialogue to promote the co-construction of strategies and projects:

- **Annual reviews of the CSO project portfolio** will be organized by agencies in countries where there are a significant number of CSO projects, initially during missions by the CSO Partnerships Division; a list of the relevant agencies will be submitted. These reviews will allow an overall exchange on the main objectives of projects, their location, their overall progress, the taking into account of cross-cutting thematic areas, as well as their progress and difficulties; all CSOs benefiting from ongoing AFD financing, for all instruments, will be invited;
- **Strategic and technical meetings will be organized in the priority sectors of operation of agencies**, in order to discuss possible synergies between CSO projects and those financed by AFD, now and in the future, at the request of agencies and in the format of their choice;
- **Annual portfolio reviews may also be conducted with the geographical departments at headquarters**, with a different format given the large number of CSO projects per region; exchange meetings concerning the strategic areas of the geographical and thematic departments at headquarters will also be organized. They will focus on a regional or thematic approach depending on the needs, allowing CSOs to bring their specific insight; they will be organized by the CSO Partnerships Division, working closely with DOE;
- **A regular framework for exchanges** on the issues of human rights and the rule of law **will be set up by the**

CSO Partnerships Division and will involve CSOs, AFD’s Political and Citizen-Based Transition Department, which is responsible for governance, and other actors, working with AFD’s agencies;

- **Regular meetings will be organized in the context of the multi-stakeholder working group on EID-IS set up in 2017**, involving AFD’s departments, CSOs and other relevant actors, working with territorial authorities;
- **Regular meetings will be organized between the CSO Partnerships Division and the division responsible for territories and companies**, which are in the same department, in the context of financing for operations in French territories;
- **The appointment of CSO focal points at headquarters** (technical and geographical) and in agencies will be made systematic, particularly in agencies where there is a strong impact from CSO activity; the monitoring of the portfolio in agencies may involve the relevant sectoral project officers;
- **The inclusion of the monitoring of CSO activity in the mission statements of agency directors**; while the CSO Partnerships Division will continue to monitor CSO projects, agencies will devote time to meeting CSOs and organizing the meetings listed above. This time will vary depending on the number of CSOs concerned and be adapted to the capacities of the agencies.

At the same time, **CSOs will continue to be encouraged to systematically meet AFD’s agencies and the embassies at the key project stages** (appraisal, monitoring and implementation, mid-term review and evaluation). They will also be encouraged to meet the public authorities in their sectors of operation.

⁴⁵F3E’s PRISME program with the Social and Political Change Laboratory of the University Paris VII Diderot.

The CSO Partnerships Division will act as a facilitator and focal point for the partnership relationship.

In-house, it will ensure that the formal and informal frameworks for dialogue work well and will organize the dissemination of information about CSOs and projects, both at headquarters and in the agencies. It will assist the relevant agencies in the organization of annual portfolio reviews, as well as the geographical departments at headquarters. It will organize an in-house training seminar on civil society for AFD officers. It will develop close partnerships with all AFD's departments.

Externally, the Division will facilitate CSO participation in AFD-funded projects by providing information on the forms of contracts, the standards for taxes/duties and exchange rates,

etc. It will seek collective solutions to address the constraints encountered by CSOs, in particular concerning the risks of late or non-payment by public contracting authorities and the foreign exchange risk. Work will be conducted to harmonize procedures.

Finally, it will work with AFD's relevant departments to **ensure that the in-house information system is able to report on all the financial cooperation between AFD and CSOs**, including for projects financed for foreign countries. It will phase in the dematerialization of the appraisal and monitoring of CSO projects, and create an exhaustive database on CSOs and the projects financed by the mechanism, in order to simplify procedures and enhance transparency on the outcomes. The easier access to this information will contribute to providing input for the development of the civil society observatory which Coordination SUD wishes to develop.

5.4 Promote external partnerships

AFD will continue to develop close relations with all the departments of MEAE concerned by the activity of CSOs, and closely involve the Directorate-General for Global Affairs, Culture, Education and International Development (DGM), and particularly the Delegation for Civil Society Relations and Partnerships (DGM/CIV) in the implementation of the Strategy. Relations will be developed between AFD and other ministries, as required, for subjects of common interest involving CSOs.

The improvement in synergies between CSO projects and the operations of other French actors, including AFD, should promote partnerships in the French team, and more closely involve embassies and other French actors (high schools, institutes, etc.).

The CSO Partnerships Division will continue to participate in the international group of donors who finance civil society (IDG), and the European network GENE for EID-IS. It will in particular, working with MEAE and Coordination SUD, seek to strengthen its dialogue with the European Union, in order to contribute to ensuring that the European Union's policies and financing *vis-à-vis* civil societies better meet their needs, including for local CSOs. AFD will collaborate with the Brussels office and the team responsible for assisting the Operations Department with European Union financing, in particular to facilitate access to EU financing for French CSOs and also bring about an interaction between AFD financing with other financial mechanisms (Trust Funds, etc.).

Generally speaking, the CSO Partnerships Division will seek to develop partnerships with bilateral donors, international private foundations and other partners with the aim of mobilizing additional financing to support CSO operations on issues of common interest (environment/climate, migrations and diasporas, fragile countries, financing for CSOs in the South, etc.). For example, a partnership agreement between AFD and Fondation de France was signed in early 2018, in particular to consider *ad hoc* partnerships on projects in post-crisis contexts (diagnostic studies, capitalization, search for leverage effects). Similarly, AFD has signed a partnership with the Gates Foundation on nutrition issues, which gave rise to a call for projects in 2017.

Finally, AFD will enhance its dialogue with foreign CSOs at European Union level (Germany, Italy and Spain in particular), but also in the USA (ICVA), in relation to the partnerships it is already developing with these CSOs in its operations. It will pay attention to ensuring that close relations are established with French CSOs and their coordination platforms (the first being Coordination SUD). These relations will give a better understanding of the relevant issues and problems and, more generally, of the development of civil societies and of the environment in which they operate.

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The improvement in synergies between CSO projects and the operations of other French actors should promote partnerships in the French team.

5.5 Monitoring and accountability

AFD's partnership with CSOs will be subject to an annual qualitative and quantitative assessment, as is the case today. It will include detailed information on the strategic dialogue, knowledge production and all the operational activities between AFD and CSOs, for all sources of financing. It will continue to be presented in a formal manner to CSOs and AFD's managerial team during annual meetings at the beginning of the year. A more detailed assessment will be conducted at the end of the Strategy and discussed with MEAE, CSOs and other stakeholders. The budget programming for AFD's various financial instruments will also be

subject to exchanges at the beginning of the year and monitoring to ensure that the budgets best meet the expectations of CSOs.

The implementation of the Strategy will be evaluated via a set of monitoring and results indicators for which information will be given annually during the preparation of annual reports. They will concern the overall partnership between AFD and CSOs, as well as the partnership developed under the CSO Initiative mechanism. The results indicators are given below.

Overall AFD-CSO partnership

Indicators
Annual amount of commitments allocated to CSOs to CSOs by AFD (in EUR mill.): <ul style="list-style-type: none"> • By financing instrument • By nationality (French, foreign, including local) • By type (NGOs, foundations, trade unions, etc.)
Number of studies and research activities led/jointly conducted by CSOs with AFD
Number of innovations led by CSOs and supported by AFD for upscaling
Number of projects jointly developed with CSOs
Percentage of AFD's Intervention Frameworks and roadmaps which have been subject to consultation with CSOs
Number of CSOs participating in high-level dialogues with AFD
Number of events co-organized between AFD and CSOs
Number of AFD divisions participating in events organized by CSOs

CSO-I mechanism

Indicators
Number of French CSOs supported each year, including the number of collectives/platforms
Number of main local CSO partners of French CSOs, including the number of collectives/platforms Percentage of partnerships evaluated positively according to the defined matrix
Number of satisfactory projects according to AFD's rating criteria: <ul style="list-style-type: none"> • Gender • Youth • Climate
Number of people reached by the EID-IS actions led by CSOs Number of regional CSOs financed via the outsourced mechanism for EID-IS projects
Number of projects in consortiums and multi-stakeholder projects cofinanced by the CSO-I mechanism

6.

APPENDICES

APPENDIX 1

Main conclusions of the CICID – MEAE meeting of 8 February 2018

The statement of conclusions of the CICID comprises a number of policy guidelines and decisions. This memo does not intend to be exhaustive, but to identify the most important elements, particularly those giving rise to statistical commitments, on the geographical and thematic priorities (1), and the means and the method (2).

1. Priority geographical and thematic areas

Geographical areas	
Africa and the Mediterranean	<ul style="list-style-type: none"> • Overall priority to the entire African continent, particularly the Sahel region, to support African youth • 75% of the State's financial effort in grants and loans (excluding debt cancellations) focused on Africa - Mediterranean for 2014-2018 • 85% of AFD's financial effort focused on Africa - Mediterranean for 2014-2018
19 Priority countries (18 African LDCs + Haiti)	<ul style="list-style-type: none"> • Gambia and Liberia added to the previous list • Focus 50% of the State's grant effort • Focus two-thirds of grants implemented by AFD
Other geographical areas	<ul style="list-style-type: none"> • AFD authorized to operate in Albania and Serbia (provided these countries implement commitments in terms of anti-money laundering and terrorist financing) • Strategy by ocean basin for the French overseas territories to promote their integration into the regional environment • AFD operations on a case-by-case basis in the Pacific Islands on adaptation to climate change and biodiversity
Thematic areas	
Crises and vulnerabilities	<ul style="list-style-type: none"> • Vulnerability facility implemented by AFD doubled to EUR 200m by 2020 • EUR 500m by 2022 for humanitarian action (bilateral and multilateral) • Adoption of an interministerial strategy on vulnerabilities • Adoption of a new humanitarian strategy on 22 March
Education	<ul style="list-style-type: none"> • Global Partnership for Education: EUR 200m for 2018-2020 (against EUR 17m for 2015-2017) including some 50% for the Sahel region • + EUR 100m of AFD education project grants over the same period (in addition to the current annual amount of some EUR 40m) • Support to UNESCO (EUR 10m a year) and support to Francophonie institutions

<p>Climate</p>	<ul style="list-style-type: none"> • An AFD 100% compatible with the Paris Agreement • 50% of AFD's actions with a climate co-benefit (current target of EUR 5bn a year by 2020) • Achievement by 2020 of a commitment of EUR 1.5bn for adaptation to climate change (against a former target of EUR 1bn) • EUR 3bn for renewable energies in Africa between 2016 and 2020 • EUR 1m a year for the IPCC until 2022 • EUR 300m a year of France's international effort for biodiversity • France's mobilization on sustainable waste management and sustainable cities (France-Africa Summit 2020) • Adoption of an interministerial strategy on adaptation to climate change
<p>Gender equality</p>	<ul style="list-style-type: none"> • Adoption of an interministerial strategy on gender equality (2018-2022) • Systematic use (100% of projects) of the OECD gender marker for AFD • 50% of the annual volumes of AFD commitments will be required to have a main or significant gender objective • Renewal of the French "Muskoka" Fund (EUR 10m a year) for maternal, neonatal and child health
<p>Health</p>	<ul style="list-style-type: none"> • Support to WHO for cross-cutting objectives: strengthening of health systems, universal health coverage • Global Fund to Fight AIDS, Tuberculosis and Malaria: France will remain the 2nd largest historical contributor (currently EUR 360m a year) • French contributions to UNITAID: an average of EUR 85m a year for 2017-2019 • GAVI (immunization): EUR 465m for 2016-2020
<p>Other thematic areas</p>	<ul style="list-style-type: none"> • Food security: support to FAO, WFP, IFAD; withdrawal from NASAN; implementation of the nutrition roadmap at international level • Support for access to water and sanitation • Launch of a Human Rights and Development Strategy • Adoption of a strategy on the mobilization of the fiscal resources of developing countries • Finalization of an action plan on statistical cooperation for sustainable development • Support for free and independent Justice and Media • Migrations: support for the preparation and strengthening of migration policies/control and securing of borders (including documentary fraud); fight against irregular migration (project to fight against smuggling networks, human trafficking, strengthening of justice); cooperation on returns and readmissions – mobilization of instruments and aid for return/reintegration of OFII; fight against the root causes of irregular migration (cf. European ETF); mechanisms facilitating regular migration (circular mobility)

2. Means and overhaul of the method

<p>Means</p>	<ul style="list-style-type: none"> • ODA at 0.55% of GNI by 2022, with a defined path (0.44% in 2018; 0.44% in 2019; 0.47% in 2020, 0.51% in 2021) • A redirection of additional means towards the bilateral channel: two-thirds of the total increase in means by 2022, as a cumulative average • Strengthening of the grant component: + EUR 1bn of commitment approvals for AFD in 2019 in the context of a sustained effort over the 5-year presidential term
<p>Political leadership</p>	<ul style="list-style-type: none"> • A Development Council on an <i>ad hoc</i> basis with the French President • A role of monitoring the ODA path, on an annual basis, entrusted to the Minister for European and Foreign Affairs • A tripartite budget procedure on ODA (MACP, MEF, MEAE) • A meeting of AFD's COS at least once a year chaired by the Minister for European and Foreign Affairs • An annual strategic review of AFD with its supervisory authorities
<p>Non-State operators and actors</p>	<ul style="list-style-type: none"> • NGOs: doubling of funds channeled through civil society organizations by 2022. Support for volunteerism. • Decentralized cooperation: doubling of funds earmarked to support the international action of territorial authorities • Strengthening of expertise: agreements between Expertise France and the Ministries of the Interior, Justice and Agriculture; Prime Minister's circular on the facilitation of recourse to public expertise; integration of Expertise France into an extended AFD Group in 2019; business volume of EUR 25m a year on governance between AFD and EF • Support for research in the South, including support for the creation of an African research council • Support to the private sector: EUR 1bn for African SMEs and midcaps via PROPARGO and AFD (FISEA fund); 50% of infrastructure financing from the AFD/CDC joint vehicle for Africa, <i>i.e.</i> EUR 300m
<p>Transparency, effectiveness, accountability on the law and budget indicators</p>	<ul style="list-style-type: none"> • Strategic investment plans for development (PISD): planning better coordinated and more predictable for the medium-term means, by main sectors (education, food security, infrastructure, etc.), independently of the budget programs, instruments (loans/grants) and channels (bilateral/multilateral) • An overhauled cross-cutting policy document to enhance the budget information for the Parliament • An enhanced ODA evaluation policy: strengthened coordination and annual assessment • An observatory of the costs of aid to better measure the management costs according to the various channels used • A roadmap for the implementation of the SDGs in France, integrating wherever possible and appropriate the SDGs into the construction of the law and into the budget performance indicators.

APPENDIX 2

Summary of the various sources of financing for CSOs

Tools	AFD-funded projects for partner States	FISONG	Calls for Crisis and Post-Crisis Projects (APCC) Post-Crisis Study and Expertise Fund (FEESC) Crisis and Post-Crisis Intervention Tool (OICC)	CSO mechanism	FFEM-funded projects	PPI – FFEM
Financing	Loans-grants to States	Direct grants to CSOs	Vulnerabilities and Crises Facility – Funds delegated by the EU	Direct grants to CSOs	Grants	Grants
Modalities for access	Competitive bid invitations	2 thematic calls for projects a year, thematic areas defined in consultation with Coordination SUD	Calls for proposals	Calls for Expressions of Intention (annual), preselection, then selection of the project based on a detailed rating of the NGO initiative	Identification and presentation of the project in due course by one of the five member institutions of the FFEM Steering Committee	Annual call for projects
Type of actor financed	CSOs or consultant firms under direct contract with a state contracting authority and only occasionally with AFD (in the case of multi-country projects, for example)	International, local and French CSOs <i>via</i> a direct agreement with AFD	For APCC and FEESC: international and local CSOs or other non-profit organizations For OICC: local sovereign and non-sovereign actors (including CSOs) Direct agreements with AFD	French CSOs	Various types of actors in partnership (CSOs, private sector, governments...)	CSOs from Central and West Africa
Types of project financed	Expert missions (feasibility, evaluations), by delegated project managers, etc.	Innovative technical, methodological or social operations	APCCs: field operations in contexts where local actors are weak FEESC: expert missions, diagnostics of needs, technical feasibility studies OICC: small-scale projects necessary for recovery in post-crisis or post-disaster contexts	Field projects General interest projects (SMA and EID-IS)	Innovative operations contributing to the preservation of the global environment and local development in the fields of climate, biodiversity, international waters and land degradation Single or multi-country	Capacity building for local CSOs for biodiversity conservation and the fight against climate change
Correspondents	National contracting authorities of AFD-funded projects – agency and responsible technical divisions and geographical departments	CSO Partnerships Division, sectoral division, agency	Geographical departments working with the Crises and Conflicts Unit	CSO Partnerships Division	FFEM	IUCN French Committee and IUCN Central and West Africa Programme (PACO)
Cofinancing	100%	90%	100%	Cofinancing rate depends on the types of project	Cofinancing limited to 25% of projects	100%

APPENDIX 3

Mainstreaming of priority issues (climate, gender, youth) into projects financed by DPA/OSC

For more details see the *CSO Assessment 2013-2017* (publication in the 1st half of 2018).

1- CLIMATE

Accountability framework and projects by French NGOs cofinanced by the CSO-I mechanism

Projects with climate co-benefits financed by the CSO-I mechanism are accounted for on the basis of three criteria: mitigation, adaptation (rating of -1 to +2) and contribution to public policies (yes/no rating).

Financing by the CSO-I mechanism on the environment theme has been increasing since 2013, and projects with climate co-benefits have increased markedly since 2015. The total amount for projects rose from EUR 15m in 2014 to EUR 45m in 2016, for an AFD commitment which rose from EUR 6m to EUR 20m over the same period.

At the end of 2017, the portfolio comprised 71 active projects with climate co-benefits, for an AFD contribution of EUR 52m. Out of the total portfolio of projects cofinanced by DPA/OSC under implementation, this accounts for 19% of CSO-I commitments.

The current portfolio has a strong focus on Africa and largely concerns adaptation actions. This differentiates the action of DPA/OSC from the rest of AFD (out of the EUR 3.5bn of "climate" commitments made in 2016 by the entire group, adaptation accounts for 17% and Africa 23%). This focus on resilience factors and the least developed countries, particularly in Africa, underscores the major role played by NGOs in the fight against poverty, which is directly and increasingly linked to the impacts of climate change. Although the "adaptation" issue continues to predominate, there is a strong emergence of various mitigation thematic areas – such as waste management and clean energy. Furthermore, a large and increasing number of projects have an impact on public policies at national or regional level.

The projects implemented by NGOs mainly concern agriculture/food security and the environment/natural resources. The initiatives cofinanced by DPA/OSC have a firm objective of strengthening local civil society – as local NGOs are still involved in their implementation.

Sectoral dialogue with NGOs

Starting in 2015, the strategic dialogue on the climate issue was stepped up between AFD and French CSOs as well as with the Ministries of Foreign Affairs, Finance and the Environment.

These exchanges have highlighted the strong added value of NGOs in the fight against climate change, through their establishment in territories and their knowledge of actors, their grassroots actions with local communities, their technical expertise, and the efficiency of their operations. The major role played by

NGOs in political advocacy at the international and local levels has also been recognized.

Generally speaking, French NGOs encourage AFD to make its climate policy consistent with the commitments of the Paris Agreement signed during COP21: support for the implementation of the Intended Nationally Determined Contributions (INDCs), increase in the objectives and commitments for the countries the most vulnerable to climate change, control of the non-emissive nature of the infrastructure projects financed (respect of the objective to limit the temperature increase).

A number of challenges were identified during these discussions:

- Need to adopt a systemic approach, not focused exclusively on the direct impact of projects on the climate, but which takes into account the resilience of populations in the broad sense (economic, social, environmental);
- Need to scale up actions, for the dissemination of new practices in entire territories and their coordination with local development policies – with the involvement of decentralized authorities;
- Strong needs for additional financing (particularly for adaptation and risk prevention) and the need to develop the structuring and management of projects, resulting from the integration of the climate (duration, phasing of projects, additional studies...): avenues to explore are forging ties with the private sector, operations in consortiums to achieve a critical mass – while developing complementarities between bilateral and multilateral financing;
- Need for NGOs to pool resources and knowledge, in order to increase their impact in the field;
- Need to develop impact measurement tools related to the climate – and to specify project classification criteria, particularly for adaptation (with the implementation of specific indicators to measure the contribution to the adaptation of public financing).

Prospects for action for the CSO Partnerships Division

The first area concerns the rating of projects and the quantification of their contribution in terms of budget. An improvement was made in 2016, with the changeover from a single rating (climate: yes/no) to a three-criteria rating: mitigation and adaptation (from -1 to +2); contribution to public policies (yes/no). The following stage will involve attributing a percentage of the

project budget to each rating, in order to refine the amount of DPA/OSC commitments with climate co-benefits. The amounts currently shown are overestimated, as they take into account 100% of project budgets.

Secondly, DPA/OSC will need to continue to contribute to the definition of AFD's climate strategy for 2017-2020 and to the monitoring of its implementation. The themes promoted by NGOs (see above) should be taken into account in these orientations. The reporting on NGO activity with climate co-benefits must also be continued and enhanced: systematic transmission of the results of the activity of DPA/OSC (and FISONG) to AFD's Climate Division (CLI) for the preparation of AFD's climate assessment, discussion and validation of these results with CLI.

Taking climate into account in a cross-cutting way could be improved in all the operations cofinanced by DPA/OSC. The objective of increasing the resilience of populations vulnerable to the impacts of climate change should be more effectively analyzed and promoted in the initiatives submitted by NGOs. To achieve this, they could be offered specific support, in the form of training, such as the training already given by Coordination

SUD, or dedicated projects (such as the "Gender Mainstreaming" project implemented by Coordination SUD). The competencies of the DPA/OSC team should also be strengthened, both for the analysis of the climate co-benefits of projects and their reporting.

In terms of financing, the possible increase in grants for LDCs (in particular with the mobilization of the Financial Transactions Tax and the creation of a fund to assist countries in the implementation of the INDCs) points to increased opportunities for financing for actions with climate co-benefits.

A study fund could be set up to better characterize and prepare NGO operations in this field. It could in particular finance the preliminary vulnerability analyses and project impact studies.

Finally DPA/OSC needs to continue to play its role as an intermediary between AFD's various departments and NGOs, so that the latter can play an active role in these developments and continue to feed into the strategic dialogue on the climate. The relations between DPA/OSC and DOE/CLI especially need to be maintained and strengthened.

2 - GENDER

AFD's gender accountability framework and French CSO projects cofinanced by the CSO-I mechanism

All AFD-funded operations are rated according to the three levels of the OECD-DAC "Gender Equality" marker. For projects cofinanced by the CSO-I mechanism, this rating is attributed to each project by the project managers responsible for its monitoring. This marker allows AFD's share contributing to the reduction of gender equalities to be counted.

- 0 rating: When gender equality is not targeted, the project is considered as "gender blind".
- 1 rating: When gender equality is a significant objective, meaning that specific work is conducted to break down the barriers to equal access and equal participation of women and men in the opportunities created in the context of the project.
- 2 rating: When women's empowerment or the structural reduction of gender equalities is the main objective of the project.

In the context of AFD's Gender CIF adopted in 2014, AFD set the objective of at least 50% of operations⁴⁶ to be rated 1 or 2 according to the OECD-DAC gender marker by 2017. In 2016, AFD had already achieved this rate, in particular thanks to the operations financed by the CSO-I mechanism: 51.1% of projects are rated 1 or 2, i.e. 113 projects, including 64 DPA/OSC projects. In this respect, the financing from the CSO-I mechanism makes a significant contribution to the achievement of the gender objectives set at AFD.

Situation of the "CSO Gender" Portfolio in June 2017

Out of the total portfolio of projects cofinanced by the CSO-I mechanism between 2014 and June 2017, the share of financing contributing to the reduction of gender inequalities accounted for 71% of commitments (EUR 168.7m out of a total of EUR 237.7m) and 68% of projects (214 out of 314 projects). The CSO Partnerships Division had set the ambitious objective for projects rated 1 or 2 to account for 66% of cofinancing for active CSO projects (in number of projects) by the end of 2017.

Financing: The financing of the CSO-I mechanism contributing to the reduction of gender inequalities (DAC 1 and 2) increased between 2014 and 2017. The total annual amount went from EUR 41.9m in 2014 to EUR 39.2m in 2015, then to EUR 52.8m in 2016. The financing earmarked for projects for which gender equality is the project's main objective (DAC 2) has doubled, from EUR 4.6m in 2014 (7.9% of total commitments) to EUR 9.4m in 2016 (13.2% of total commitments).

Projects: The share of gender projects in the portfolio fluctuated between 2014 and 2016, with a reduction between 2014 (69.1%) and 2015 (59.2%), then an increase between 2015 and 2016 (68.8%). However, the share of projects dedicated primarily to reducing gender inequalities (DAC 2) doubled, from 7.4% in 2014 (6 projects) to 14.6% in 2016 (14 projects).

Geographical areas: The Mediterranean, Asian and Latin American regions are very favorable for the appraisal of gender projects (DAC 1 and 2). Proportionally to the number of projects in the region, the share of gender projects cofinanced by the CSO-I mechanism in Africa only accounts for 63%, whereas it accounts for 76% in Asia, 88% in the Mediterranean region and 91% in Latin America and the Caribbean. It stands at 62% in multiregional areas and 58% for general interest projects.

⁴⁶With the exception of financing that AFD provides in the form of study funds, overall budget or sectoral support or non-earmarked credit lines and in the French overseas territories.

Sectors: While the majority of projects with the reduction of gender inequalities as the main objective concern the sectors of "human rights" (36.4%) and "health and the fight against AIDS" (21.2%), the projects implemented by NGOs with a significant gender objective (DAC 1) concern many sectors without significant differences. The sectoral breakdown of the gender portfolio therefore reflects the cross-cutting nature of gender issues. All sectors are concerned.

Areas of operation: Projects aiming to reduce gender inequalities take action on various dimensions, which are often combined: the management of victims of violence and exploitation, the economic and social empowerment of women, equality in access to services, sexual and reproductive health, citizen and political participation, access to rights and the deconstruction of the social roles assigned to men and women.

Sectoral dialogue with CSOs

Back in 2012, the CSO Partnerships Division wished to encourage French CSOs to build their capacities for gender mainstreaming. To achieve this, a number of initiatives have been developed, including gender mainstreaming as a criterion for the allocation of CSO and FISONG financing. CSOs are consequently requested to explain the way in which gender is taken into account. This has led to the gender issue being systematically taken into account during the appraisal of projects and the dissemination of the gender tools developed by AFD (sectoral toolkits, methodological annex, country gender profiles...).

Projects have already been rejected due to the fact that there was no or little integration of a gender perspective, but never for this reason alone. The AFD-CSO dialogue during appraisal is a tool to build capacities and improve the quality of projects. Several projects have consequently become more ambitious or more viable in terms of reducing gender inequalities during appraisal, with an improved targeting of beneficiaries by integrating gender-specific monitoring and impact indicators, recruiting a gender expert for the project, defining dedicated activities, disseminating gender in the project in a cross-cutting manner, etc.

AFD also orients the interested CSOs towards the training and assistance provided by Coordination SUD and F3E in the context of the "For Gender Mainstreaming" project financed by the CSO Initiative mechanism. In addition to the sectoral training given, this project comprises a FRIO for gender mainstreaming. The latter allows the CSO to request coverage of up to 70% of the expenditure for a project to enhance the integration of a gender approach within the CSO, with support from external expertise.

The discussions with CSOs have highlighted several challenges:

- The strong need for financing of small associations working for gender equality;
- The need to combine cross-cutting issues to ensure that the fight against inequalities is consistent and strengthen the inclusive nature of international solidarity projects (gender, climate, youth, vulnerabilities...);
- The need to encourage experience-sharing in order to more effectively mainstream gender into the projects and the organizational practices of CSOs.

Future prospects for action

The first area concerns the monitoring and evaluation phases which the Division will need to work on more from the gender perspective in order to continue to assist CSOs in integrating this cross-cutting thematic area. Indeed, as operations generally last three years and can be renewed twice, the final evaluation of the first or second phase provides a good opportunity to analyze the impacts of the level of gender mainstreaming in the project and better integrate gender into the following phase.

Building on this feedback from the field, the exchanges on gender will be encouraged and the Division will be an active intermediary between CSOs and AFD. Operational lessons need to be shared and this necessarily involves capitalizing on the expertise developed by CSOs. To this end, cross-cutting evaluations of several projects integrating gender in the same region or the same sector will be encouraged.

For this aim of experience-sharing, the Division will ensure that the women's associations supported in the context of projects have greater visibility. They are key actors in the implementation of activities that contribute to reducing gender inequalities and consequently need to be better known.

Finally, the Division will continue to support CSOs on gender in their projects and their organizations *via* capacity building on gender for project managers and CSOs. This will justify the continuation of the activities implemented in the context of the "For Gender Mainstreaming" project and the new CSO Strategy will be able to finance specific gender studies prior to projects, in order to gain a better understanding of power relations between women and men in their contexts of operation, the possible synergies between actors on gender, etc.

3 - YOUTH

AFD's youth accountability framework and French NGO projects financed by the CSO Initiative mechanism

In March 2015, following major consultation work, MAE published a youth strategy based on six areas of intervention:

1. Addressing the population challenge and improving access to family planning services
2. Mobilizing all stakeholders
3. Developing skills and talents for civic life and decent work
4. Improving young people's health
5. Developing rural youth opportunities
6. Giving young people the means to become agents of change

For its part, DPA/OSC has adopted a "youth" indicator, firstly, to be in a better position to understand the contribution made by projects to this strategy, but especially in order to better understand

the transformational effects brought about by whether or not young people are taken into account in projects. Projects are rated according to three levels ranging from 0 to 3.

- Level 0: the project does not concern youth;
- Level 1: the project has at least partly and specifically youth as a beneficiary (passive position of youth in the project);
- Level 2: the project makes young people actors;
- Level 3: the project has youth as a beneficiary AND makes youth actors.

Situation of the “CSO Youth” portfolio in June 2017

In June 2017, out of the 235 projects financed since 2015 (first year of project rating of the youth aspect), 118 projects (50%), amounting to a total allocation of EUR 84.2m (47% of the total), fully or partially targeted a public of “youth”, either as project beneficiaries, or for 37% of them, as full-fledged actors in the implementation of projects. They concern 94 field projects (mainly in the fields of education, vocational training, health, the environment, social sectors and human rights) and 24 projects for EID and structuring associations. The total amount of these projects stands at EUR 176.3m.

Since 2015, there has been a marked increase in the cross-cutting integration of youth in the projects financed by DPA/OSC. As at 31 July 2017, 37% of them even aimed to give these young people an active role in the project and no longer simply address them as simple beneficiaries in a passive position. This is consistent with the increasing mobilization of civil society on this issue (in particular the creation of a specific “Youth and International Solidarity” committee at Coordination SUD).

For 2017 (as at 31 July), 67% of the projects financed by DPA/OSC paid attention to the youth issue, which is a marked improvement compared to the average for the previous years.

Increasing CSO mobilization

There is increasing civil society mobilization on this issue. For example, in 2013, at Coordination SUD, there was an “International Voluntary Commitment” sub-working group in the Europe Commission, which worked on issues of international mobility.

More broadly, in April 2016, a youth and international solidarity workshop was organized and aimed to gain a better understanding of civil society’s interest in this field. It gathered, in both its organization and participation, international solidarity organizations (ISOs) and associations of youth and popular education (AYPE), which had until then worked side by side without necessarily knowing each other well. Several observations were made during this workshop:

- The need to consider youth as a major and cross-cutting challenge, just as gender and climate;
- The lack of a common working space (dialogue, exchanges and advocacy) on this issue, preventing progress from being made on this issue in civil society.

Building on these observations, in December 2016, Coordination SUD set up a Youth and International Solidarity Committee. This

committee was given the mandate of addressing the issue of youth in a cross-cutting manner, for example, integrating the gender issue, promoting more inter-knowledge and pooling resources between AJEP and ASI to build and lead common advocacy together. Several cross-cutting thematic areas were identified to initiate exchanges and future work (access to citizenship, economic, social and cultural rights, education in international solidarity, voluntary work).

Consequently, it no longer involves confining the issue of youth to voluntary work, but opening it up by gaining a more general understanding of commitment pathways, while focusing on two issues which are essential today: the involvement of youth as solidarity actors in France and abroad and the issue of promoting and developing their commitment.

In terms of structuring associations, AFD also supports the Agency for Micro-Projects, which has published, in partnership with Solidarité Laïque, a tool worksheet “Mobilizing youth in the context of an international solidarity micro-project”. It devoted its annual day on the subject to a presentation of several examples of flagship micro-projects. F3E, for its part, takes a more systematic evaluative look at the projects financed by DPA/OSC.

In the course of 2015, in line with MAE’s strategy, the CSO Partnerships Division wished to encourage French CSOs to take greater consideration of issues concerning youth in their projects. A number of initiatives have been developed for this purpose, including the consideration of youth as a criterion for the allocation of CSO financing. To facilitate this work, a methodological annex has been published in the NGO financing guide.

The consideration of this issue in projects during their appraisal is part of a rationale to increase the capacities and the quality of projects. In this respect, the AFD-CSO dialogue which supports the appraisal of projects especially aims to be educational, in order to make projects more ambitious or more viable, *via* the role given to young people in the project. To be consistent, these aspects should also be included in the logical framework, as well as in the ToR of the evaluation.

Future prospects for action

These efforts will be continued in the context of the Strategy on the basis of the findings of the qualitative evaluations conducted on the portfolio of ongoing projects, as well as on the basis of shared reflection with CSOs. Consequently, DPA/OSC will continue to pay special attention to this thematic area in the appraisal, implementation and evaluation of the CSO projects it finances, and will pursue the rating for monitoring and accountability purposes.

It would be worth implementing various actions in the coming years to encourage CSOs to mobilize young people as actors of the SDGs:

- a. Refine the “youth” markers for projects, where necessary (study ongoing)
- b. Encourage French CSOs to integrate young people as actors of the SDGs by supporting the development of dedicated training and tools
- c. Explore the possibility of a dedicated FISONG, working with Coordination SUD and AFD’s Operations Department, in the context of the discussion on programming the thematic areas of FISONG

- d. Promote volunteer work in projects and civic service
- e. Expand education in development (EID) in projects in both the North and South
- f. Working with the Research Department, studies could be considered on the various aspects concerning the issue of young people as actors of change
- g. Increase, both quantitatively and qualitatively, the number of projects effectively integrating the issue of youth (objective of 70%)
- h. Allow exchanges of practices; encourage relations with Coordination SUD's "Youth and International Solidarity" Committee
- i. Deepen the link between the thematic areas of "youth" and "gender"
- j. Continue the cross-cutting evaluation efforts for projects on the subject of youth

APPENDIX 4

CMSPs – Concerted Multi-Stakeholder Programs

A tool for political dialogue: CMSPs, a financing instrument for national CSOs, were designed by the ministry and CSOs in view of the observation, in the 1990s, that multi-stakeholder approaches could provide a new dimension to cooperation projects by establishing more equitable relations between actors from the North and South. This idea was then structured on the basis of an inclusive dialogue and shared responsibility between civil societies and institutions.

The CMSP tool firstly concerned Eastern Europe (Romania, Bulgaria and the Republic of Moldavia) in 2002, the Maghreb region (Morocco 2002, Algeria 2007, then Tunisia 2015) and Africa (Congo 2008 and Guinea 2007). Reflection is ongoing for Mauritania, Colombia and Madagascar. The history of CMSPs clearly fits in with a political perspective. In this respect, the tool allows a dialogue and networks of actors to be led between France and partner countries - these are especially important because they are implemented in contexts of tensions or democratic construction. Through CMSPs, both CSO partners and public actors (States and local authorities) become key correspondents who have the ambition of conducting exchanges, working together, strengthening each other and developing concrete actions on identified social issues.

By seeking to structure civil societies, the instrument contributes to building an appeased political dialogue and to strengthening democratic processes.

A tool for advocacy and influence: CMSPs have primarily brought about the recognition of civil society and its contribution to public policies, the emergence of spaces devoted to democratic governance, transparency, but also, in certain cases, national reconciliation. The CMSPs in Eastern Europe and Guinea have achieved significant results in the field of developing public policies: reform of the Mining Code in Guinea, recognition of the profession of social coordinator in Eastern Europe and contribution to the preparation of public policies for child protection... Furthermore, several CMSPs have contributed to transforming political practices by testing innovative formats of participatory democracy at local level (citizen juries, local youth councils, regional multi-stakeholder high schools), and by supporting public authorities in learning popular consultation processes.

A process focused on action: CMSPs are spaces for expression, exchanges and dialogue, but also for training and action. This involves allowing actors to fully participate and acquire the resulting skills and knowledge: preparation of reference texts (charters, rules of procedure, evaluation and capitalization processes), participation in democratic bodies and collective meetings (general meetings, thematic universities, regional meetings, award committees, etc.), but also the implementation of support funds for projects which support concrete initiatives led by associations, generally for the benefit of the most vulnerable populations. The interactions between actors from the North and South who mutually strengthen each other on cross-cutting and universal thematic areas (youth, citizenship, the fight against inequalities, gender equality...) constitute the bedrock of what is advocated by CMSPs.

A knowledge-generating approach: CMSPs are working on action research which contributes to shared knowledge. The programs have generated knowledge which is capitalized on and disseminated so that it can be permanently taken on board by all institutional actors, associations and individuals.

MEAE supported CMSPs from 2002 to 2008. AFD took over in 2008 and earmarked nearly EUR 26.7m for them between 2009 and 2016. Four CMSPs were ongoing in 2017.

Example of a CMSP:

"Let's Be Active" Concerted Multi-Stakeholder Program (Tunisia-France CMSP) – 2015 – ongoing

Presentation: "Reduce inequalities in access to rights" has been the aim of the Let's Be Active Program since it was launched in 2015. In the new Tunisia desired by citizens who opened a new page in the history of this country in 2011, the issues of democracy, freedom and dignity are essential. The reduction of social, economic and territorial inequalities is one of the major challenges for the success of this transition.

In 2014, the CMSP chose to work using a multi-stakeholder network approach and today comprises some 70 Tunisian and French entities: associations, trade unions, cooperatives, territorial authorities and public authorities. It works on three main thematic areas: education, socioprofessional integration *via* the social and solidarity economy and participatory democracy in the context of the decentralization process. The publics concerned are mainly children, young people, women and people with disabilities (8,000 people are directly targeted for 2016-2018) in marginalized territories (rural regions, interior regions of the country, suburbs of Tunis). The program plans to support over 80 structures by 2018 and their networking, but also financing and support for over 40 projects in 10 Tunisian Governorates. It also plans to provide its support to several coalitions of actors who aim to contribute to the education reform project, to the preparation of a law on the SSE, to monitoring the local government code, but also to monitoring the legal framework for the freedom of associations (more specifically, the project to review the Decree-Law 88 on the freedom of association).

Outcomes: According to a first survey of members of the program, its impacts have been to: train associations and leaders of associations in the marginalized regions of Tunisia; strengthen young associations which emerged from the Revolution and make them recognized actors in their territories; support and assist projects with economic and social impacts which mobilize local expertise. The program has also allowed Tunisian associations to consult each other and build a more effective and more visible collective advocacy. It has already produced constructive dialogues with the Tunisian authorities (two partnership agreements signed with the Ministry of Education and Ministry of Vocational Training), the decentralized departments of several regions and municipalities. Along with other Tunisian associations, it has led advocacy for a decree-law on associations and the freedom of association. To date, it has supported 28 projects in the fields of education, social integration and participatory democracy. Finally, it has trained over 85 associations on the issues of human rights and decentralization.

Prospects: In the coming years, the Let's Be Active Program intends to open up to new thematic areas depending on developments in the Tunisian context, to new Franco-Tunisian partnerships, but also to the Mediterranean region.

Further information is available at: www.actives-actifs.org

Acronyms and abbreviations

AFD	Agence Française de Développement	GENE	Global Education Network Europe
AML-CFT	Anti-Money Laundering/Combating the Financing of Terrorism	IATI	International Aid Transparency Initiative
APCC	Calls for Crisis and Post-Crisis Projects	ICVA	International Council of Voluntary Agencies
ATWG	Agroecological Transitions Working Group	IDG	International Development Group
BOND	British Overseas NGOs for Development	IFP	International Forum of National NGO Platforms
CDC	Caisse des Dépôts et Consignations	IUCN	International Union for the Conservation of Nature
CICID	Interministerial Committee for International Cooperation and Development	LOPSI	Orientation and Programming Law on Development and International Solidarity Policy
CIF	Cross-Cutting Intervention Framework	MACP	Ministry for Government Action and Public Accounts
CMSP	Concerted Multi-Stakeholder Program	MEADI	Ministry of Foreign Affairs and International Development
CNDSI	National Council for Development and International Solidarity	MEAE	Ministry for Europe and Foreign Affairs
CONCORD	European Confederation of Relief and Development NGOs	MEF	Ministry for the Economy and Finance
COP	Conference of the Parties	MYPA	Multi-Year Partnership Agreement
CPC	Operational Risk Monitoring and Compliance (AFD)	NASAN	New Alliance for Food, Security and Nutrition
CSO-I	CSO Initiatives	NGO	Non-Governmental Organization
CSO	Civil Society Organization	ODA	Official development assistance
CSR	Corporate Social Responsibility	OECD	Organisation for Economic Co-operation and Development
DAC	Development Assistance Committee	OFII	French office for immigration and integration
DEAR	Development Education and Citizen Awareness Raising Program for citizens	OICC	Crisis and Post-Crisis Intervention Tool
DGM	Directorate-General for Global Affairs, Culture, Education and International Development	POS	Strategic Orientation Plan
DGM/CIV	Delegation for Civil Society Relations and Partnerships of MAEDI	PPI	Small-Scale Initiatives Program
DOE	Operations Department (AFD)	PRISME	Program of Methodological Innovations to Plan, Monitor and Evaluate the Processes of Change
DOP	Policy Position Paper	PROPARCO	Promotion et Participation pour la Coopération Economique
ECIS	Education in Citizenship and International Solidarity	RITIMO	Information and Documentation Network for Solidarity and Sustainable Development
EID-IS	Education in Development and International Solidarity	RMSN	Regional Multi-Stakeholder Network
F3E	Fund for the Promotion of Preliminary Studies, Cross-Cutting Studies and Evaluations	SDG	Sustainable Development Goal
FATF	Financial Action Task Force	SIF	Sectoral Intervention Framework
FEESC	Post-Crisis Study and Expertise Fund	SPC	Strategy, Partnerships and Communication Department (AFD)
FFEM	French Facility for Global Environment	SSE	Social and Solidarity Economy
FISONG	Sectoral Innovation Facility for NGOs	ToF	Terms of Reference
FONJEP-EAD	Youth and Popular Education Cooperation Fund	UNDP	United Nations Development Programme
FORIM	Forum for International Solidarity Organizations from Migrations		
FRIO	Institutional and Organizational Support Fund		

What is AFD?

AFD is an inclusive public financial institution and the main actor in France's development policy. It makes commitments to projects that genuinely improve the everyday lives of people, in developing and emerging countries and in the French overseas territories.

AFD works in many sectors – energy, health, biodiversity, water, digital technologies, training – and supports the transition to a safer, more equitable and more sustainable world: a world in common. Its action is fully in line with the Sustainable Development Goals (SDGs).

Through its network of 85 agencies, AFD operates in 109 countries and is currently supporting over 3,500 development projects. In 2017, it earmarked EUR 10.4bn to finance these projects.



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