



# AFD AND Capacity Building



**7**

fully dedicated  
agents

**100**

project owners  
supported in 2020

**13 project**

experiences in synergy  
with Expertise France

Nowadays, AFD is no longer simply a «development financier», but rather strives to strengthen its partners in a more structural way. With in-house expertise in capacity building, we support them in their efforts to change so that they have the means to ensure their own long-term development at all levels.

#WorldInCommon

# A CONTINUUM OF ACTORS, CHANGES, CAPACITIES: long term support

AFD supports project owners with:

**1**

## *Co-building robust investment projects*

AFD-financed projects are implemented by our local partners in accordance with their national procedures. To strengthen the leadership of the project leaders that AFD finances, we pay particular attention to supporting them and facilitating co-building of projects, involving internal departments and all stakeholders. Using engineering that combines collective intelligence and consensus-building enables us to achieve better quality in the projects we prepare.

The targeted results are: a solid project strategy, a chosen, goal-oriented modus operandi for the project and for the organization's proper development, and a good scaling of the technical assistance provided during execution of the project.

**2**

## *Launching and piloting organizational changes*

Improving partners' performance, an essential condition for sustainable development, is an integral component of AFD's mission.

The demands of project owners to be more flexible, more efficient, more ODD-oriented and more innovative within their organization are increasing. The aim is to create a space for dialog and production on their strategy, internal operations and overall performance; to support them in identifying favorable conditions and resistance to change, and to help them formulate an evolutionary trajectory; and to think about the implementation of this change management strategy in terms of small steps as well as major organizational projects.

**3**

## *Reforming or creating public policy*

The Group engages in public policy discussions with its partners that will lead to the implementation of a certain public policy or reforms. Based on an existing sector policy or one to be created within a policy area, a matrix can be co-constructed that includes the expected inputs, processes, outputs, results and impacts in the form of indicators. Technical assistance ensures implementation of the reforms and fuels public policy dialog over 4 to 5 years and supports the mobilization of other stakeholders such as society and academia. Mobilized experts also support policy makers in carrying out missions of policy coordination, experimentation and capacity building at the central and decentralized levels.

AFD has a specialized unit exclusively dedicated to organizational development, change management, and capacity building for project leaders and their stakeholders. The unit has a cross-cutting role of support, guidance, experimenting, and capitalization. The CAP support unit provides support to project owners:

- To facilitate the dynamics of collective intelligence
- To scale transformational roadmaps to an organization
- To help design trajectories that integrate the Sustainable Development Objectives
- To support the launch and monitoring of technical assistance
- To capitalize, train and communicate know-how
- To experiment with approaches and tools in close collaboration with Expertise France and Proparco.

## *Tools for capacity building*

Using collective intelligence methods, capacity building can take various forms, depending on the needs expressed. The key to success lies in the ability to combine different methods in order to respond accurately and effectively.

This can be particularly true for project leaders:

- Technical support in setting up a financing project
- Permanent or rotating technical assistance to support implementation.
- Advice and coaching techniques on targeted needs
- Peer-to-peer exchanges that allow for feedback on experiences
- Action-training



## *Capacity building: what is it exactly?*

Capacity building is defined by the FAO as "the process by which individuals, organizations and the community as a whole liberate, create, strengthen, adapt and maintain their capacities over time, i.e., their ability to manage their affairs successfully."

In other words, it is no longer a question of doing instead of, but of transmitting knowledge and/or creating together new dynamics so that countries are able to ensure their own long-term development.

Capacity building takes place at three levels: individuals (personal skills), organizations (tools/systems, governance/management) and the industry (networks, interactions between organizations, etc.). The challenge is therefore to improve individual skills but also interactions and organization within and between organizations.

Agence Française de Développement Group (AFD Group) implements France's policy in the areas of development and international solidarity. It finances, supports and accelerates transitions towards a more coherent and resilient world. Comprised of AFD, which finances the public sector and NGOs; Proparco, which finances the private sector; and soon, Expertise France for technical cooperation, the Group finances, supports and accelerates transitions towards a more resilient and sustainable world.

With our partners, we are building shared solutions with and for the people of the Global South. Our teams are active in more than 4,000 projects in the field – in overseas France, in some 115 countries and in crisis areas, working to promote the “common goods” that are climate, biodiversity, peace, gender equality, education and health. It's our way of contributing to the commitment France and the French people have made to achieve the Sustainable Development Goals. Towards a world in common.



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