

— 100% Social Link

Strategy 2021-2025

AFD GROUP

AFD Group, the principal actor in French development policy, carries out its development mission in accordance with the priorities set by the French government, in particular through the Interministerial Committee for International Cooperation and Development (CICID), and contained in its 2018-2022 Strategy. This plan is underpinned by the following five commitments:

- **100% Paris Agreement:** AFD Group aims to become the first development agency to allocate all its project funding to low-carbon and climate-resilient development trajectories.
- **100% Social Link:** AFD Group's projects reinforce the social link by helping to improve the well-being of people and increase the resilience of societies, in particular by reducing all forms of inequality.
- **3D development thinking:** The Group operates in situations of crisis and vulnerability alongside other stakeholders to fulfil the third "D" of the "Defence, Diplomacy and Development" approach.

→ **Non-sovereign first:** The Group helps finance non-state entities, including the private sector, local authorities, civil society organisations (CSOs) and foundations, with a view to guiding them towards sustainable solutions.

→ **Partnership by design:** The Group's projects are open to new actors to promote experience-sharing and improve effectiveness.

In keeping with these five commitments, AFD Group is supporting and accelerating the six major transitions the world is currently undergoing: demographic and social transition, energy transition, territorial and ecological transition, digital transition, economic and financial transition, and political and civic transition.

This strategy outlines the Group's main strategic directions in support of its 100% Social Link commitment for the 2021-2025 period.

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EXECUTIVE SUMMARY

As France's development finance agency, AFD Group has decided to make two major structural and closely linked commitments within the framework of its 2018-2022 Group Strategy. These commitments are: the 100% Paris Agreement commitment, which aims to support countries in taking long-term, low-carbon and resilient approaches, reducing greenhouse gas emissions and promoting climate change adaptation and biodiversity conservation; and the 100% Social Link commitment, the primary aim of which is to reduce multidimensional inequalities – including gender inequalities – improve well-being and access to essential goods and services, and foster the socioeconomic integration of people and territories, while at the same time introducing participatory forms of governance into AFD Group's financing procedures.

This approach therefore constitutes a **commitment strategy**, rather than a sectoral strategy, and forms part of efforts to implement the Sustainable Development Goals (SDGs) and the Paris Agreement, and to protect global common goods.¹ The strategy is aligned with revisions to France's international development policy objectives, resources and modes of intervention (in the programming Act on inclusive development and the fight against global inequalities), made in the context of the global crisis caused by the coronavirus (COVID-19) pandemic. Now more than ever, this strategy forms part of a coordinated multilateral response and long-term effort to prevent future health, environmental and social crises, which are currently converging, thereby underscoring the interdependency of states and people.

As with the 100% Paris Agreement Strategy, the 100% Social Link Strategy feeds into all six of AFD Group's transition strategies (namely, digital transition, political and civic transition, economic and financial transition, territorial and ecological transition, demographic and social transition, and energy transition), ensuring that each one incorporates social link issues, objectives and markers in an operational and cross-cutting manner.

The strategy is the result of various research and comparative analysis projects² carried out both in the public banking sector and in the civil society organisations (CSO) sector.

Its aim is to enhance AFD Group's current actions in the social sector, refine the Group's other strategies (sectoral and geographical) in favour of combatting inequalities and promoting inclusion, and support the Group's ambitions in this area to the year 2025. The implementation of its action plan will enable the Group to promote and strengthen its existing activities.

Development priorities have generally focused on economic growth, with social aspects long relegated to second place and left on the sidelines. Now, the analytical grid for the 100% Social Link commitment is more relevant than ever for understanding a "world in common" in which the social link is increasingly fragmented. Demographic, economic, social, regional, political and environmental imbalances heighten the risks of isolationism and rivalry between social groups; contribute to escalating political, social and territorial tensions; and can even become a threat to peace and security within countries and the wider world. The impact of climate change and environmentally unfriendly consumption and production patterns, which are both a consequence and a cause of inequalities, could become a factor in the emergence of new crises like the COVID-19 pandemic.

Against this backdrop, the purpose of the 100% Social Link Strategy is to increase the well-being of people and the resilience of societies. It contains two main objectives, each comprising several areas of intervention:

Objective 1: Reduce inequalities of wealth and opportunity, as well as vertical and horizontal inequalities

Area 1: Foster equitable and sustainable access to essential goods and services.

Area 2: Support social justice and redistribution policies.

Area 3: Promote gender equality.

Objective 2: Strengthen inclusion by better taking intervention contexts into account

Area 4: Foster the co-construction of projects and participatory modes of governance by promoting a commons-based approach.

Area 5: Encourage the practice of living together and foster inter-community links by giving priority to projects with a high social impact.

¹ France's Interministerial Committee for International Cooperation and Development (CICID), 8 February 2018.

² Note SPR Benchmark social link, September 2018; PTT Benchmark social link, January 2019; Revue internationale des indicateurs de mesure du lien social [International review of social link measurement indicators], Cabinet Tosca, 31 December 2020.

To implement this strategy, AFD Group is supported by Proparco, its private-sector financing subsidiary, and Expertise France³ which provides international technical cooperation. Furthermore, and in accordance with the Group's partnership approach, the implementation of 100% Social Link will also be underpinned by local innovation stake-holders (local NGOs, foundations, universities, social partners and other civil society actors receiving AFD funding, research centres, etc.), businesses and, of course, the governments of beneficiary countries. Likewise, the links between the challenges facing the planet (the climate and the environment) and those facing humanity will be systematically sought, with a focus on those countries experiencing serious vulnerabilities or crises.

In addition to the operational areas of intervention that will allow these objectives to be achieved, three cross-cutting acceleration levers will guide the Group's actions, namely: (i) promote a human rights-based approach, (ii) foster a "just transition" that combines ecological and social issues and (iii) take the social link more into account in the analysis, monitoring and evaluation methods of AFD's projects.

The final part of this document outlines measures to operationalise the strategy in order to favour the cross-cutting integration of the social link into the Group's portfolio of projects and activities.

³ Expertise France is set to join AFD Group in 2021.

The background of the slide features several thin, orange, curved lines that sweep across the frame, creating a sense of motion and depth. These lines are of varying lengths and curves, some starting from the top left and curving towards the bottom right, while others start from the top right and curve towards the bottom left.

1.

A 100% SOCIAL LINK STRATEGY: THE CHALLENGES

AFD Group⁴ places its commitment to the planet and its commitment to people at the same level of strategic ambition.

What is AFD Group's 100% Social Link Strategy?

The 100% Social Link commitment⁵ aims to increase the well-being of populations and the resilience of societies. In practical terms, the strategy is designed to reduce multidimensional inequalities, improve access to essential goods and services and foster the socioeconomic integration of people and territories, while at the same time developing participatory modes of governance in AFD Group's financing procedures.

The AFD Group Strategy is based on the main strategic priorities of France's development policy, principal among which are gender equality and support for youth.⁶ During a speech in Ouagadougou in 2017, the French president, Emmanuel Macron, committed to building a new shared vision, in particular for African youth. More recently, the CICID⁷ outlined the five sectoral priorities for France, namely, taking action on crises and fragilities, the climate and biodiversity, education and youth employment, gender equality, and health. The strategy is also based on the French government's other international strategies in the areas of health (France's Strategy for Global Health⁸ 2017-2021), education, vocational training and integration into the labour market (France's Strategy 2017-2021⁹), and gender equality (France's International Strategy on Gender Equality 2018-2022¹⁰). Moreover, in accordance with France's international commitments, the strategy recognises the fundamental role of civil society in development and international solidarity (policy position paper on the partnership

between the French Ministry for Europe and Foreign Affairs and civil society,¹¹ 2017), and advocates a human rights-based approach (Human Rights and Development Strategy,¹² 2019). Lastly, this strategy is aligned with the new approaches and priorities proposed by France in the new programming Act on inclusive development and the fight against global inequalities.

Through its 100% Social Link Strategy, AFD Group aims to contribute fully to the international agenda and the attainment of the Sustainable Development Goals (SDGs) by giving equal weight to social and environmental issues. Naturally, fulfilling this commitment to the social link requires a cross-cutting, multidimensional approach that contributes to achieving several of the SDGs. It contributes directly to the attainment of Goal 1 (no poverty), Goal 5 (gender equality), Goal 10 (reduced inequalities) and Goal 16 (peace, justice and strong institutions). It also supports efforts to meet Goal 2 (zero hunger), Goal 3 (good health and well-being), Goal 4 (quality education) and Goal 8 (decent work and economic growth), as access to essential services is at the heart of 100% Social Link's strategic themes. Interventions may also be indirectly related to issues associated with Goal 6 (clean water and sanitation), Goal 7 (affordable and clean energy), Goal 17 (partnerships for the goals) and the territorial challenges of Goal 11 (sustainable cities and communities).

By implementing this strategy, the Group is working to strengthen the resilience of institutions (governance, public policies, stakeholders, regulatory frameworks, etc.), societies (equal access to essential goods and services,¹³ gender equality, the role of youth, etc.) and the planet (analysing and supporting the social-environmental¹⁴ nexus,¹⁵ preventing zoonoses, mobilising strong sustainability scenarios, etc.).

⁴ AFD Group includes Agence Française de Développement (AFD); its subsidiary, Proparco, which focuses on the private sector; and Expertise France, the French international technical cooperation agency.

⁵ The social link concept is concerned with the interactions between individuals, institutions and groups. Several studies have shown that the issues of reducing inequalities, strengthening ties and connecting populations are intertwined, thus reinforcing the integrated approach of the SDGs, including to ensure the promotion and collective management of common goods. This approach is even more relevant in vulnerable contexts and conflict zones.

⁶ See Glossary for a definition of the concept of "youth".

⁷ https://www.diplomatie.gouv.fr/IMG/pdf/18-0495-2018.02.08_cicid_releve_de_conclusions_global_-_final_revue_elysee_cle833ba2.pdf

⁸ <https://www.diplomatie.gouv.fr/en/french-foreign-policy/development-assistance/priority-sectors/health/>

⁹ <https://www.diplomatie.gouv.fr/fr/photos-videos-publications-infographies/publications/enjeux-planetaires-cooperation-internationale/documents-de-strategie-sectorielle/strategie-francaise-2017-2021-pour-l-education-la-formation-professionnelle-et/> (in French).

¹⁰ https://www.diplomatie.gouv.fr/IMG/pdf/meae_strategie_-_en_cle076525.pdf

¹¹ <https://www.en.cariassociation.org/content/location/34463> (in French).

¹² French Ministry for Europe and Foreign Affairs, (2019). Human Rights and Development: a Human Rights-Based Approach to Development Cooperation: https://www.diplomatie.gouv.fr/IMG/pdf/droits_humains_ang_cle896bc8.pdf

¹³ Concerns social sectors such as education, health, social protection and access to water, energy and mobility, as well as access to sport and the creative and cultural industries.

¹⁴ In Section 4 of this strategy, see figure on the search for a nexus between the two major commitments – 100% Paris Agreement and 100% Social Link – for a 100% SDG alignment.

¹⁵ In this document, the term "nexus" is used to mean the interconnection between several elements, namely the two structural commitments of the AFD Group 2018-2022 Strategy: 100% Paris Agreement and 100% Social Link. From an operational perspective, a "nexus project" means a project which, for the same components, makes it possible on the one hand to protect humanity by strengthening social inclusion and reducing all forms of inequality, in particular gender inequalities, and, on the other hand, to reduce the negative impacts of human activity on the environment, in particular by combatting climate change, the erosion of biodiversity and pollution.

AFD Group uses the social link – that is, the ties between individuals, social groups, territories, organisations and institutions – as the foundation for sustainable and shared development. On this basis, the Group's 100% Social Link Strategy involves developing, maintaining and strengthening these ties in order to enhance the resilience of societies. To achieve this objective, it is necessary to improve access to essential goods and services for all, while also reducing all forms of inequality, including gender inequality. These two dimensions entail solidarity and collective action as part of a process of promoting and preserving the “commons”. For this reason, the social link is the “Common of the commons”. It enables us to “live together” and to “act together” in the public interest.

1.1. A STRATEGY IN RESPONSE TO AN INCREASINGLY SOCIALLY FRAGMENTED WORLD

The rise in economic, social and political inequalities, as seen in most societies today, is undeniably a factor in the weakening of the social link. Likewise, instability and crises – whether humanitarian, food, health, economic, political or environmental in nature – have a detrimental effect on the social link and on the resilience of societies and the individuals making up these societies (particularly women in situation of precariousness). Areas of armed conflict or internal unrest, where human rights are frequently violated, are breeding grounds for the fragmentation of the social link.

The COVID-19 crisis has severely disrupted economies, caused many countries to impose strict social distancing measures and has primarily affected the most vulnerable populations, women in particular. It has also exacerbated vulnerabilities in societies, irrespective of a country's level of wealth or development.

In 2020, the United Nations Development Programme (UNDP) predicted that global human development – which is measured as a combination of the world's education, health and living standards – could decline in 2020 for the first time since 1990 as a result of the COVID-19 crisis.¹⁶ The world has experienced many crises over the past 30 years, including the global financial crisis of 2007-2009. While each of these crises has hit human development hard, overall the Human Development Index (HDI) has improved

year after year, leading to development gains. The current crisis linked to the COVID-19 pandemic may disrupt that trend.

The combined impact of deaths, the global drop in per capita income and school closures could signify the largest reversal in the human development trend ever recorded. And that does not even account for other significant negative effects, such as on the progress towards gender equality (in health and economic terms) and on efforts to combat gender-based violence. As it amplifies inequalities, the COVID-19 pandemic is expected to have the greatest impact on the poorest. In this context, the UNDP is proposing the implementation of equity-focused interventions that take into account ecological issues, such as the climate and biodiversity, in line with the goal of a just transition.¹⁷

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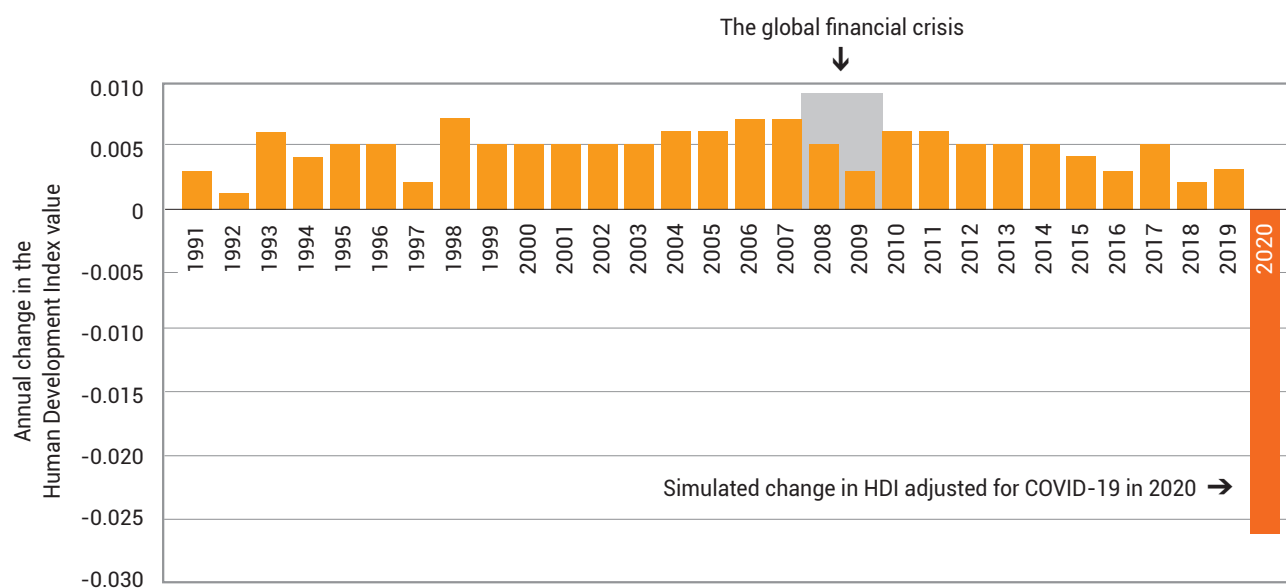
The COVID-19 crisis

has caused many countries to impose strict social distancing measures and has primarily affected the most vulnerable populations.

¹⁶ 2020 Human Development Perspectives (COVID-19 and Human Development: Assessing the Crisis, Envisioning the Recovery): http://hdr.undp.org/sites/default/files/covid-19_and_human_development_0.pdf

¹⁷ Human Development Report 2019, UNDP: http://hdr.undp.org/sites/default/files/hdr_2019_overview_-_english.pdf

Figure 1: The unprecedented impact of the COVID-19 pandemic on human development



Source: Adapted from the Human Development Report 2020, UNDP,¹⁸ p. 7.

1.1.1 Growing inequalities and unequal distribution at the global level

Over recent decades, economic growth has played a leading role in reducing extreme poverty and improving the everyday lives of the most disadvantaged people. Strong growth in certain emerging countries, such as China, India, Indonesia and Vietnam, has been credited with reducing global extreme poverty rates.

At the same time, however, inequalities between and within countries have increased and income inequalities have risen. In fact, following a relatively egalitarian historic phase (1950-1980), numerous scientific studies have highlighted an increase in socioeconomic inequalities since the 1980s and 1990s. Between 1980 and 2016, the world's poorest 50% captured 12% of global economic growth, while the richest 1% reaped 27%.¹⁹ An analysis of the top decile (the top 10% income share) of national income confirms this monopolisation of wealth, as illustrated by the famous elephant chart.²⁰ In 2018, the richest 10% captured 34% of national income in Europe, 41% in China, 46% in Russia, 48% in the United States, 54% in sub-Saharan Africa, 55% in India, 56% in Brazil and 64% in the Middle East.²¹

However, **"vertical" inequalities**²² do not relate solely to income inequalities; the wealth gap is even more pronounced when assets are taken into account.²³ These wealth disparities are coupled with **unequal opportunities** in terms of life expectancy; access to basic services; the building of social, environmental and cultural capital; or even with respect to rights, the exercise of citizenship, etc.

Alongside vertical inequalities, so-called **"horizontal" inequalities**²⁴ such as those based on ethnic group, geographic area or gender, also need to be considered. Indeed, inequalities affect **women, adolescent and young girls** more severely than men in the economic, social, political, legal and security spheres. Gender discrimination leads to inequalities not only of access to resources and opportunities, since men hold on average 50% more wealth than women, but also in terms of human and legal rights. More than 2.5 billion women and girls around the world are affected by discriminatory laws and a lack of legal protections.²⁵ The gender approach is based on the analysis and reconsideration of processes and relationships of domination based on socially constructed gender roles.

¹⁸ <http://hdr.undp.org/sites/default/files/hdr2020.pdf>

¹⁹ <https://wir2018.wid.world/files/download/wir2018-summary-english.pdf>

²⁰ Branko Milanovic (2016). *Global Inequality: A New Approach for the Age of Globalization*, Harvard University Press: https://www.editions-ladecouverte.fr/inegalites_mondiales-9782348040450. What does the elephant curve show? First of all, the name comes from the chart, the plot of which resembles the shape of an elephant raising its trunk. Many findings can be gleaned from this: the elephant's tail represents the world's poorest people, whose lives have not improved compared to the rest of the global population. A second group to lose out is very different from the first: this group represents individuals from the 80th to 95th income percentiles (the lowest point of the elephant's trunk before it rises), which means that they receive relatively high incomes by global standards (but not necessarily on a par with those of rich countries), but have seen their incomes grow less quickly than global income and have thus become relatively poor. Lastly, there are two very distinct groups of winners: those around the median (the elephant's torso), who have seen their real income almost double, and the world's richest 1% (the highest point of the elephant's trunk), whose already very high incomes grew sharply (up by 65%) during the period covered.

²¹ World Inequality Database: <https://wid.world>

²² See Glossary.

²³ See World Inequality Report, 2018: <https://en.unesco.org/inclusivepolicylab/sites/default/files/publication/document/2018/7/wir2018-full-report-english.pdf>

²⁴ See Glossary.

²⁵ UN Women (2019). *Equality in law for women and girls by 2030: A multistakeholder strategy for accelerated action*: <https://www.unwomen.org/en/digital-library/publications/2019/03/equality-in-law-for-women-and-girls-by-2030>.

1.1.2 Limited natural resources and shared use

Around the world, millions of people earn a living through the exploitation of natural resources – such as the land, fisheries and forests – which form the basis for their material ways of life, their well-being and their identity. In the vast majority of cases, these limited natural resources are used and managed communally in line with evolving local and collective rules, founded on social norms and values that determine their modes of access and use. These commons, primarily local, are the expression of social and ecological solidarity relationships that develop and dissolve within a territory. They determine the conditions for “living together” based on the economic, social, cultural and environmental challenges of the area. These commons are nevertheless vulnerable and may be weakened by, among other things, undue demographic pressure, individual and private appropriation of resources, insufficiently coordinated public policies which modify the rules of access and usage, or by market forces.

1.1.3 Populations excluded from economic activities and a boom in protest movements

In Lebanon, Tunisia, Chile, Iran, Iraq, Egypt and Colombia, as well as in many Western countries, disadvantaged groups (including women) are voicing growing anger at social inequalities and barriers to accessing employment and quality services.²⁶ These days, protest movements are relayed and amplified through their heavy use of social networks. There is a consequent loss of confidence in – and hope for – the future, which is detrimental to citizens’ relational and organisational capacities (that is, people’s ability to maintain strong social relationships), particularly for young people.

1.1.4 Weak governance and cultural isolationism

The failure of states, which results in a loss of basic services, a breakdown of governance, and which is often coupled with abusive practices and corruption, creates fertile ground for extremist groups to exploit these gaps. Even in less extreme cases, the failure of states may lead

to the weakening, or even fragmentation, of traditional social relationships and fuel cultural isolationism. The democratic governance of territories, populations, the economy and public services, adapted to local contexts (capacities, constraints, issues), is a paradigm that must guide our cooperation activities in favour of strengthening public actions to promote the social link.

1.1.5 The social consequences of the environmental crisis and climate change

Global environmental disruption (climate change, pollution, resource depletion, loss of biodiversity, environmental degradation) caused by human activity puts at risk a number of intranational and international balances and deepens inequalities, especially in countries in crisis situations. This two-fronted assault by climate change and conflict forces people to abandon their homes (women are the first victims of any conflict), disrupts food production and supply, gives rise to disease and malnutrition, and exhausts services such as healthcare and education. In 2019, of the 20 countries classified as the most vulnerable and least able to adapt to climate change, 12 were also in a situation of conflict.²⁷

1.1.6 Environmental inequalities

The Intergovernmental Panel on Climate Change (IPCC²⁸) determined that vulnerability to climate change is due to multiple factors and often stems from intersecting social processes, such as discrimination on the basis of gender, class, income, ethnicity, age and (dis)ability.²⁹ Social cohesion is one of the determinants of resilience.³⁰

In fact, strengthening the social link is essential for the adherence of populations (both individuals and social groups) to public policies in general. Conversely, social crises have a damaging impact on the environment, while glaring inequalities hinder the dissemination of environmental conservation solutions and make collective action more difficult. Vertical and horizontal inequalities, not to mention social vulnerabilities, represent real obstacles to combatting ecological and climate disturbances.³¹ Public policies must therefore take better account of the collateral effects of these changes (whether climate, environmental or social changes), as they weaken the social link in rich and poor countries alike.

²⁶ <https://www.euractiv.com/section/defence-and-security/news/civil-unrest-has-doubled-and-covid-19-could-make-things-worse/>

²⁷ Notre Dame Global Adaptation Initiative (ND-Gain)’s Country Index: <https://gain.nd.edu/our-work/country-index/>

²⁸ <https://www.ipcc.ch/report/ar6/wg1/>

²⁹ Vincent, K., Tschakert, P., Barnett, J., Rivera-Ferre, M. G., and Woodward, A. (2014). Cross-chapter box: Gender and Climate Change. In C. Field, et al., *Climate Change 2014: Impacts, Adaptation, and Vulnerability. Part A: Global and Sectoral Aspects. Working Group II Contribution to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change* (pp. 105-107). Cambridge, United Kingdom, and New York, NY, USA: Cambridge University Press: https://www.ipcc.ch/site/assets/uploads/2018/02/WGIIAR5-PartA_FINAL.pdf

³⁰ Magnan, A. (2012), *Changement climatique : tous vulnérables ?*, Paris, Rue d’Ulm, coll. “Sciences durables”.

³¹ See UNDP, *Human Development Report 2019*, “Chapter 5: Climate change and inequalities in the Anthropocene”: <http://hdr.undp.org/sites/default/files/hdr2019.pdf>

1.2. A UNIQUE POSITION FOR AFD GROUP

The Group's concept of the social link is inspired by theoretical and empirical academic studies on the subject.

1.2.1 The social link, an underused concept in the development sector

In the context of an increasingly socially fragmented world, the social link concept is still underused in the development sector. International donors and think tanks generally refer to other concepts:

- Social cohesion for the UNDP, the Organisation for Economic Co-operation and Development (OECD) and the European Union. The OECD and the UNDP measure social cohesion against a number of statistical indicators. For this reason, the UNDP developed its Social Cohesion and Reconciliation (SCORE) index,³² which contains a number of indicators. The OECD developed its Better Life Index³³ to measure people's well-being and social progress. Among the 11 dimensions this index covers, the OECD has included social links, which correspond to the quality of social support networks and are measured by the percentage of people who have someone they can rely on.
- For the World Bank, the United States Agency for International Development (USAID), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the Development Bank of Latin America (CAF), social inclusion can be defined as a process of inclusion of the poorest (and most marginalised) people in society.
- For the OECD, the UNDP and the World Bank, inclusive growth implies an equitable distribution of growth dividends between individuals and social groups to generate a long-lasting improvement in well-being.

AFD Group has decided to promote the social link concept as it seems to intersect with these three ideas, while also adding a more holistic dimension through which human capabilities play a central role.

1.2.2 The social link, an overarching concept

The social link approach adopted by the Group has its origins in the concept of "capabilities"³⁴ developed by Amartya Sen in 1979. In this approach, development must target the person above all else (through education and training) and allow the extension of personal freedoms for individuals' well-being, the achievement of goals and social progress. This must be done through the freedom to pursue a variety of choices and the creation of opportunities that free us from circumstances and chance.

It is along these lines that Martha Nussbaum³⁵ further extended the theory on capabilities by proposing a list of "human capabilities" that, she believed, should be incorporated into national constitutions throughout the world. For this purpose, she developed a list of 10 human capabilities that, when taken as a whole, illustrate the multidimensional aspect of the social link,³⁶ which also includes the connection between humans and their environment (in the sense of living space).

On the basis of these multidimensional characteristics, **the social link contributes to the well-being of people** and, ultimately, determines **a society's capacity for resilience**. The stronger the social link, the more resilient society is to changes and crises. The social link undoubtedly acts as a **bulwark against the risk of marginalisation of the most vulnerable people and the social exclusion of individuals**, including women.

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AFD Group has decided to promote the social link concept in which human capabilities play a central role.

³² <https://www.scoreforpeace.org/en/about>

³³ <https://www.oecdbetterlifeindex.org/#/111111111111>

³⁴ <https://plato.stanford.edu/entries/capability-approach/>

³⁵ See Nussbaum, M. C. (1997). Capabilities and Human Rights. Fordham Law Review, Vol.66, Issue 2: <https://ir.lawnet.fordham.edu/cgi/viewcontent.cgi?article=3391&context=flr>

³⁶ Life; bodily health; bodily integrity; senses, imagination and thought; emotions; practical reason (being able to form a philosophy of life, freedom of conscience, etc.); affiliation (being engaged in various forms of social interaction); respect for other species; being able to laugh and play; control over one's environment (political – participation and rights; material – employment, owning property, etc.): <https://iep.utm.edu/sen-cap/#H7>

1.2.3 Inequalities and the social link: interdependent issues

Many studies³⁷ have demonstrated a cause-and-effect relationship between inequalities (social, environmental and ecological) and social cohesion (the term “social link” does not exist per se in the literature on the subject). Empirical studies carried out in Indonesia and Nigeria show that, when income gaps increase above a certain threshold, the quality of the social link deteriorates. Conversely, other researchers have demonstrated that when societies are more equal, people are more trusting of each other.³⁸

In real terms, inequalities decrease well-being, foment rivalry and conflict, lead to isolation and ultimately cause the fragmentation of the social link. Inequalities therefore constitute an obstacle, be it inherited or deliberately maintained, to the implementation of basic public policies (ecological, for example) and the preservation of the commons. In the long term, inequalities are an impediment to inclusive growth and wealth creation.

Above a certain threshold, real or perceived inequalities appear to be socially intolerable, weaken the feeling of collective belonging, encourage antagonism between social groups and degrade the quality of the social link.

Measuring the social link has been the subject of a number of academic studies. Giraud et al.³⁹ came up with the “Relational Capability Index”, which aims to measure the quality of the social link within a group on the basis of **three dimensions: integration into networks** (access to employment, information, telecommunications and transport); **private relationships** (family ties, close friends, being able to benefit from financial support); and **civic engagement** (membership of one or more groups, youth movements, associations, voting, etc.).

1.2.4 The outcome of AFD Group's actions regarding the social link: an initial focus on gender

Over recent years, AFD Group has launched a number of initiatives aimed at reducing inequalities, enhancing inclusion and the practice of living together, and enabling a better understanding of the social link.

Since 2018, AFD has placed gender equality at the heart of its activities and set itself the goal of ensuring that 50% of its commitments by 2022 include a gender co-benefit (in line with the OECD Development Assistance Committee's [DAC] gender equality policy markers, G-1 and G-2), thereby contributing to reducing gender inequalities. Between 2018 and 2020, this objective had already largely been achieved; on average, 55% of AFD's total commitments contributed to a reduction in gender inequalities (50% of its total commitments in 2018, 48.5% in 2019, and 67.1% in 2020). In this respect, in 2020 there was a sharp upturn in AFD's engagement, with total commitments amounting to €5,741 million for gender equality, €372 million of which was invested in projects primarily focused on reducing gender inequalities (DAC policy marker G-2, with a goal of €370 million).

In addition, AFD has a sustainable development analysis and opinion (SDAO) mechanism at its disposal, which facilitates the mainstreaming of sustainable development issues into AFD-funded projects. Two of the six dimensions covered by the SDAO mechanism's analytical framework are connected to the social link concept: the first relates to social well-being; the second concerns gender equality. In 2020, 56% of AFD's portfolio of projects – that is, 107 out of 192 projects – received a positive rating for both their social well-being and gender equality dimensions.

Following these initial achievements, AFD Group decided to pursue its ambition of effectively and permanently reducing inequalities and enhancing inclusion and the practice of living together. With the present document, AFD Group draws on these early results to supplement, intensify and implement its 100% Social Link Strategy.

³⁷ David, A. (August 2019). Reducing Inequalities: Policy Proposals for the Development Cooperation Agenda. AFD Policy Paper, No. 1: <https://www.afd.fr/sites/afd/files/2019-09-11-40-40/Reducing%20Inequalities%20-%20Policy%20Paper%201.pdf>

David, A., Guilbert, N., Hino, H., Leibbrandt, M., Potgieter, E., and Shifa, M. (January 2018). Social Cohesion and Inequality in South Africa. AFD Research Papers Series, No. 2017-63, 201: <https://www.afd.fr/en/ressources/social-cohesion-and-inequality-south-africa>

Stewart, F. (Ed.) (2016). Horizontal inequalities and conflict: Understanding group violence in multi-ethnic societies. Springer.

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Ferroni, M., Mateo, M., and Payne, M. (2007). Development under conditions of inequality and distrust: Social cohesion in Latin America. International Food Policy Research Institute (IFPRI), Discussion Paper, No. 00777: <http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/12178/filename/12179.pdf>

³⁸ Wilkinson, R. and Pickett, K. (2019). The Inner Level: How More Equal Societies Reduce Stress, Restore Sanity and Improve Everyone's Well-being. Penguin.

³⁹ Giraud, G., Gupta, N. R. R., Renouard, C., and Roca, T. (September 2014). Relational Capability Index 2.0. AFD Research Papers Series, No. 2015-12: <https://issuu.com/objectif-developpement/docs/12-papiers-recherche>

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2.

**OBJECTIVES AND AREAS
OF INTERVENTION OF THE
100% SOCIAL LINK STRATEGY**

In addition to the 100% Paris Agreement, the second major commitment of AFD's strategy aims to take full account of human and social issues by proposing modes of intervention that help improve the well-being of people and the resilience of societies by strengthening social links.

For this purpose, this strategy contains two main objectives and five areas of intervention, each of which are broken down into operational priorities that will help embed human and social issues into AFD's six major transitions:

Objective 1: Reduce inequalities of wealth and opportunity, as well as vertical and horizontal inequalities.

Objective 2: Strengthen inclusion by better taking intervention contexts into account.

2.1. OBJECTIVE 1 – REDUCE INEQUALITIES OF WEALTH AND OPPORTUNITY, AS WELL AS VERTICAL AND HORIZONTAL INEQUALITIES

According to the conclusions of the Interministerial Committee for International Cooperation and Development (CICID), issued on 8 February 2018, "France is fully committed to the implementation of all the SDGs and the Paris Agreement. It will focus its activities on those sectors in which it will have greater added value – crisis zones, education, climate, gender equality and health – in line with the guidelines established by the President of France."⁴⁰

2.1.1 Area of intervention 1: Foster equitable and sustainable access to essential goods and services (CICID priority)

AFD Group aims to systematically mainstream the reduction of inequalities into its entire portfolio of projects, in particular by supporting programmes that promote equitable access to social services (health, education and social protection) and other essential goods and services (such as water, food, energy, housing, transportation and digital technology). The overall goal is to reduce vertical and horizontal inequalities,⁴¹ the accumulation of which gives rise to specific situations,⁴² and to prevent the fragmentation of the social link by strengthening the "capabilities" of individuals in the societies in which they live. It is also about leaving no one behind and learning more about the multiple facets of inequality.

Access to quality social services for all

AFD Group⁴³ has made it a priority to ensure access to quality social services and, in cooperation with states and other donors, to contribute to the quality of the social link for the 8.5 billion people who will inhabit the world in 2030. The Demographic and Social Transition Strategy (covering education, health, social protection and employment) will set out the Group's various operational priorities in support of interventions concerning each of these social issues and detail the Group's ambition with regard to gender.

In the area of health, AFD will prioritise sexual and reproductive health; maternal, neonatal, infant and adolescent health; and nutrition. The Group is targeting a continuum of interventions to support demographic transition and the empowerment of women and girls by combatting gender inequalities. It will also take action to strengthen health systems and promote universal health coverage to improve the public capacity to organise, run and manage these systems and regimes – in line with their local contexts – with the private sector also playing a role. Public resource planning and budgeting will be essential to ensure adequate infrastructures and human resources and to maintain financial stability. AFD will continue to support countries in their efforts to ensure accessible quality care and improve the capacity of systems to deal with health and climate crises in order to achieve universal health coverage. It will work with all elements of a health system to facilitate access to high-quality healthcare for all (including affordability

⁴⁰ <https://www.tresor.economie.gouv.fr/Articles/6d8c888e-b5d2-4897-b7a3-aef7b6e606f1/files/1ec94c51-0e37-4054-a2a6-2cf5cd981ceb>

⁴¹ See definition in Section 1.1, or Glossary.

⁴² At a scientific level, so-called cumulative vulnerability theories are gaining ground in an effort to explain the extent to which an individual's situation and experience is due to their position at the intersection of different relationships of domination – mainly gender, social class and "race". These do not increase arithmetically but their combination gives rise to specific situations.

⁴³ Proparco has the strategic objective of improving access to essential goods and services: health, education, electricity, water and sanitation, waste collection and financial inclusion to improve service delivery.

and geographical accessibility, removing barriers with regards to discrimination and marginalisation). The particular focus will be on primary care (functional hospitals, sufficient and competent staff, availability of medicines, affordable care, monitoring systems to prevent health crises, tailored health policies, etc.). Interventions should be linked to multilateral thematic coalitions and the relevant international organisations.

In the social sectors, AFD works alongside Expertise France, Proparco and the Civil Society Organisation Division of its Partnership Department (DPA/OSC). Expertise France places a priority on strengthening health systems and on joint initiatives to tackle diseases, as well as reinforcing international health security, promoting the health of populations and expanding universal health coverage. Proparco needs to seek to complement AFD's work in these sectors by paying particular attention to the consequences of the delegitimisation of public services and rising inequalities. In order to achieve this, it must be able to draw on AFD's expertise.

In addition, AFD considers **social protection** (which is a human right⁴⁴ in the same way as health and education) to be an essential element of the resilience of individuals and communities to shocks and crises that affect them. In this context, AFD will step up its activities supporting the implementation of social protection floors in countries in which it operates.⁴⁵

The health sector offers enormous potential for creating decent jobs, which would create a virtuous relationship with the education sector.

In terms of education, training and employment, AFD Group will primarily support states in ensuring equitable access to quality education for all children over a period of 12 school years, including for the most vulnerable populations and girls in particular. It will also provide support to develop training that meets the needs of the labour market, with a view to promoting the acquisition of the basic knowledge and skills necessary for active inclusion in society, while contributing to the development of citizenship rights and generating decent jobs, in accordance with the International Labour Organization's agenda.

The Group will also promote the rights of children and young people to allow equitable access to goods and services.

Lastly, and in a cross-cutting manner, within the framework of implementing the Social and Inclusive Business Strategy,⁴⁶ AFD aims to maintain its investments in social and inclusive enterprises, one of whose principles is access to essential products and services for all.

Fostering access to essential goods and services and improving people's living conditions

In addition to basic social services, AFD Group will continue to promote equitable access to other essential goods and services – such as food, water and sanitation, mobility, housing, air quality and energy – in order to improve people's living conditions and quality of life. The Group's various transition strategies (energy transition, territorial and ecological transition, digital transition, and political and civic transition) will support its main strategic and operational priorities in these areas of intervention. The added value of the 100% Social Link Strategy will be to prompt questions about the extent to which inequalities are taken into consideration in other strategies and to promote the use of tools specifically designed to strengthen inclusion.

The Group will continue to support compliance with environmental and social standards, in particular by taking better account of stakeholder engagement plans,⁴⁷ in this way improving the sustainability and acceptability of projects and contributing significantly to their successful implementation.

In the first instance, AFD Group will continue to make **food and nutritional security** one of its priority areas for action in the agricultural, rural and environmental sector. Despite international efforts, nearly 11% of the global population, that is, some 821 million people,⁴⁸ still did not have enough to eat in 2017. Of those affected, 80% live in rural areas. AFD will therefore give priority to supporting family-run farms, in particular those run by women and young people, which account for the majority of rural households living in a situation of food and nutritional insecurity. AFD support will target sectoral institution-building, improving strategic stocks and the general strengthening of agricultural production and income generation, which are factors for ensuring equitable, sustainable and stable access to quality foodstuffs, thereby contributing to the four pillars⁴⁹ of France's International Strategy for Food Security, Nutrition and Sustainable Agriculture (2019-2024).⁵⁰

⁴⁴ Article 23 of the Universal Declaration of Human Rights, United Nations.

⁴⁵ "[S]ocial protection floors are nationally defined sets of basic social security guarantees which ... should ensure at a minimum that, over the life cycle, all in need have access to essential healthcare and to basic income security which together secure effective access to goods and services defined as necessary at the national level." International Labour Organization (ILO), Social Protection Floors Recommendation, 2012, sections I.2. and I.4.: https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:3065524

⁴⁶ Strategy implemented by AFD's Social and Inclusive Business unit for the 2019-2023 period.

⁴⁷ The Stakeholder Engagement Plan (SEP) is a tool for managing dialogue between a project's various stakeholders. Drawn up within the scope of the implementation of Environmental and Social Standard 10 (Stakeholder Engagement and Information Disclosure) of the World Bank's Environmental and Social Framework (ESF), the SEP describes a systematic approach to stakeholder engagement that will help stakeholders develop and maintain a constructive relationship throughout the life of a project.

⁴⁸ <https://www.who.int/news/item/11-09-2018-global-hunger-continues-to-rise---new-un-report-says>

⁴⁹ The support will be measured against a number of aggregatable indicators reported yearly: (i) additional availability of strategic foodstuffs in least developed countries (LDCs); (ii) number of people benefiting from nutrition-related activities; (iii) number of family-run farms that have returned better economic results (this is a CIIID indicator); (iv) evidence of a stated nutritional goal.

⁵⁰ <https://www.diplomatie.gouv.fr/en/french-foreign-policy/development-assistance/news/2019/article/food-security-nutrition-and-sustainable-agriculture-france-s-strategy-22-oct-19>

PASAM household food security support project in Niger

The PASAM project, currently in its fourth phase which started in 2018 (€5m), aims to improve food security for vulnerable households in three departments in southern Niger. The project's activities include: (i) developing and protecting strategic production areas (that are vulnerable to desertification); (ii) bolstering agropastoral production in oasis basins; and (iii) building the capacities of community and public stakeholders to cope with the risks of food crises (food banks, early-warning community structures, income-generating activities, etc.). The Niger government assigned implementation of the project to Karkara, the local NGO that initiated the project in 2012.

€10m grant for NGO Group for Research and Technology Exchanges (GRET)

AFD awarded a €10m grant in joint financing with the Bill and Melinda Gates Foundation (additional grant of \$5m) to a consortium of organisations led by GRET. The project aims to introduce highly nutritional food products onto the market as part of a sustainable economic model. Private-sector stakeholders from the agri-food industry will be selected on the basis of their capacity to develop quality products and their knowledge of commercial systems. They will be supported with regard to product development and market testing. The funding covers three countries in the Sahel identified as priorities in France's nutrition road map, namely Burkina Faso, Mali and Niger).

With regard to **water and sanitation**, AFD Group will pursue its activities to promote access to safely managed drinking water and sanitation services for all. Indeed, although access to water and sanitation is recognised as a human right by the United Nations, more than two billion people are without access to quality drinking water at home, and more than one in two people do not have adequate sanitation, which poses significant problems for women in particular. At the same time, AFD will enhance support for the entire waste management chain to increase accessibility and reduce health and environmental risks.

The Group will also endeavour to promote **access to a healthy environment** as part of its interventions. With more than 90% of the global population breathing polluted air,⁵¹ air quality and pollution have become major concerns in terms of transport, housing, energy, food security and water quality, and in respect of public health (the World Health Organization estimates that around 7 million deaths are caused each year by ambient (outdoor) air pollution and indoor household air pollution. Pollution is the cause of a third of deaths from stroke, cardiovascular disease and respiratory disease).

The Group will also provide funding for **universal access to efficient, resilient and low-carbon energy services** in order to foster greater social and territorial inclusion. This is a particularly important issue in the context of crisis and vulnerability.

In the transport sector, AFD Group will make **mobility** an essential component of its activities to promote regional development, including by fostering sustainable urban mobility systems and financing rural transport to facilitate people's access to services.

Regarding **housing**, the Group will, as far as possible, support the development of national and local land and housing policies. It will also broaden its activities in support of strategies to integrate precarious neighbourhoods into the rest of the urban fabric in order to improve the living conditions of the residents.

Lastly, access to **digital technology** – the cross-cutting service par excellence – will also be promoted by the Group. The digital world provides sections of the population, especially the most vulnerable (including women) and those living in isolated or remote regions, with unprecedented access to basic services (distance communication, knowledge in all its forms, health services, and access to rights, administrative procedures and new markets, etc.).

The access of populations to economic and financial opportunities⁵²

Through its Economic and Financial Transition Strategy, AFD Group will support the transformation of economic and financial systems to ensure access to economic and financial opportunities for all, including those who have previously been excluded. This will involve promoting projects that foster access to: basic financial services (current accounts, payment systems, insurance); distribution and marketing services; and even basic business training (management, financial education, etc.). Proparco will continue to play a key role in fostering financial inclusion.

⁵¹ World Health Organization (2019): [https://www.who.int/news-room/fact-sheets/detail/ambient-\(outdoor\)-air-quality-and-health](https://www.who.int/news-room/fact-sheets/detail/ambient-(outdoor)-air-quality-and-health)

⁵² Economic and Financial Transition Strategy: for example, every year AFD Group sets aside €10-15 million in grants to fund projects aimed at people who are excluded from financial systems. This facility enables AFD to develop activities that have a demonstrable impact on population groups with little or no access to financial services. Through its risk-sharing mechanism ARIZ, AFD Group is able to facilitate the refinancing of microfinance institutions through local banks thereby supporting the development of microfinance lending activities nationwide.

2.1.2 Area of intervention 2: Support social justice and redistribution policies

AFD Group will advocate public policies that foster wealth distribution by supporting:

- (i) social protection systems that cover the full spectrum of social risks, thus helping to reduce poverty (through increased protection for the most vulnerable populations) and inequalities (including gender inequalities), in particular through redistribution mechanisms that increase equal opportunities;
- (ii) policies (including gender-based policies) to implement tax reforms in favour of more progressive approaches, income redistribution policies, optimisation of the use of public resources for the good of all, and an increase in the proportion of public spending allocated to social expenditure (including for women);
- (iii) improved financial and administrative governance to ensure better use of domestic resources and optimise public finances.

In the first instance, AFD Group will support the establishment of mechanisms working for better income redistribution via progressive tax policies, the introduction of social protection systems and the optimisation of public resources for the good of all. AFD will focus on the redistributive role of social protection, which is more effective than tax policies⁵³ and can be a catalyst for solidarity within societies. In practical terms, AFD will encourage progressive social transfers and contributions to social protection policies and programmes and their extension to all populations. The Demographic and Social Transition Strategy and the soon-to-be-published Health and Social Protection document will outline the operational modalities of these interventions to promote greater social justice.

As far as its Political and Civic Transition Strategy is concerned, AFD Group will focus primarily on strengthening the social link by fostering better economic and financial governance in partner states. This will involve promoting greater efficiency and transparency in the management of financial, human, material, environmental and cultural resources by state and local authorities and in the implementation of their sovereign powers. At the same time, work will be conducted with civil society to foster active citizenship and strengthen democratic power (public accountability through citizen engagement, civic engagement, participatory democracy).

Expertise France and Proparco will be fully involved in these social justice and redistribution policy objectives.

Expertise France will specifically take action to promote good governance and strengthen state-building in partner countries and will expand its operations with regard to: (i) economic and financial governance; (ii) democratic governance; (iii) support for health and social welfare systems, education and training; and (iv) more general field action by experts who provide a key physical presence close to populations and local actors.

As the Group's private-sector financing subsidiary, Proparco will continue its efforts to develop a new form of public-private partnership in support of a sustainable recovery and of the transitions to which the Group is committed. Proparco will ensure that funded projects contribute to the resilience of businesses, economies and the planet and to the strengthening of public governance. Priority will be given to activities aimed at fostering fair, inclusive and efficient tax systems, combatting corruption and tackling the misappropriation of public funds for private purposes. Conversely, activities that represent serious risks with regard to these matters will be restricted or even rejected entirely.

2.1.3 Area of intervention 3: Promote gender equality (CICID priority)

Gender equality has been recognised by the international community as a powerful contributor to sustainable development, growth and poverty reduction. Nevertheless, no country on earth, no matter how developed, currently has a societal structure that allows women and men to participate in civic, economic, social, cultural and political life on an equal footing. Crises, be they health, social or economic in nature, have a tendency to exacerbate pre-existing inequalities. The recent COVID-19 crisis has revealed the socioeconomic and health vulnerabilities faced by women and girls and worsened all existing inequalities. It has also served to highlight the role of women on the frontline in caring professions and exposed the low social and economic recognition of these jobs. Furthermore, there has been an increase in gender-based violence, long-term school dropout by girls (11 million more girls are at risk of being deprived of an education due to the COVID-19 crisis; 130 million girls are currently out of school), a lack of access to sexual and reproductive health services, and a rise in harmful practices (such as early or forced marriage, early pregnancy). All of this creates long-lasting disparities that prevent women and girls from accessing employment opportunities and gaining economic and financial independence.

⁵³ In France, social welfare incomes have helped reduce inequalities between the richest and poorest, reducing the poverty rate by eight points (DREES, 2018).

At the heart of the 100% Social Link Strategy, which aims to reduce all forms of inequality, is the promotion of gender equality, established by President Emmanuel Macron as a top priority of French foreign policy. This priority is set down in **AFD Group's Action Plan for Gender Equality 2019-2022**, which contains an ambitious goal: carry out feminist diplomacy to promote, protect where necessary, and create favourable conditions for the empowerment of women and girls, major contributors to sustainable development. This goal is also backed by **France's International Strategy on Gender Equality 2018-2022**,⁵⁴ which advocates a new approach via three main themes: protecting women and girls from gender-based violence, fostering women's and girls' empowerment, and promoting women's entrepreneurship, particularly in Africa. France also places a strong emphasis on girls' education as one of the priorities of its **International Strategy on Education, Vocational Training and Integration into the Labour Market for the 2017-2021 period**.

The Group will therefore bolster the three-pronged, **cross-cutting, thematic approach**⁵⁵ to gender equality in its portfolio of projects by paying special attention to the most vulnerable groups and taking into account women's and men's multiple identities in terms of age, ethnicity, sexual orientation or identity, social status and (dis)ability, to name but a few such characteristics.

This commitment has been reflected in an objective of allocating more than 50% of AFD total funding to the issue of gender equality (DAC G-1 and G-2 projects), including €700m a year assigned to projects whose main objective is to promote gender equality (DAC G-2 projects – for the period to 2022 and subject to availability of sufficient grant resources). This objective was already achieved in 2020 (€740m in 2019 with contributions from the additional billion⁵⁶ euros of funding) and even surpassed in the majority of AFD's geographical areas of intervention.

A number of Proparco's activities have significant potential for promoting women's entrepreneurship and leadership, creating additional income for women, enhancing working conditions for women workers and improving women's access to essential goods and services.

To accelerate the achievement of its gender equality objective, the Group will pursue projects that aim to improve women's and girls' access not only to basic services (e.g. drinking water, health, food, education and training), but also to technological innovation, mobility, justice, a healthy

In June 2018, on the occasion of the G7 Summit in Canada, Proparco and five financial partners made a joint commitment to the **2X Challenge**⁵⁷ initiative. By the end of 2020, the initiative had already mobilised more than \$4 billion for projects to combat gender inequality.

and sustainable environment, and decent living conditions. In the context of its operations, the Group will ensure the support of projects that help bring about long-lasting shifts in social norms by **combatting sexist and sexual discrimination and stereotypes**, which are obstacles to equality between women and men, following the example set by the Adapt'Action Facility⁵⁸.

AFD Group will also strive to bolster women's and girls' empowerment at all levels and in all geographical areas. To meet this objective, the Group will seek projects that promote the economic and financial independence of women and girls and facilitate their access to decent, formal work. The Group will also support the elimination of all forms of violence against women and girls, including physical, psychological, economic and judicial violence; femicide; as well as gender-based and sexual violence, including female genital mutilation, forced marriage, forced prostitution, human trafficking and rape as a weapon of war. It will also encourage the introduction of social protection and retirement systems to enable women and girls to live in dignity.

⁵⁴ <https://www.diplomatie.gouv.fr/en/french-foreign-policy/human-rights/women-s-rights/france-s-international-strategy-for-gender-equality-2018-2022/>

⁵⁵ – Ensure that projects do not have an adverse effect on gender equality;

– As far as possible, integrate gender equality issues into projects across all sectors (OECD Development Assistance Committee G-1 marker);

– Design projects specifically dedicated to advancing gender equality (OECD Development Assistance Committee G-2 marker).

⁵⁶ AFD received a billion euros in supplementary grants from the French government in 2019 for projects specifically targeting priority countries for French development aid.

⁵⁷ <https://www.2xchallenge.org/>

⁵⁸ Adapt'Action was set up by AFD with a budget of €30 million over four years (2017-2021). It acts as a tool to support countries in implementing their commitments to foster a more resilient form of development. Through the provision of vulnerability and feasibility studies, guidance on drafting national policy and action plans, and capacity-building activities, Adapt'Action plays a pivotal role in helping countries gain access to international climate finance and accelerate their investments in climate adaptation. In all its activities, Adapt'Action pays special attention to gender-related climate vulnerabilities, to nature-based solutions, as well as to co-constructing solutions with its partners and contributing to resilient development trajectories. <https://www.afd.fr/en/adaptaction>

In conflict and post-conflict zones, AFD Group will take steps to implement the **Women and Peace and Security agenda**,⁵⁹ adopted by the United Nations Security Council, by taking better account of its main pillars. These include in particular the prevention of – and protection from – gender-based violence, the participation of women in peacebuilding, consolidation and stabilisation mechanisms; and the strengthening of women's fundamental rights such as access to justice as well as the fight against gender-based discrimination.

Creation of the Minka Peace and Resilience Fund in 2017

The Minka Peace and Resilience Fund is an AFD peace-building tool and forms part of France's Prevention, Resilience and Sustainable Peace Strategy.⁶⁰ Minka provides €250 million a year in funding to support people living in four conflict zones (the Sahel, Lake Chad, Central African Republic, and areas around Syria), in particular young people, women and girls. Between 2017 and 2019, some 40 G-1 and G-2 projects were financed in conflict zones, amounting to €400 million (76% of the total), with 26% of those projects focused entirely on reducing inequalities.

To achieve this, the Group will work to develop projects aimed at strengthening the technical and financial situations of feminist organisations, particularly those led by adolescent girls and young women, to enable them to play their full role as agents of change. Participatory approaches and co-construction will be central to the activities, thus including the effective participation of women and feminist organisations in the design, implementation, monitoring and evaluation of projects.⁶¹

Education and health are fundamental to achieving multiple and lasting freedoms for women and girls – as well as for men – and play a major role in economic and social development (with priority given to primary and higher education and gender mainstreaming). To facilitate its work in these areas, the Group will draw on civil society organisations (CSOs), in particular feminist organisations that champion women's and girls' sexual and reproductive rights, including through advocacy. Moreover, AFD will pay particular attention to girls' education, with a special emphasis on lower secondary education.

Creating a holistic care centre for victims of sexual and gender-based violence in the Central African Republic

This is a €3m project to establish a centre providing holistic care for victims of sexual and gender-based violence in the Central African Republic. The four-year project aims to allow over 3,700 victims living in Bangui or from the country's provinces to gain access to high-quality care, backed by a coordinated, supported comprehensive treatment plan. It involves the South-South transfer of skills between two Central African partners: the Panzi Foundation in the Democratic Republic of the Congo and the Dr Denis Mukwege Foundation, set up by the 2018 Nobel Peace Prize winner himself.

Lastly, in light of the commitments made by the states at the G7 Summit in August 2019, and in close alignment with French diplomatic efforts, AFD Group will take action to support: the transposition of international human rights law into the legal systems of its partner countries; the development of the relevant public policies; the effective application of these rights and policies; and awareness-raising and capacity-building for women and men on this subject area.

⁵⁹ The Women and Peace and Security Agenda is an international legal mechanism comprising 11 resolutions adopted by the United Nations Security Council between 2000 and 2020 aimed at ensuring full recognition of the situation of women in conflicts, including by protecting them from conflict-based violence and promoting and ensuring their participation in conflict prevention and resolution. https://www.undp.org/content/dam/undp/library/peace/conflict-prevention-peacebuilding/Parliament_as_partners_supporting_the_Women_Peace_and_Security_Agenda_-_A_Global_Handbook.pdf

⁶⁰ https://www.diplomatie.gouv.fr/IMG/pdf/meae_strategie_fragilites_en_bat_web_cle497968-1.pdf

⁶¹ Like the Support Fund for Feminist Organizations (FSOF), which will mobilise €120 million over three years (2020-2022) to finance feminist movement activities around the world. These funds will be allocated to local civil society organisations campaigning for equality between women and men, the rights of women and girls, and gender-related issues. <https://www.afd.fr/en/ressources/afd-and-support-fund-feminist-organizations-fsof>

2.2. OBJECTIVE 2 – STRENGTHEN INCLUSION BY BETTER TAKING INTERVENTION CONTEXTS INTO ACCOUNT

According to the conclusions of the Interministerial Committee for International Cooperation and Development (CICID), issued on 8 February 2018, “France will strengthen its partnership with the whole of Africa to support the young people of Africa as part of the implementation of its commitments made in Ouagadougou on 28 November 2017”.

Beyond reducing inequalities, the unique feature of the 100% Social Link Strategy is its dual-pronged approach to fostering stakeholder inclusion. On the one hand, it aims to promote the social link, in the sense of relationship-building, within the societies concerned (i.e. between individuals, institutional actors and groups of individuals). On the other hand, the strategy will promote links between AFD Group and stakeholders in partner countries by focusing on dialogue and on the consideration of these stakeholders’ expectations, needs and aspirations.

2.2.1 Area of intervention 4: Foster the co-construction of projects and participatory modes of governance by promoting a commons-based approach

All AFD Group’s projects are implemented in keeping with national policies and contribute to the strategies developed by governments. In this way, the Group creates the conditions for a genuine co-construction of projects with local actors in civil society in the interest of the public good. This involves **promoting the idea of “acting together”, which helps connect stakeholders from different backgrounds even if their individual interests may diverge.**

The commons-based approach, which is at the heart of AFD Group’s strategy, has been the subject of a work programme since 2015. This approach opens the way to a **better understanding of relational contexts and group dynamics based on cooperation, dialogue, reciprocity and trust.** It involves adopting a specific position vis-à-vis different actors according to the nature and context of an operation and at the various stages of a project, both in terms of the processes and the expected results.

The commons-based approach refers to the way in which communities that use natural resources (water, forests, pastures, etc.), services (drinking water, energy, etc.), information resources (software, digital platforms, know-how, etc.) and other intangible resources (currency, labour catchment areas, etc.) establish common management and sharing rules to ensure the sustainability of the resource concerned. This approach is complementary to how these same resources would be managed if they were purely state-run, privately owned or subject to market forces.

Water is the perfect example of a common good. It is available in limited quantities, subject to the ocean/cloud/rain/river cycle – which has been profoundly affected by climate change – and is at risk of being overexploited unless conservation rules are put in place.

In terms of method, this approach involves taking action at different stages of a project:

- (i) in the early stages, AFD Group carries out an assessment of the social dynamics and actors (including the environmental and social risks⁶²) to foster the inclusion of the project beneficiaries (including in the project cycle) and draw on local solidarity;
- (ii) during the appraisal and monitoring stages of a project, the Group takes a bottom-up approach at the local level, thus facilitating the involvement of local communities in relevant functions – identified by clearly defining the roles of the different actors, including youth.

In addition, AFD Group plans to step up its **cooperation with civil society organisations** and go further in terms of **capitalising on its development activities** by increasing the involvement of CSOs earlier in the design of operational strategies. This makes it possible to leverage their technical and sectoral expertise and benefit from their knowledge on the ground (particularly in crisis zones). The proportion of projects benefiting from an ex-post evaluation will be increased to 50% by 2022, which will also contribute to capitalise further on these activities.

⁶² In particular in line with the World Bank’s Environmental and Social Standard 10 on stakeholder engagement.

Lastly, as with the Choose Africa initiative, the Group plans to **forge closer relationships with entrepreneurs**. It will especially focus on those who place social impact at the heart of their business model, developing inclusive value chains and promoting participatory governance models in cooperation with social partners and other community representatives, such as AFD's Inclusive and Digital Business in Africa (AFIDBA) programme, as well as the Social and Inclusive Business Camp.

2.2.2 Area of intervention 5: Encourage the practice of living together and foster inter-community links by giving priority to projects with a high social impact

Just as with the concept of "acting together", developing our ability to live together prevents conflicts and promotes well-being. The Group will pay **special attention to the most vulnerable populations**, in particular girls, young people⁶³ and the elderly, while fostering intergenerational links.

Young people are recognised as a key element to encouraging different sections of society to live together and, as such, are one of the Group's priority targets, especially in Africa. According to the United Nations, there are 3.2 billion people aged 0-24 years on the planet today, with around 90% of these young people living in developing countries, where they represent a large proportion of the population. The issue is all the greater in Africa, which is likely to see its population double between 2017 and 2050, with more than 50% of its inhabitants projected to be under 25 years of age.

Against this backdrop, **CSOs** are key to ensuring that young people participate fully in projects and social transformation movements, rather than just being beneficiaries. In recent years, the Group has taken an innovative approach in this regard, in particular with CSOs, but also increasingly through some of its educational and governance-related activities. The Group is ever more mindful of the need to **ensure that the youth dimension is mainstreamed into the projects and public policies** it supports.

Insofar as it is able, AFD will encourage the use of international volunteering as a favoured tool promoting the active participation of youth in efforts to address the challenges facing societies and to implement the 2030 Agenda. Through their involvement, young people can play a key role in energising civil society and implementing sustainable development projects covered by the Group's various fields of activity.

The AFD for Inclusive and Digital Business in Africa (AFIDBA) programme

Created in 2019, AFIDBA is a technical and financial support programme specifically for growing digital and inclusive businesses working in Burkina Faso, Ghana, Morocco and Senegal. Backed by €2 million in funding, the programme aims to help 60 digital and inclusive start-ups scale up their businesses by 2022. To be eligible, start-ups must incorporate into their business models very low-income vulnerable populations who have little or no access to essential goods and services.

Since its launch, AFIDBA has already supported 23 digital and inclusive start-ups, providing funding to 12 of them. To implement this, the association Bondy Innovation coordinates a network of five incubators (Impact Lab in Morocco, Innohub in Ghana, La Fabrique in Burkina Faso as well as Makesense and Concreet in Senegal), and various experts (such as Bond'Innov, Positive Planet International and CARE). AFIDBA also conducts an awareness-raising programme on inclusive and digital entrepreneurship and provides capacity-building for incubators.

The MediaSahel project

Launched in Burkina Faso, Mali and Niger with an €8 million grant from the Minka Peace and Resilience Fund (supplemented by a €1 million Health in Common top-up in 2020), the MediaSahel project, which runs from 2019-2023, aims to use the media to promote the social and political inclusion of young women and men in the Sahel. By supporting capacity-building for journalists, directors, and radio presenters, facilitating the production of content by and for young people – in French and local languages – on issues that concern them, and supporting media education and efforts to combat disinformation, the project contributes to the development of a trustworthy and peaceful media environment in the Sahel. This enables young people to claim the media space as their own and to participate in public debate in their respective countries, thereby strengthening their feeling of belonging to the national community and, ultimately, increasing social and inter-community cohesion. Classified as a DAC G-2 project, its main objective is also to promote gender equality by providing journalists with training on gender issues, facilitating the production of gender-sensitive content and selecting young women, whether journalists or radio listeners, as beneficiaries of the project.

⁶³ The number of young people is projected to increase by 7% to 1.3 billion by 2030 — the year by which the 17 SDGs are to be completed. At the same time, the global population is set to grow further, rising from 7.7 billion in 2019 to 9.7 billion in 2050. In rural areas, young people account for more than half the population. Of the many issues Africa faces, the education system poses an enormous challenge, particularly when it comes to infrastructure, recruitment and training.

Expertise France is also developing projects centred on youth and innovation such as supporting business creators in Libya, a new incubator (Station T) in Tunis, as well as education and vocational training in the Comoros, the Sahel, the Republic of the Congo and Angola.

AFD Group will also look to support the crafting of public policies aimed at addressing the challenge of **ageing populations**. Currently, older persons aged 65 and over represent the world's fastest growing age group. According to projections by the United Nations, persons aged 65 and over will outnumber 15- to 24-year-olds by 2050. This challenge will be all the greater in developing countries, which will be home to two-thirds of the world's older population by 2050.⁶⁴ This will require support for reflecting on and implementing policies to provide care for dependent persons.

In order to address these inclusion challenges and to foster the practice of living together, AFD will also draw on its Vulnerabilities to Crises and Resilience Strategy,⁶⁵ which contains a significant gender equality objective.

This strategy identifies six main lines of action which have a particular impact upon people's ability to live together: (i) the opening up of territories; (ii) intervention vis-à-vis forcibly displaced people; (iii) psychosocial support; (iv) a response to the radicalisation phenomenon; (v) the economic and social integration of young people; and (vi) the prevention of urban violence.

Regarding projects with a high social impact, the United Nations 2030 Agenda expressly recognises the contribution of **sport** to the achievement of the Sustainable Development Goals (SDGs), and acknowledges **culture** as a cross-cutting theme of the Goals. The 2030 Agenda highlights the contribution of sport to:⁶⁶ peace; the creation of conditions favourable to the empowerment of women and young people; the achievement of health, education and social inclusion objectives; and the promotion of tolerance and respect. Cultural aspects play a crucial role in achieving the 2030 Agenda, with cultural rights, cultural heritage (tangible and intangible), diversity and creativity constituting intrinsic components of human progress and sustainable development.

Sport and culture contribute to the achievement of **11 common SDGs**⁶⁷ and make it possible to implement awareness-raising actions on responsible consumption patterns (Goal 12), combatting climate change (Goal 13) and, in particular, ensuring that cities and human settlements are inclusive, safe, resilient and sustainable (Goal 11).

Although these thematic areas are not among the CICID's top priorities, they are still opportunities that can be explored to help youth, particularly in Africa.

During a visit to Africa in November 2017, French President Emmanuel Macron gave a speech in Ouagadougou, Burkina Faso, in which he described sport and culture as catalysts for development.

For this reason, AFD carries out various projects that focus on the cultural and creative industries and sport (e.g. digital platform for stakeholder interaction, support for athletes' development projects, heritage projects to return works of art, cultural entrepreneurship), all of which are illustrative of the revitalised relationship between Africa and France. **The New Africa-France Summit,⁶⁸ scheduled in 2021, represents the ideal opportunity to publicise these projects and promote France's renewed links with the African continent.**

In the wake of this key event, AFD will endeavour to incorporate these inclusive components into its main sectors of activity such as education, health and urban development.

In this context, AFD has decided to integrate sport into its Civic Education for Development mandate to make it an area of intervention, particularly in Africa (in line with the CICID's 2018 conclusions), and to support its partners in the implementation of sustainable development pathways. This will involve:

- **optimising AFD's assets by promoting, insofar as is possible:** (i) the integration of sports components into urban development, education and training projects; (ii) investments in sustainable infrastructure for youth; and (iii) support for the private sector to create a sustainable sports economy;
- **continuing existing initiatives to connect different stakeholders from the sporting world** through the *Sport en Commun* platform, thus facilitating (i) the mobilisation of resources to finance sport and development projects; (ii) interactions between different stakeholders (such as donors, foundations, federations, leagues, private operators) to launch a number of sport and development projects through new partnerships with major international organisations, such as FIFA, the NBA and Paris 2024; and (iii) support for local initiatives run by civil society and local authorities or by top athletes via closer relationships with sports representatives based in French embassies and with stakeholders working in the sector;

⁶⁴ The number of older persons is expected to grow at the fastest rate in Latin America and the Caribbean (+71%), followed by Asia (+66%) and Africa (+64%).

⁶⁵ <https://www.afd.fr/en/ressources/vulnerabilities-crises-and-resilience-2017-2021-strategy>

⁶⁶ <https://www.un.org/en/chronicle/article/role-sport-achieving-sustainable-development-goals>

⁶⁷ Goal 3 on good health and well-being; Goal 4 on quality education; Goal 5 on gender equality; Goal 8 on decent work and economic growth; Goal 9 on industry, innovation and infrastructure; Goal 10 on reduced inequalities; Goal 11 on sustainable cities and communities; Goal 12 on responsible consumption and production; Goal 13 on climate action; Goal 16 on peace, justice and strong institutions; and Goal 17 on partnerships for the Goals.

⁶⁸ <https://sommetafriquefrance.org/en/>

- **capitalising on know-how** by promoting AFD's expertise and knowledge dissemination capabilities for development. AFD's teams and research budget will be used to carry out targeted studies to measure and evaluate the economic and social impacts of sport in developing countries, including through impact evaluations.

In liaison with **France's cooperation and cultural action services**, AFD's means of intervention in the **cultural and creative sector** revolves around four main themes aimed at supporting the creation, dissemination and exchange of the cultural assets and knowledge of populations:

- **cultural facilities and infrastructure:** to (i) develop quality cultural facilities in order to enable better access to culture and stimulate creativity, thereby fostering social inclusion, gender equality, youth education and inter-cultural dialogue; and (ii) improve the attractiveness of territories and strengthen the dialogue for peace;

- **vocational training for cultural occupations:** to develop training schemes in order to improve the skills of those involved in the management or administration of cultural facilities, or technical and digital jobs in the cultural sector;

- **cultural policies and governance:** to (i) encourage the development of cultural and creative fields of activity, in particular by establishing quality regulatory frameworks specific to each field; (ii) ensure the fair redistribution of income throughout the value chain; and (iii) protect innovation and creation in order to strengthen the entire industry sector and stimulate economic growth and development;

- **cultural entrepreneurship:** to support access to financing and foster the inclusion of small cultural entrepreneurs, who are often referred to as vulnerable individuals, especially young people and women.

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3.

**THREE CROSS-CUTTING
ACCELERATION LEVERS**

To successfully implement the 100% Social Link Strategy and achieve its ambitious strategic objectives, AFD Group will rely on three cross-cutting levers

3.1. PROMOTE A HUMAN RIGHTS-BASED APPROACH

The human rights-based approach is central to efforts to improve the well-being of people, foster democratic modes of governance and encourage active citizenship. Generally speaking, advances in human rights help create the conditions for empowering individuals and strengthening their participation in public and social life. This approach is one of the levers used for preserving the social link. It does not only apply to issues of governance and the rule of law; rather, it is an approach that cuts across all development sectors and requires special attention for people who are poor, vulnerable or face discrimination – the very people who face the greatest obstacles to the realisation of their rights.

Under France's new Human Rights and Development Strategy,⁶⁹ **the human rights-based approach is considered to be crucial to the achievement of the SDGs** and aims to protect individuals by safeguarding their right to the full enjoyment of their economic, social and cultural rights, as well as their civil and political rights. It is particularly relevant in contexts where equal rights, especially between women and men, are not the norm, and where the implementation of rights remains as yet unrealised or is even regressing. The *raison d'être* of this approach is also fully justified in crisis and post-crisis contexts.

AFD has started developing projects to promote human rights. These include projects offering support to civil society through capacity-building or coaching for rights defenders, as well as governance projects addressing access to justice, democratic processes, the strengthening of the media, or the issues of sexual and reproductive health and rights.

At the operational level, and in line with the Action Plan accompanying France's Human Rights and Development Strategy, AFD Group's strategy is built on the following **two main lines of action**:

1. **The integration of human rights into the project cycle**, from the initial analysis of local issues and needs to the setting of objectives, activities, expected results and indicators. In this way, the advancement of human rights constitutes one of the projects' aims, and a human rights-based approach is a means to achieve this goal. Advancing human rights is reflected by the transposition of international human rights law into the partner countries' legal systems (on women's rights, for example) and advocating for countries to draft and implement relevant public policies. At the operational level, this involves, insofar as is possible, dialogue and engagement with all parties and partners associated with the projects, and the building of local partners' capacities and knowledge regarding human rights. The approach should also result in more attention being paid to CSOs supporting the protection of human rights.
2. **Respect of the standards and practices of human rights by stakeholders receiving AFD funding**: this covers all aspects of corporate social responsibility (CSR) policy and of environmental and social risk management. This rights-based approach ensures that human rights are respected and protected by the various intermediaries involved in implementing the Group's activities. It also ensures compliance with international human rights standards.⁷⁰ All parties and stakeholders, whether directly or indirectly involved in projects carried out by the Group, shall respect this rights-based approach.

Internally, the rights-based approach will also be taken into greater consideration in AFD Group's analyses, monitoring methods and other project evaluations (such as the sustainable development analysis and opinion mechanism, follow-up indicators, mid-term and ex-post evaluations).

⁶⁹ French Ministry for Europe and Foreign Affairs, (2019). Human Rights and Development: a Human Rights-Based Approach to Development Cooperation: https://www.diplomatie.gouv.fr/IMG/pdf/droits_humains_ang_cle896bc8.pdf

⁷⁰ For example: with regard to decent work for those employed by subcontractors and other parties to carry out projects; concerning the active participation of populations, including when projects involve displacements of populations; and preventing and combatting exploitation, manifest abuses or violations of human rights, e.g. child labour, forced labour, confiscation of migrants' passports, etc. For all these considerations, AFD subscribes to stringent rules and standards while ensuring their application through appropriate means and the effective application of the duty of vigilance.

3.2. FOSTER A “JUST TRANSITION” THAT COMBINES ECOLOGICAL AND SOCIAL ISSUES

The “just transition” concept flows from a simple fact: to achieve an immediate and drastic reduction in greenhouse gas emissions, certain sectors of the economy, in particular the fossil fuel extraction, transport, agriculture and forestry industries, will need to undergo major restructuring. Entire industrial regions and millions of workers are therefore at risk of being negatively affected by the transition towards a low-carbon economy. On the other hand, this ecological transition will also, among other things, be a source of job creation, offer economic diversification and career change opportunities, and will pave the way towards greater social justice for countries in the Global North and South alike.

The idea behind the just transition is to plan and put in place the policies necessary for ensuring that these two objectives – environmental and social protection – reinforce each other rather than work in opposition, and that they are taken into account in a comprehensive manner and as the main objectives of the projects as often as possible. **Essentially, this involves on the one hand making ecological transition a tool for achieving social justice, and on the other hand making social justice a driving force for ecological transition,**⁷¹ to the benefit of societies that are resource-efficient, resilient and inclusive.

On the basis of this concept of the just transition, one of the cross-cutting acceleration levers involves the **systematic search for mutual benefits and the social-environmental nexus**, with a view to strengthening AFD’s strategic proposal concerning the 100% Paris Agreement, the 100% Social Link and the just transition. In the longer term, this approach would aim to systematically strengthen the social link and multi-stakeholder approaches, and support the move towards more inclusive, peaceful societies by ensuring that contexts and territories are better taken into account, by promoting human rights – especially women’s rights – and by offering a vision of nature not as a means of production but as a space to be protected and managed in a sustainable way. To make this a reality will require education aimed not only at economic inclusion, but also at social, civic, climate-related and environmental integration.

For example, AFD will step up its support for the implementation of adaptive social protection systems – that is, **systems which incorporate tools and techniques for social protection, climate change adaptation and disaster risk reduction**. By taking this approach, social protection programmes (social welfare and/or insurance) become more flexible; they can, for example, be swiftly extended to populations impacted by shocks, while regular social welfare payments can be increased. These programmes also help strengthen the resilience of households to disasters.

Lastly, AFD will **place a priority on ensuring that low-carbon policies are underpinned by social protection policies**, as recommended in the Social Protection for a Just Transition Strategy produced by the International Labour Organization in the context of its partnership with AFD.⁷²

More specifically, by making systematic use of this approach, AFD will also be able to build a continuum between relief, rehabilitation and development and to assess the ways in which social and environmental issues and the protection of natural resources can be considered as vectors for peace and social cohesion.

In the longer term, there will be a need for reflection on the actions to be taken in order to integrate this just transition into AFD’s strategy and operations (CSR policy, environmental and social policy, etc.). Such actions may focus on an in-depth diagnosis (capitalisation, benchmarking, demand analysis), operations and strategy (strategic thinking, analytical tools, sectoral guides, labelling criteria), as well as on internal and external communications.

⁷¹ <http://www.ulbinsidecops.com/la-transition-juste--de-quoi-srsquoagit-il-et-quelle-est-son-importance-dans-les-neacutegociations-pour-le-climat.html> (in French).

⁷² <https://www.social-protection.org/gimi/RessourcePDF.action?id=55905>

3.3. TAKE THE SOCIAL LINK MORE INTO ACCOUNT IN THE ANALYSIS, MONITORING AND EVALUATION METHODS OF AFD'S PROJECTS

3.3.1 Promoting the production, co-production and exchange of knowledge

AFD Group will pay special attention to (i) **producing and capitalising on the knowledge of societies** in which its projects are implemented; (ii) gaining a better understanding of **social, cultural and institutional contexts**; and (iii) **exchanging good practices**, at both the micro- and public policy levels. Regarding research, AFD hopes to work with its partners to co-construct development trajectories and identify the public policies most appropriate for specific contexts and geographical areas. The main tools available include the GEMMES modelling tool,⁷³ the inequality studies carried out by the EU-AFD Research Facility on Inequalities⁷⁴ and the change-oriented approaches launched by civil society organisations with assistance from the F3E⁷⁵ network (Fund for the Promotion of Preliminary Studies, Cross-cutting Studies, and Evaluations). **This exercise in research-based strategic dialogue can be conducted upstream of AFD's operations or with the support of a policy-based loan.** These initiatives are already being carried out in Burkina Faso, Cameroon, Côte d'Ivoire, Ghana, Kenya, Mexico, Senegal, South Africa and Vietnam.

To foster solution co-construction and knowledge exchange, the Group will continue to increase its **collaborations with research partners** from its areas of operation (research centres, universities, think tanks, national statistical institutes and regional organisations such as the West African Economic and Monetary Union,⁷⁶ and the United Nations Economic Commission for Africa⁷⁷). By 2022, 90% of all new research projects must involve at least one partner from the region concerned.

In an effort to do more – and do it better – the Group has to become even more collaborative and innovative. It can do this by **strengthening its structures for dialogue with civil society organisations and local actors** and supporting their research and innovation to promote development and the **sharing of good practices**.

3.3.2 Enhancing partner countries' innovative thinking

In light of the weaknesses exposed and magnified by the current health, economic, environmental and social crisis, the invention of new models is needed now more than ever.

Our partner countries, irrespective of whether they are poor, intermediate or emerging countries, have always been innovative, including, and perhaps especially, in times of crisis. There is a tremendous amount of inventiveness in the countries in which AFD operates; there are numerous initiatives by members of the public, civil society actors and businesses, many of which are little known and simply need assistance and support.

“

AFD Group has to become even more collaborative and innovative by strengthening its structures for dialogue with civil society organisations and local actors.

⁷³ In collaboration with institutional and academic partners, the General Monetary and Multisectoral Macrodynamics for the Ecological Shift (GEMMES) modelling unit develops projects aimed at nurturing and structuring different national and international public policy dialogues on issues related to the low-carbon transition and climate change, through macroeconomic models. On the one hand, this approach develops prospective research projects on the socioeconomic opportunities of low-carbon, resilient trajectories, in cooperation with AFD's partner countries. The specific theme is decided jointly with the institutional partner (e.g. a ministry, think tank or institute) and conducted together with local and international research partners. The appropriation of models, as well as the public policy dialogue that can be established on the basis of modelling, are at the heart of these partnerships. On the other hand, through its scientific work, the approach contributes to the global debate on climate policy, climate financing and financial macroeconomics. <https://www.afd.fr/en/page-programme-de-recherche/gemmes-new-modelling-tool-incorporates-energy-transition>

⁷⁴ This €4 million facility financed 22 research projects between 2017 and 2020 and helped set up the first African Centre of Excellence for Inequality Research and supported the first studies of inequalities in four pilot countries. The Research Facility, implemented primarily in partnership with universities and research centres in the Global South, regularly meets with Europe's leading donors to discuss the results of projects, thus positioning AFD as a platform for dialogue on inequality reduction strategies. <https://www.afd.fr/en/research-facility-better-understand-inequalities>

⁷⁵ <https://f3e.asso.fr/> (in French).

⁷⁶ <http://www.uemoa.int/en/about-uemoa>

⁷⁷ <https://www.uneca.org/about>

Social innovations aimed at facilitating access to economic opportunities, meeting the needs of populations and enhancing employability can lead to **changes in society and help bring about new development models**. This covers a relatively broad field, ranging from **social innovation in products and services**, which includes the launch of initiatives to address new or unmet needs concerning social issues (health, education, mobility, social integration, etc.),

through to **local innovations** which result from new forms of public/private/civil society partnerships for dealing with specific local issues, with a major role being played by users (local dialogue, participatory democracy). AFD Group's **Shared Innovation** app⁷⁸ serves to highlight and share examples of innovations from the countries in which it operates.⁷⁹

⁷⁸ <https://afd.lgi-consulting.org/app>

⁷⁹ Examples include Nomad Education, which promotes access to knowledge linked to Internet access in Chad; Scientia, a Gabonese education-sector start-up leveraging digital technology; M-Tiba, a smart health wallet created by the Kenyan company CarePay; and the young Senegalese start-up InTouch, a pan-African mobile payment solutions and digital services aggregator, which has created an app enabling businesses to centralise different mobile payment operations while also offering new services such as micro-insurance in around 20 African countries.

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4.

**OPERATIONALISING
THE 100% SOCIAL LINK
STRATEGY**

The 100% Social Link commitment has prompted AFD Group to broaden its interpretation of the human, legal, social and political sciences (including geography, geopolitics, sociology, anthropology) and the ecology-related disciplines. This approach should facilitate a better understanding of the complex reality of the societies and territories in which the Group operates.

To ensure that all funding is in line with its 100% Social Link commitment, AFD Group plans to modify its methods in order to systematically seek the support and participation of stakeholders involved in its activities throughout the entire project cycle (and in the initial stages in particular).

Taking this approach should also enable the Group to identify and gain a clearer picture of power relations and situations of inequality or injustice. This will involve carrying out a detailed analysis of the contexts in which the projects funded by the Group are implemented, which requires an in-depth understanding of the local issues and the functioning of the economic, social, legal, political and cultural ecosystems. This contextual analysis should be routinely performed prior to project appraisal and as part of the background analysis relating to country strategies. Moreover, it is seen as a prerequisite for a project's success and represents a significant step forward compared to current practices.

In order to develop and enhance these analyses, cooperation with external partners recognised for their expertise can be considered (e.g. researchers, local think tanks, civil society organisations).

The objective is twofold:

1. Strengthen the 100% Social Link Strategy within the Group's actions and in a manner consistent with the 100% Paris Agreement Strategy and environmental conservation;
2. Demonstrate an innovative mindset and develop an ambitious participatory approach by placing actors and beneficiaries of funding at the heart of project design and implementation.

To this end, AFD Group will implement the 100% Social Link Strategy through **three main types of mission**:

- **Develop methods to ensure that the 100% Social Link commitment is (better) taken into account in all stages in the project cycle for AFD Group's operations;**
- **Actively advance proposals to support new initiatives, to foster inclusive models and new partnerships in which civil society, in all its diversity, is more involved in funded projects;**

- **Publicise and promote the 100% Social Link priorities by communicating and being increasingly accountable, both internally and externally (donors, authorities, etc.).**

While the AFD Group 2018-2022 Strategy will come to an end next year, the 100% Social Link Strategy was presented in March 2021. Accordingly, to be consistent and realistic, its operational timetable will be launched in two phases:

The first phase, from January 2021 to December 2022, will use an action plan to mobilise the entire Group to: (i) provide it with the tools for implementing the strategy; (ii) lend more weight to social issues in projects undergoing appraisal; and (iii) launch pilot projects on social link themes that are not yet sufficiently developed (governance, human rights, just transition, etc.).

The second phase, from January 2023 to December 2025, will enable the strategy to be ramped up and implemented in full on the basis of the knowledge acquired during the first phase. In particular, this phase will be supported by a dynamic network of trained specialists in the regional offices and local agencies. It will be fully integrated into AFD's next strategy, into the new Cross-cutting Intervention Framework (CIF) on Gender, and into the French programming Act on inclusive development and the fight against global inequalities.

The cross-cutting acceleration levers will be used during both phases to make the strategy operational.

Accountability and monitoring indicators

The strategy will be the subject of an annual report at the close of 2022 (the end of the first phase), which will be submitted to AFD's board of directors and its stakeholders. The report will take stock of the monitoring indicators outlined below and collate annual reviews and results of the main evaluations carried out by external stakeholders, as well as ex-post evaluations conducted on selected implemented projects.

Monitoring indicators – until the end of 2022

In order to monitor the strategy's implementation, AFD will monitor the achievement of a number of indicators that are consistent with the areas of intervention selected and the main objectives mentioned. AFD has opted for a monitoring mechanism focused on internal transformation and built around three groups of indicators:

100% Social Link operational target measurement indicators

- From January 2021:
 - Any AFD Group project receiving a negative SDAO rating for gender equality and social well-being cannot be classified as a social link project. Committee chairpersons will decide whether projects without the social link label will be continued, postponed or cancelled;
 - At least 60% of AFD Group's projects to receive a positive rating from the SDAO mechanism for both the gender equality and social well-being dimensions.⁸⁰ This percentage will progressively increase through the duration of the strategy.
- Proportion (in volume) of partner countries' projects involving an objective on gender equality promotion (DAC G-1 and DAC G-2) (AFD).
Target: 50% by 2022.
- Share of **grant** commitment authorisations for partner countries marked as DAC G-2 (AFD).
Target: 15% on average throughout the term of the objectives and means contract between the French government and AFD Group.
- Number of stakeholder engagement plans (SEPs) prepared in the framework of project appraisals.
- Proportion (by volume) of projects in partner countries with a component allowing youth to play an active role in planned activities. Target: 50%.

Indicators concerning the integration of adapted operating procedures

- At least 50 projects (excluding those initiated by CSOs) that integrate CSOs into the design phase (dimension 6 – 2nd line).⁸¹
- Staff in the 17 regional offices and technical divisions are trained and equipped with regard to the themes of gender equality, the co-construction of projects and better taking intervention contexts into account.
- A guide to leveraging best practices concerning inclusion (internal and CSOs).

Indicators associated with the implementation of projects to build AFD's social link capacities

- Conditions are agreed with regard to the financing of public service privatisation to ensure that the public interest is maintained.

- A reinvigorated social link/gender network.
- A diagnosis of inequalities together with a public policy dialogue.
- An expert appraisal of the study of public policies with regard to inequalities.

Action plan based on cross-cutting acceleration levers

→ Promote a human rights-based approach

The Action Plan for France's 2020-2024 Human Rights and Development Strategy contains specific objectives, including for French agencies like AFD. For the Group, these objectives include:

- Developing a training programme (including on gender issues).
- Creating a guide on the human rights-based approach.
- Integrating the approach into the French Official Development Assistance programmes Nos. 209 and 110.
- Strengthening accountability mechanisms.
- Supporting human rights education projects for young people, projects to protect human rights defenders and human rights CSOs, as well as projects relating to justice and reinforcing the rule of law.

The provision of capacity-building and financial support for innovative projects will underpin the 100% Social Link Strategy's main objectives (combatting inequalities, promoting social justice and inclusion).

→ A "just transition" approach that combines ecological and social issues

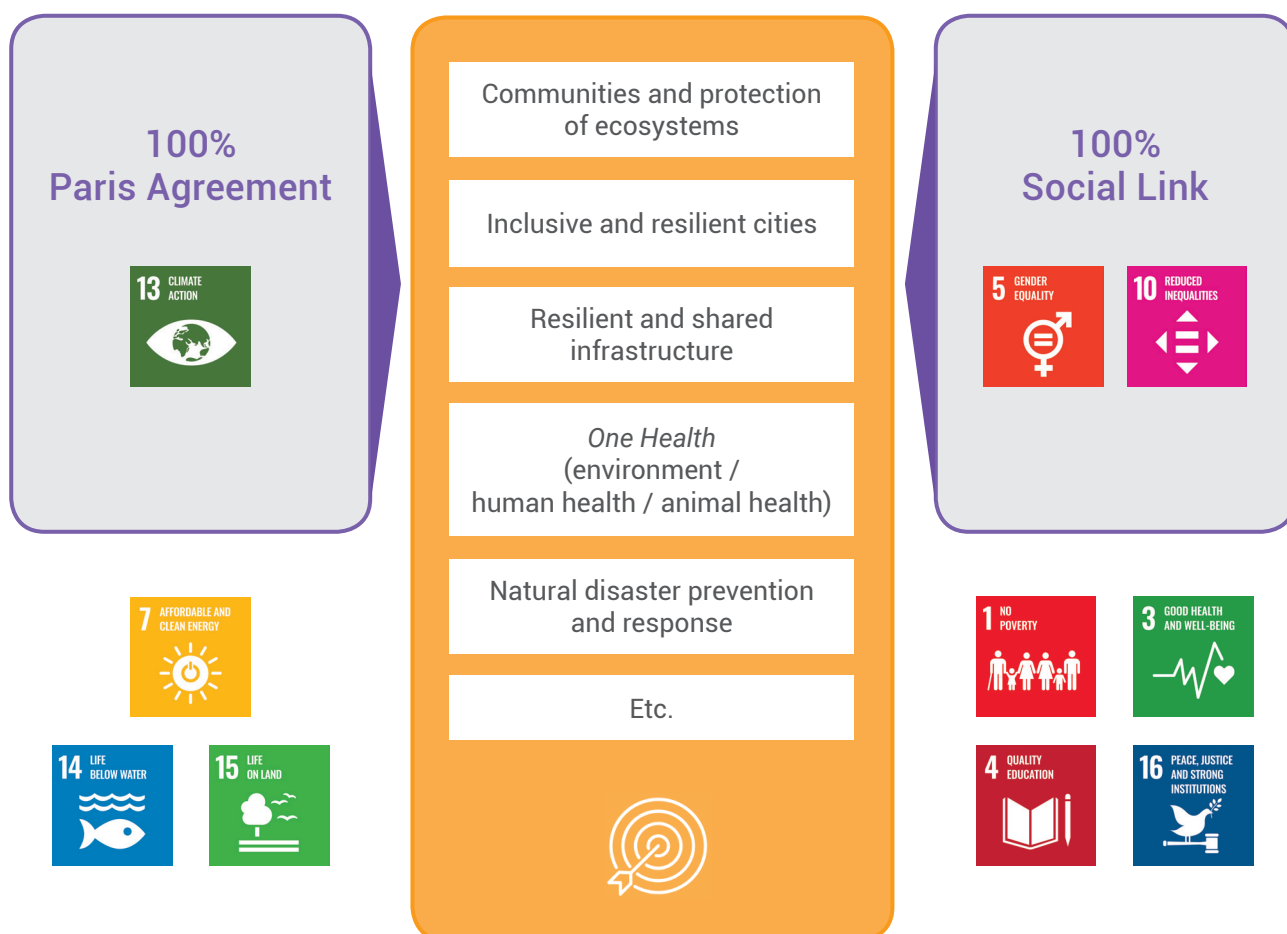
Within AFD Group, this involves developing integrated approaches to closely align the two structural commitments of the AFD Group 2018-2022 strategy, namely the 100% Social Link (People) and 100% Paris Agreement commitments, together with biodiversity (climate + biodiversity = Planet), including in conflict-affected countries, to:

- a) Identify and support nexuses that improve the quality and sustainability of our interventions;
- b) Identify actors capable of understanding and implementing this mutually reinforcing approach to support the achievement of the SDGs.

⁸⁰ In 2020, of AFD's portfolio of projects subject to a sustainable development analysis and opinion, 56% – that is, 107 projects out of 192 – received a positive rating for D2 "social well-being" and D3 "gender equality".

⁸¹ Within the scope of AFD's current operations (excluding Proparco and civil society organisations), ten projects integrated CSOs of the Global North with partners of the Global South in 2019.

Search for a NEXUS between the two major commitments for a 100% SDG alignment



AFD Group will be able to take a holistic approach that is more closely aligned with the concerns of the projects' beneficiary populations, by making a systematic use of this approach in project identification studies and strategies.

→ **Take the social link more into account in the analysis, monitoring and evaluation methods of AFD's projects**

The second pillar of the strategy's logical framework emphasises the need to take action as early in the project cycle as possible and to put in place new project appraisal processes with external stakeholders. Beyond the need to strengthen social link themes in project analyses, it also involves integrating new indicators into project monitoring and evaluation methods in order to study the impact of the Group's projects on the individuals who benefit from our funding.

Consultations with project leads have revealed that we still need to make an extra effort to be able to evaluate the economic impact of AFD's projects on their beneficiaries (i.e. do AFD projects have any effect on the average household basket and, if so, how much?). A study project on this subject will be initiated with AFD's research department, which has already conducted a number of similar studies that should also be leveraged in order to make this second phase of the action plan operational.

APPENDIX 1. GLOSSARY

Commons (and common goods)	<p>A common good is a resource owned by neither public nor private actors, but rather by an entire community that is defined by the rights it has over this resource. "Commons" thus refer to systems of governance that encompass the resources concerned, the communities and the usage rules they have put in place to ensure the conservation of these resources. It is therefore a social construct.</p> <p>Each commons is thus locally based and takes a specific form in terms of its purpose, actors and governance rules. Although initially theorised around natural resources, the concept was expanded as it became appropriated by "commoners": commons can be tangible (that is, a natural resource, a territory or area, or a service, for example) or intangible (such as shared knowledge or a label).</p> <p>Above all, commons are closely linked to a political philosophy that is based on the inclusion and participation of all stakeholders in a development project. In addition to the outcome represented by the sustainable management of a resource, it is this process of "acting together" that assumes the utmost importance in a social link strategy.⁸²</p>
Cumulative fragilities	<p>Studying, understanding and responding to the ways in which sex and gender interconnect with other personal characteristics/identities, and how these layers of fragility contribute to unique experiences of discrimination.</p> <p>To understand these cumulative vulnerabilities, it is necessary to study forms of domination and discrimination not separately but rather in terms of the links between them or the ways in which they interconnect, based on the principle that social differences, such as gender, race, class and sexual orientation, cannot be compartmentalised, or that the relationships of domination between social categories cannot be entirely explained if they are studied in isolation.</p>
Horizontal inequalities	<p>These refer to inequalities between groups with a common identity. These inequalities may pertain to ethnicity, religion, gender or social class, among others, and vary between countries and over time.⁸³</p> <p>The UNDP Human Development Report 2019⁸⁴ documents the multidimensional nature of inequalities. It highlights the emergence of a new generation of inequalities connected to education, the technological transformation and climate change, which, if not controlled, could give rise to a "New Great Divergence" in society, unparalleled since the Industrial Revolution.</p>
Human rights	<p>Human rights refer to the inalienable rights of all human beings, regardless of their nationality, place of residence, sex, national or ethnic origin, skin colour, religion, language or any other status. We are all entitled to exercise our rights without discrimination and on an equal footing. These rights are intrinsically linked, interdependent and indivisible.⁸⁵</p>
Inclusive growth	<p>Inclusive growth is based on the premise that macroeconomic growth generates income and dividends at the microeconomic level that need to be redistributed fairly and equitably so as to include disadvantaged populations. Social satisfaction and a sense of well-being can be measured by the quality of access to these incomes.⁸⁶</p>

⁸² Leyronas, S., and Legroux, N. (January 2019). Commons: Towards a New Narrative on Development Policies and Practices?. *AFD Research Papers Series*, No. 2019-87: https://issuu.com/objectif-developpement/docs/commons-development_policies_and_pr

⁸³ David, A. (2019). Reducing inequalities: Policy Proposals for the Development Cooperation Agenda. AFD Policy Paper: <https://www.afd.fr/en/ressources/reducing-inequalities-policy-proposals-development-cooperation-agenda>

⁸⁴ UNDP (2019). Human Development Report 2019. Beyond income, beyond averages, beyond today: Inequalities in human development in the 21st century: <http://hdr.undp.org/sites/default/files/hdr2019.pdf>

⁸⁵ <https://www.un.org/en/about-us/universal-declaration-of-human-rights>

⁸⁶ Definition taken from the SPC/SPR Note (2018). Benchmarking sur le lien social [Benchmarking on the social link].

Intergenerational equity	<p>This concept refers to the traditional ethical principles of social justice and equity while also adding an explicitly time-based dimension: it reflects a desire not to burden future generations with the negative environmental, social and economic consequences of the types of development, or “poor development”, promoted via the 20th century industrial and economic model – i.e. based on a system of uncontrolled consumption of resources (or of inaction) on the part of individuals or groups (and, ultimately, all of humanity).</p> <p>Secondly, the concept can be used to evaluate the environmental debt of a group or process and its impact on future generations. This can then be reflected in the idea of the early “repayment” of this debt (through compensation). Intergenerational equity is also a useful complement to the closely related environmental footprint concept, which, in turn, raises awareness of the spatial impact of individual or group actions. This concept is an integral part of the 100% Social Link Strategy and the idea of a world in common, which explains why environmental issues and their close link with the social aspect feature so heavily in the strategy.</p>
Just transition	<p>The “just transition” is an approach that involves reflecting on and taking action with regard to the interfaces between the environmental and social SDGs and ensuring that the goals related to saving the planet and fostering social justice reinforce each other while minimising areas of opposition. This involves on the one hand making ecological transition a tool for achieving social justice, and on the other hand making social justice a driving force for ecological transition, in the context of sustainable development.⁸⁷</p>
Non-sovereign financing	<p>AFD Group defines “non-sovereign financing” as financing for a third party other than the state or its central bank and which is not backed by a guarantee by the said state or its central bank. The definition therefore covers funding for private and public actors alike.</p>
Resilience	<p>The ability of a society, household or individual to absorb and recover from shocks, while adapting their organisation and ways of life to cope with uncertainty.⁸⁸</p>
Social capital	<p>The sociological literature makes reference to several definitions of the concept of social capital. Bourdieu (1980) defines social capital as the sum of the resources, actual or virtual, that accrue to an individual or a group by virtue of possessing a durable network of more or less institutionalized relationships of mutual acquaintance and recognition.⁸⁹ This includes access to quality education and vocational training, which the working classes are often excluded from in favour of the social classes already “embedded” in the networks. Coleman (1988) defines it as the set of aspects and norms of a social structure that facilitate certain actions of the individuals or corporations within the structure. Putnam (1995) defines it as a macro-social attribute with a connection to networks, which is specific to societies. Social capital is also viewed as one of the main tools for social cohesion (Jenson, 1998).</p> <p>According to the OECD, social capital represents the links, shared values and understandings in society that enable individuals and groups to trust each other and thus work together.⁹⁰</p>

⁸⁷ SPR brief, Promouvoir la transition juste dans les activités du groupe AFD [Promoting the just transition in AFD Group's activities].

⁸⁸ Definition taken from AFD's Cross-Cutting Intervention Framework (CIF) on Vulnerabilities 2017-2021, adapted from IPCC (2012), Managing the Risks of Extreme Events and Disasters to Advance Climate Change Adaptation: Summary for Policymakers: <https://www.afd.fr/en/ressources/vulnerabilities-crisis-and-resilience-2017-2021-strategy?from=100>

⁸⁹ Baudet, E., and Poggi, C. (October 2018). La cohésion sociale et le lien social [Social cohesion and the social link], concept note.

⁹⁰ <https://www.oecd.org/insights/37966934.pdf>

Social cohesion	<p>Social cohesion refers to the result of a complex process that involves numerous parameters. Concepts such as well-being, equality or inequality and the existence of a social contract are all indicators of cohesion or a lack of cohesion. Some of these indicators enable us to strive to build a more cohesive society. In contrast to the social link, which is under-stood to be a dynamic process, social cohesion represents a certain image of a society at a given point in time, and therefore does not necessarily reflect the history of its development or the different phases through which it has passed.⁹¹</p>
Social inclusion	<p>Social inclusion enables us to understand the extent to which people have access to and are integrated into the various institutions and social relationships that form part of everyday life. It is reflected in a process of improving opportunities, providing access to spheres such as social activity, income, public institutions, social protection as well as assistance and medical care programmes and services.⁹² Social inclusion is a tool for fostering social cohesion and is generally understood to mean having access to tangible and intangible resources.⁹³</p>
Social justice	<p>Social justice refers to a set of principles that define a more equitable or equal distribution of material or symbolic resources within a group so as to increase its collective well-being and cohesion. There are two dominant concepts of social justice: the first, which is based on the pursuit of equality of access to collective solidarity, assumes that we are all treated in similar fashion, and is thus a universalist approach; the second, which is based on the pursuit of equity, assumes that our access is conditioned by certain individual or collective characteristics, thus constituting a "differentialist" conception.⁹⁴</p>
Social link	<p>Etymologically speaking, a link is something that enables us to establish a physical connection, the function of the link being to join two material elements that were previously separate and had no connection or active contact in any natural sense. It is therefore the result of a conscious effort on the part of a social actor. The social link is reflected in friendships and work relationships, as well as in neighbourly relations within a village and in interactions with other social structures.⁹⁵</p> <p>In the sociological literature, the social link concept is understood to mean something that enables an individual to be connected to other people or other social groups.⁹⁶</p> <p>In its 2018-2022 Strategy,⁹⁷ AFD Group uses the social link – that is, the ties between individuals, social groups and territories – as a condition for sustainable and shared development. On this basis, the Group's 100% Social Link Strategy consists of developing, maintaining and strengthening these ties in order to enhance the resilience of societies. To achieve this objective, it is necessary to improve access to essential goods and services for all, while also reducing all forms of inequality. These two dimensions entail solidarity and collective action as part of a process of promoting and preserving the commons. For this reason, the social link is the "<i>Common of the commons</i>". It enables us to "live together" and to "act together" in the general interest.</p>

⁹¹ Baudet, E., and Poggi, C. (October 2018). *La cohésion sociale et le lien social [Social cohesion and the social link]*, concept note.

⁹² Avramov, D. (2002). People, demography and social exclusion. Council of Europe Publishing.
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⁹³ Baudet, E., and Poggi, C. (October 2018). *La cohésion sociale et le lien social [Social cohesion and the social link]*, concept note.

⁹⁴ https://www.ac-clermont.fr/disciplines/fileadmin/user_upload/ScEconomiquesEtSociales/ressources_pedagogie/terminale_tronc_commun/fondamentaux_socio_fiche6.pdf (in French).

⁹⁵ Baudet, E., and Poggi, C. (October 2018). *La cohésion sociale et le lien social [Social cohesion and the social link]*, concept note (in French).

⁹⁶ Bouvier, P. (2005). *Le lien social [The social link]*. Gallimard (in French).

⁹⁷ AFD Group 2018-2022 Strategy: <https://www.afd.fr/sites/afd/files/2018-10-03-02-29/strategy-afd-2018-2022.pdf>

Vertical inequalities	These refer to inequalities between individuals or households ⁹⁸ and relate to the distribution of income and of the fruits of growth at the global level.
Youth	<p>The United Nations defines “young people” as the age group ranging from 15 to 24 years. However, the definitions of youth, a concept more often associated with social and cultural practices, have evolved over time and vary from one region to another due to the differing social identities (gender, social class, origin, etc.) and the socioeconomic situation of the individuals concerned.</p> <p>It therefore seems more appropriate to talk about “youth” in the broad sense in order to acknowledge this diversity and, rather than referring to a fixed age range, to refer to a process of transitioning from childhood to adulthood, a process that leads to socio-economic, civic and political empowerment.⁹⁹</p>

⁹⁸ UNDP (2019). Human Development Report 2019. Beyond income, beyond averages, beyond today: Inequalities in human development in the 21st century: <http://hdr.undp.org/sites/default/files/hdr2019.pdf>

⁹⁹ Coordination SUD (May 2020), *Intégrer les jeunes dans les politiques françaises de développement [Integrating youth into French development policy]*: <https://www.coordinationsud.org/wp-content/uploads/plaidoyer-JSI-Coordination-Sud.pdf> (in French).

APPENDIX 2. LOGICAL FRAMEWORK OF THE 100% SOCIAL LINK STRATEGY

PURPOSE

Increase the well-being of people and the resilience of societies
by strengthening social links

Main objectives

Reduce inequalities of wealth and opportunity, as well as vertical and horizontal inequalities

Strengthen inclusion by better taking intervention contexts into account

Areas of intervention

Equitable and sustainable access to essential goods and services for all

Social justice
Redistribution policies

Gender equality

Co-construction of projects
Participatory modes of governance
Promoting the commons

Living together and inter-community links

Acceleration levers for each area of intervention

Social sectors (health, social protection, education)
Access to essential goods and services (water, electricity, transport, housing, waste management, financial services, digital technology)

Financial and democratic governance
Public policies and funding that favour wealth redistribution

Integrating a gender dimension into all projects (DAC G-1)
Designing projects with gender equality as main objective (DAC G-2)

Work with civil society and intermediary bodies

Projects strengthening links between individuals/actors, incl. through projects focusing on sport and development, and on cultural and creative industries

Cross-cutting acceleration levers

Promote a human rights-based approach

Foster a "just transition" that combines ecological and social issues

Take the social link more into account in the analysis, monitoring and evaluation methods of AFD's projects



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LIST OF ACRONYMS AND ABBREVIATIONS

AFD: Agence Française de Développement

AFIDBA: AFD for Inclusive and Digital Business in Africa

CAF: Development Bank of Latin America

CICID: Interministerial Committee for International Cooperation and Development

COVID-19: Coronavirus disease 2019

CSO: Civil society organisation

CSR: Corporate Social Responsibility

DAC: Development Assistance Committee (OECD)

DPA: Partnership Department (AFD)

F3E: Fund for the Promotion of Preliminary Studies, Cross-cutting Studies, and Evaluations

FIFA: Fédération Internationale de Football Association

FSOF: Support Fund for Feminist Organizations

GEMMES: General Monetary and Multisectoral Macrodynamics for the Ecological Shift

HDI: Human Development Index

ILO: International Labour Organization

IPCC: Intergovernmental Panel on Climate Change

NBA: National Basketball Association

NGO: Non-governmental organisation

OECD: Organisation for Economic Co-operation and Development

SDAO: Sustainable Development Analysis and Opinion

SEP: Stakeholder Engagement Plan

SDGs: Sustainable Development Goals

SPR: Department of Strategy, Foresight and Institutional Relations (AFD)

USAID: United States Agency for International Development

UNDP: United Nations Development Programme

UNESCO: United Nations Educational, Scientific and Cultural Organization

AFD Group

AFD Group implements France's policy in the areas of development and international solidarity. The Group includes Agence Française de Développement (AFD), which finances the public sector and NGOs, as well as research and education in sustainable development; its subsidiary Proparco, which is dedicated to private sector financing; and soon, Expertise France, a technical cooperation agency. The Group finances, supports and accelerates transitions towards a fairer, more resilient world.

With our partners, we are building shared solutions with and for the people of the Global South. Our teams are at work on more than 4,000 projects in the field, in the French Overseas Departments and Territories, in 115 countries and in regions in crisis. We strive to protect global public goods – promoting a stable climate, biodiversity and peace, as well as gender equality, education and healthcare. In this way, we contribute to the commitment of France and the French people to achieve the Sustainable Development Goals (SDGs). Towards a world in common.

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