

Evaluations WITHIN AFD GROUP

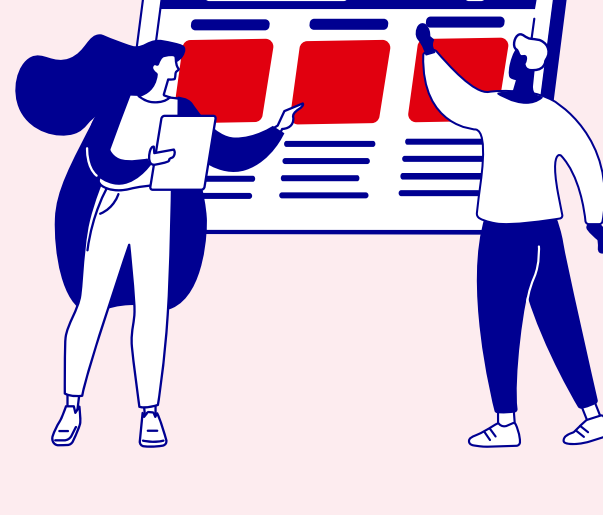
In 2024, AFD, Expertise France and Proparco adopted a common monitoring and evaluation policy. **The objective is to enhance the effectiveness of their action with a constant concern for accountability.** The policy is based on four priorities and lays down a foundation of common principles for the three AFD Group entities.

PRIORITIES

Why a new policy for AFD Group?

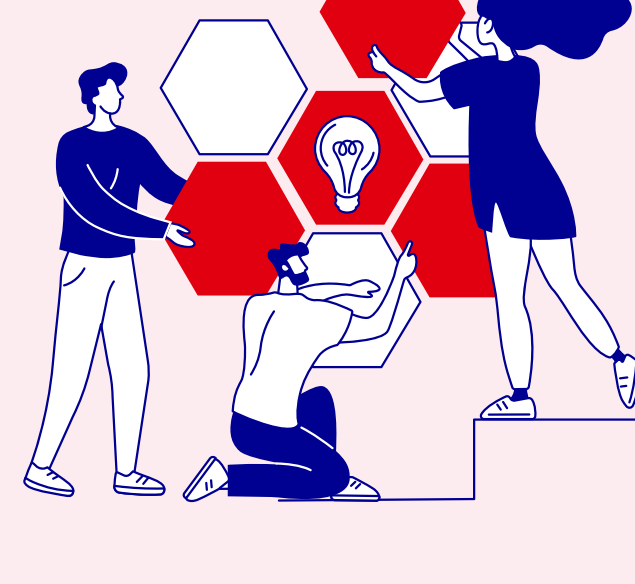
I. BUILD A GROUP APPROACH

- Our common principles will be adapted into **roadmaps tailored to the specific needs** of AFD, Proparco, and Expertise France.
- The gradual development of a **Group network for monitoring and evaluation** will enable us to learn from each other.



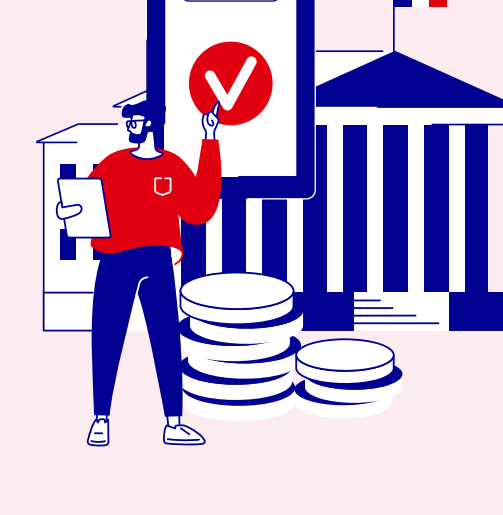
II. STRENGTHEN OUR ACCOUNTABILITY

This policy fits in with the “**accountability**” component of the Group’s Strategic Plan (2025-2030).



III. FACILITATE THE EVALUATION OF THE SOLIDARITY-DRIVEN AND SUSTAINABLE INVESTMENT POLICY

This policy is part of the **evaluation mechanism for France’s solidarity-based and sustainable development policy**, which will be strengthened with the creation of an independent national commission.

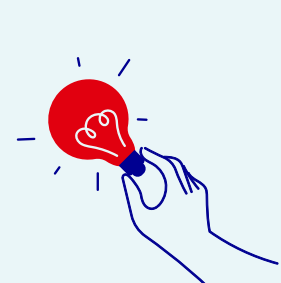
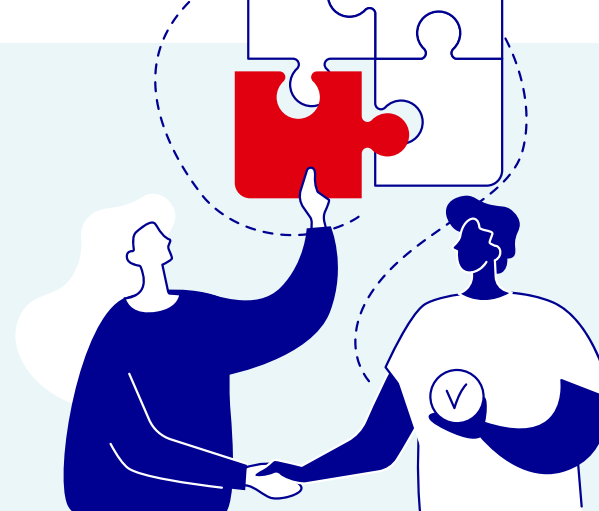


PRIORITY 1

Increase the influence of our evaluations

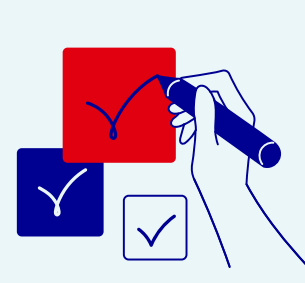
Evaluations provide a well-founded judgement on the **validity, implementation, and effects** of the development initiatives supported by AFD Group.

EVALUATIONS ARE USEFUL FOR...



Learning

from past actions, to improve future ones



Decision-making

on the basis of knowledge gained from experience



Accountability

to elected representatives, citizens, partner countries, etc.



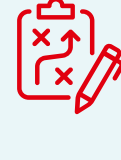
Dialog

with development stakeholders

HOW TO ENHANCE THE USEFULNESS OF EVALUATIONS

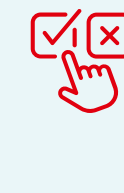
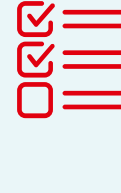
Upstream

More concerted and strategic programming of AFD Group’s evaluations will enable us to better meet the expectations of our clients



Collection and analysis of data

Scoping the evaluation (determining evaluation questions and methodology)



Conclusions and discussion of recommendations

Downstream

Stronger follow-up on recommendations will promote the incorporation of lessons learned from evaluations into new projects and strategies

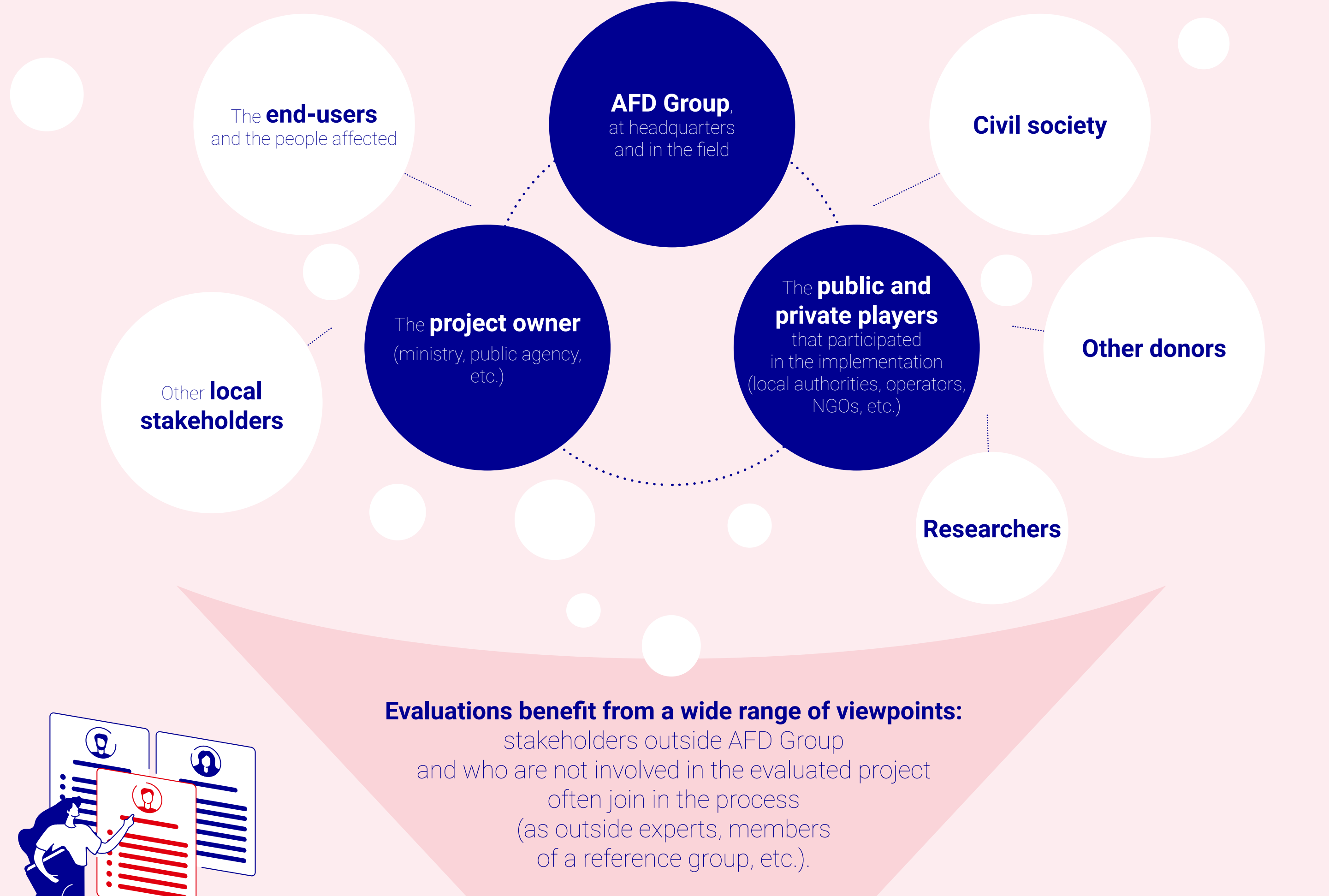
PRIORITY 2

Design and conduct evaluations “by our partners’ side”

The projects supported by AFD Group are primarily those of **local project owners. They, too, are accountable** to their citizens and need evaluation to improve their actions and make decisions. To ensure their usefulness and effectiveness, monitoring and evaluation systems must be developed and designed together with the project owners.

SYSTEMS THAT ENCOURAGE DIALOG

among the **various stakeholders** involved:



Evaluations benefit from a wide range of viewpoints: stakeholders outside AFD Group and who are not involved in the evaluated project often join in the process (as outside experts, members of a reference group, etc.).

INTERNAL OR EXTERNAL EVALUATION?

AFD Group entrusts most of its evaluations to external experts. Yet, they are sometimes carried out internally, by people who have never been involved in the project. This often leads to recommendations that can be put into practice more directly, and it helps to spread a culture of evaluation.

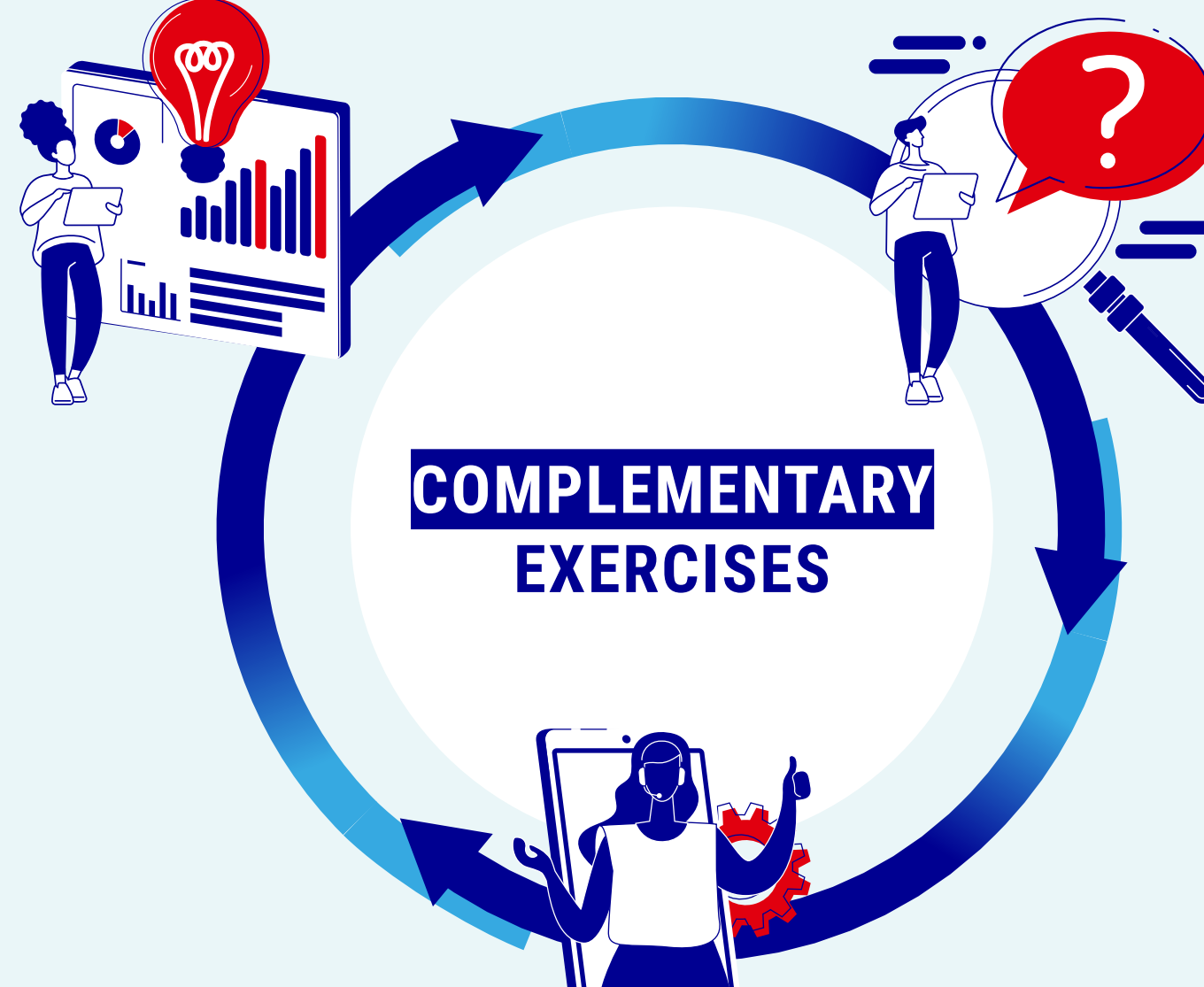
PRIORITY 3

Strengthen the appraisal-monitoring-evaluation continuum to promote alignment with the SDGs

To **learn fully from the experience** and improve development results, it is crucial to make links between the project’s appraisal, monitoring, and evaluation. The ultimate aim is to align the projects financed by AFD Group with the Sustainable Development Goals (SDGs).

EVALUATION

The evaluation assesses and explains the results obtained. It provides a perspective to help improve the project, its next phase, or similar projects.



APPRAISAL

The goal of project appraisal is to **determine the intervention strategy**: What needs does the project meet? What objectives does it contribute to and how? Lessons learned from previous interventions contribute to the appraisal process.

MONITORING

Monitoring is designed to improve project management by collecting and analyzing data on the **resources** put into action, the outputs obtained and the **results** achieved. These data are also needed for quality evaluations.

PRIORITY 4

Fine-tune “tailor-made” evaluations

Evaluations are most useful when they are conducted at the right time, by the right actors, and using the methods most appropriate to the expectations of the commissioning party. The idea is thus to ensure the **diversity of types of evaluations**.



TYPES OF EVALUATIONS CARRIED OUT BY AFD GROUP

with different objectives, time frames and methods:

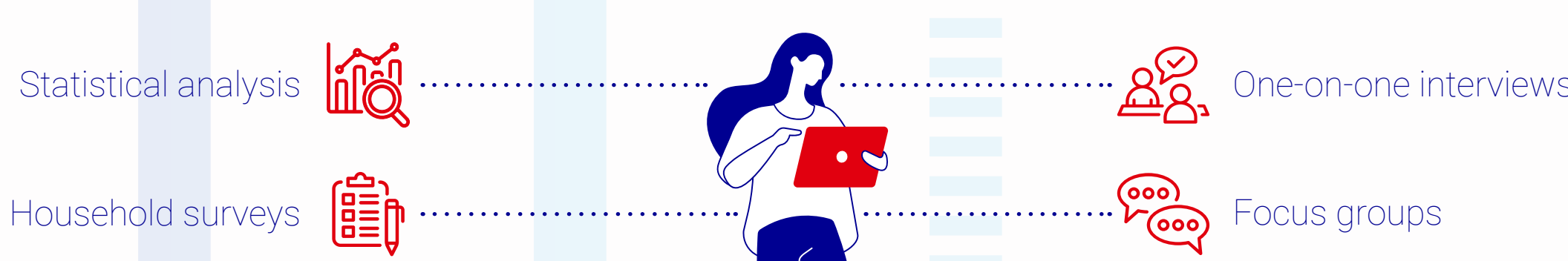


DIVERSE TIME FRAMES

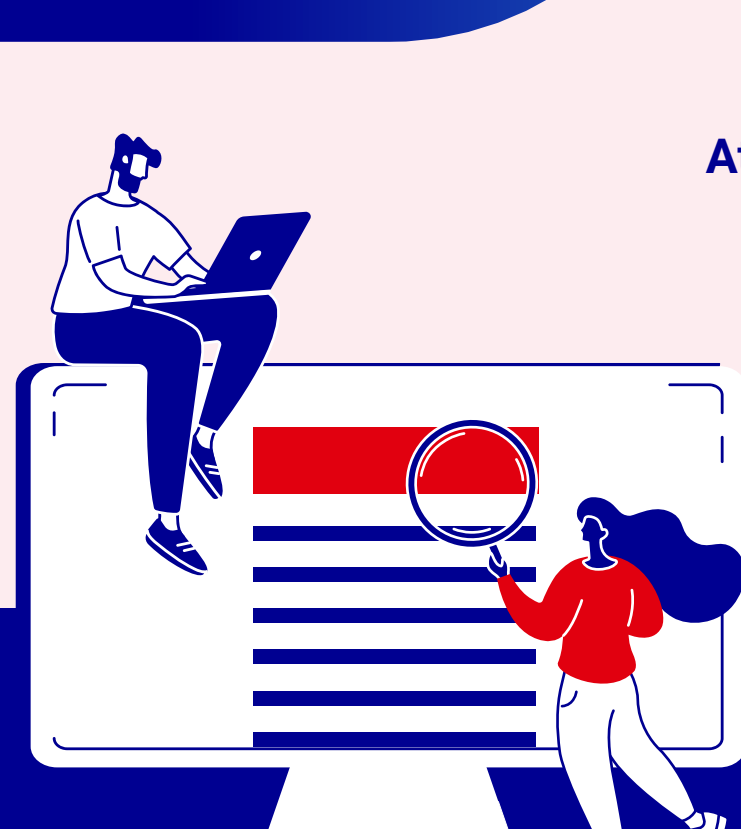
During project implementation, to be able to adjust the intervention continuously

Some time after the end of the project, to gain an understanding of all the results to which it may have contributed and assess their sustainability

COMPLEMENTARY QUANTITATIVE AND QUALITATIVE METHODS & TOOLS



At the end of the project, to help inform appraisal of a subsequent phase



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