

# TRAINING COURSES

SUPPORTING THE TRANSITIONS TO  
ACHIEVE SUSTAINABLE DEVELOPMENT

## Preface

In July 2021, the French Parliament adopted a programmatic Bill on Development Assistance & the Fight against Global Inequalities. It confirmed the French ODA to reach 0.55% GDP by 2022. This is as much an honor as it is a responsibility.

To live up to the trust placed in AFD, we must persistently maintain high standards of accountability and relentlessly pursue efficiency, in order to further increase the impact of our projects and programs which are aligned, of course, with the Paris Agreement and the Sustainable Development Goals (SDGs).

To achieve this, it is critical that our partners acquire strong skills and competencies in the areas where AFD funds sustainable development projects. To maximize the impact of these projects the women and men (public officials, civil society representatives, investors or entrepreneurs) who are implementing them have to be akin with the transition challenges; they need to be trained to contribute to our shared mission of sustainable development.

The current period of vulnerability heightens the need for training in a period that reinforces the unpredictability of the future in "transitions" we aspire to. Playing with the contemporary constraints, while standing with the Other, AFD is clearing paths to shared understandings of intertwined and ambiguous issues in order to speed up the transformation of views and attitudes, and to foster the desire and capacity to transform our societies and invent sustainable ways of life.

This is AFD Campus' mission: to co-build and share the knowledge, know-how, and interpersonal skills that are essential to reinventing the present through renewed training methods based on the latest findings in cognitive science. Learning something different, learning in a different way and above all learning together, sharing skills, looking ahead "together" and inventing solutions to today's and tomorrow's challenges.

**Remy Rioux**  
Chief Executive Officer  
of AFD Group



## This is not a catalog...

This is not a catalog in the traditional sense. It does not contain a fixed range of training courses for everyone. In a constantly changing world, where needs are built by the place and time where they emerge, and where only co-built training approaches with partners can guarantee a context-specific response to the needs, the range of services offered must be tailor-made and cannot be presented in a rigid manner.

This is therefore a hybrid, evolving tool that presents AFD Campus' approach, its convictions, and its ambition thought out in conjunction with its partners. It offers examples of educational formats that are intended to be shared, adapted, reviewed, and supplemented.

## Who are we?

AFD Campus is a laboratory for learning innovations that designs and develops training courses with its partners that are tailored to the skills requirements of sustainable development projects and policy stakeholders (executives from the administration, public and private companies, elected officials and local civil servants, start-up companies, civil society representatives, etc.) in the countries where AFD works.

Thanks to a combination of teaching expertise inspired by cognitive science and expertise in development projects and issues, and with the support of experts from the AFD Group and its partners, AFD Campus develops innovative training programs to help learners understand the complexity of transitions and take conscious steps towards transformation.

To achieve this mission, AFD Campus must therefore answer two questions:

- What skills are needed today by those who play an active role in transforming lifestyles and production patterns by seeking solutions to the transitions' challenges?
- How can we transfer knowledge, know-how and interpersonal skills while knowing that the growing complexity of the world requires us to link disciplines and learn together, that new technologies present as much opportunities as they are challenges for transmitting and sharing skills effectively, that mankind, and his brain in particular, is the main obstacle to change which requires educational methods capable of bypassing resistance and promoting learning?

# Our beliefs

## 1 In this complex and uncertain century, nothing is more important than supporting people in their projects and their territories

In this new environment, a project is primarily about women and men, and how they have to understand, become aware of their own limits, make sense of things, and invent something new. They are less and less expected to follow instructions and rules, as it was the case in a reproducible and predictable world. Stakeholders involved in transitions must free themselves from mental images and schemes that lock them into a dated understanding of reality; bypass cognitive biases; grasp the complexity of these challenges; react creatively to them; collaborate; adapt to the unexpected; be responsive; inspire teams, etc. More than ever, we need to assist them in thinking and implementing change while transforming groups and projects.

## 2 It is necessary to educate for other things and in other ways to support effectively those stakeholders of transitions in strengthening the skills needed for their work

Traditional training courses that focus on technical, expert, siloed approaches are no longer appropriate in the contexts in which we operate. They do not make it possible to grasp the contemporary challenges of societies and regions, nor produce solutions that are suited to their needs. To tackle these challenges, we must learn something else, something different:

- **Learning something else:** understanding the challenges and the background factors, the major evolutions, the changes underway, the risks and the challenges to be addressed; opening up the field of knowledge to all disciplines that allow us to think about human progress (philosophy, anthropology, ethics, history of ideas, etc.) in order to de-compartmentalize,

to have a systemic perspective and to make sense of things; acquiring the know-how that is essential for action; and developing the soft skills (or 21st century competencies), such as creativity, teamwork or critical thinking, without which it is not possible to be an agent of change. It is thus essential to impart the different types of knowledge that will enable us to understand and reinvent our attitudes and positions, to devise new solutions and paths, and to accelerate high-impact projects for a more just and sustainable world.

- **Learning in a different way:** as demonstrated by neuroscience, learning by promoting conditions for the transfer of knowledge; by mobilizing knowledge, tools, and learning methods that work in a complex, hyper-connected world; learning together and from each other as part of "active" classes or learning communities, to share knowledge, dialog, get inspired, open up possibilities, listen to intuitions; learning by doing (by developing projects); learning by reconnecting with oneself, one's emotions, nature, etc.

## 3 There are no better training courses than those designed jointly and as closely as possible to the issues and needs of the beneficiaries.

Hence, we are increasingly seeking to root our training courses at partners' campuses or universities, or to deploy them through learning communities located in the countries where AFD operates.

## 4 It is possible to bolster our impact by focusing on "assisted digital".

With our partners, we develop impactful digital formats (MOOCs, SPOCs, webinars, video capsules, games, etc.). We help disseminate them and make them available to as many people as possible on AFD eCampus and at our projects sites. We assist groups of learners or communities remotely to appropriate knowledge and enrich themselves through diversity.

# What do we offer?

AFD Campus offers in-person, online and, most often, hybrid training courses, with or without diplomas and certifications, co-built with partners from developing countries and/or developed countries. These training courses aim to strengthen the skills of individuals who want to improve in order to become an actor of changes. The objective is to enable them to initiate and pursue their own transformation for the sake of their respective communities, organizations, or territories. These training courses, or "trips", assist through innovative teaching methods:

- acquisition of multi-disciplinary, systemic knowledge to understand the evolutions underway and the major transitions towards sustainable development.
- a new look at the world reality.
- a reinforcement of technical knowledge.
- the stimulation of 21st century skills.
- networking and participation in communities.

# You will find in this "non-catalog" ...

... a presentation of training programs and tools, categorized by major themes/ transitions, mentioning the recipients and partners, and intended to be developed, transposed, and enhanced.

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# 1

## UNDERSTANDING THE COMPLEXITY OF PRESENT-DAY CHALLENGES AND THE SUSTAINABLE DEVELOPMENT AGENDA

**It is essential for development stakeholders** to recognize the complexity of the world in which transitions towards sustainable development must take place.

We are experiencing an anthropological revolution such as rarely occurs, changing our relationship with the world, with others, and with knowledge. At the same time, we are facing the unprecedented threats of entering the Anthropocene and are living with the urgency of reacting to the climate, environmental, and social challenges, as the sustainable development agenda reminds us, which gives us 10 years to achieve the SDGs.

We have no choice: we must abandon our ways of thinking and behaving in order to create new ways of imagining and inhabiting the world. The urgency to live differently and the need to give meaning to our lives must drive our thinking and our actions. They must lead us to adopt a cross-disciplinary approach that enables us to:

1. grasp the complexity of systems by having the various fields (cognitive sciences, philosophy, anthropology, history of sciences, technologies, etc...) dialog.
2. devise innovative solutions to the sustainable development challenges through cooperation.

**AFD Campus** and its partners offer training courses focusing on the evolution of development policies, understanding the SDGs and implementing the sustainable development agenda in a complex world marked by scientific, technological, and anthropological revolutions and the need to act to change course. These educational formats are an opportunity to promote AFD's and its partners' expertise and to develop and offer engaging training courses.



UNDERSTANDING THE COMPLEXITY OF PRESENT-DAY CHALLENGES  
AND THE SUSTAINABLE DEVELOPMENT AGENDA

## SERIES FOR LEARNING, UNDERSTANDING, GETTING INSPIRED, AND IMAGINING

THREE SERIES FOR UNDERSTANDING TODAY'S MAJOR ISSUES,  
GETTING INSPIRED AND TAKING ACTION

Format: Online



On AFD eCampus  
or on ID4D



Each video lasts  
between 8 and 50  
minutes



For all those who  
want to be inspired,  
enlightened and  
contribute to  
implementing  
transitions



Open access

### KEY FIGURES

**MORE THAN 100**  
videos available  
on AFD eCampus

### OVERALL THEME/BACKGROUND

These videos are intended to provide keys to understanding the world and transforming it. They are part of a three-part series:

**Future headlines**, a series that proposes paths to a desirable future.

**From a research perspective**, a series that reviews research topics on sustainable development.

**News from here**, a series that looks at transitions through the lens of development projects.

In a complex and ambiguous world, it is necessary to listen, to be stimulated, challenged, and guided to action. By sharing knowledge, experiences and inspiring stories, these videos make us think about the notion of "transition" in the broadest possible sense: evolutions underway, ecological transitions, changes in economic models, innovative behavior and new practices. These series benefit from the expertise of intellectuals, researchers, but also artists, athletes, or practitioners with field experience, a retrospective on the challenges, risks, opportunities, and drivers of change. They are a source of knowledge and inspiration for sustainable development stakeholders.

**NEWS FROM THE FUTURE** - The issues, the obstacles hindering change, and solutions for inventing transition paths, presented by inspiring individuals from many fields: cognitive sciences, anthropology, sociology, literature, philosophy, ecology and economics, etc. Or how to be inspired to bring about change.

**FROM A RESEARCH PERSPECTIVE** - Knowledge about the interrelated social, economic, political, and environmental realities that lie at the heart of transitions. How can they be appreciated, shared, and better taken into account so as to work towards a sustainable world? Researchers from developing and developed countries will answer these and other questions.

**NEWS FROM HERE** - Feedback from development project leaders to improve practices and help them evolve. By exploring the skills they need to succeed in their businesses and the challenges they face, they tell us about their involvement and impact in a complex world.

**TO FIND OUT MORE:** All of these series are available for free, unlimited reading on AFD eCampus <https://ecampus-afd.edflex.com>



With

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Odile SANKARA, Ngone FALL, Isabelle DELANNOY, Fatoumata BA, Magali PAYEN,

Frédéric WORMS, Blondin CISSE, Mathieu BAUDIN and many other voices...

Find all the episodes  
of the series **Future Headlines**  
on [ecampus-afd.edflex.com](https://ecampus-afd.edflex.com)



4 seasons  
of free reading



more than 70 celebrities  
interviewed



UNDERSTANDING THE COMPLEXITY OF PRESENT-DAY CHALLENGES  
AND THE SUSTAINABLE DEVELOPMENT AGENDA

## WHAT ARE THE PATHS TO A SUSTAINABLE WORLD? MOOC

WITH THE LEARNING PLANET INSTITUTE

Format: Online  
Language: French



UNDERSTANDING THE COMPLEXITY OF PRESENT-DAY CHALLENGES  
AND THE SUSTAINABLE DEVELOPMENT AGENDA

## UVED SDGS MOOC

ON THE SUSTAINABLE DEVELOPMENT CHALLENGES AND AGENDA

Format: Online  
Language: French



Platform  
MOOC campus



5 weeks



Anyone interested  
in the subject. The  
MOOC does not  
require any prior  
knowledge or skills.  
Some physical  
concepts may be  
more or less easy to  
grasp without any  
prior training.

### PARTNER

Learning Planet Institute

### OVERALL THEME/BACKGROUND

The challenges of entering the Anthropocene are complex. It is important to grasp the problem areas in order to provide sustainable, effective solutions. This involves understanding the nature of the issues, their interrelationships, the magnitudes and the major principles that govern our world. Once this has been established, it is then possible to propose a framework and possible solutions.

### COURSE OBJECTIVES

The training course will make it possible to:

**Define** the framework for understanding the Anthropocene, that is, explore the major physical principles, the natural limits, that regulate our world and trace the demographic, economic, social, and environmental characteristics that explain the current state of the planet.

**Identify** the nature of the challenges. Students will be asked to explore the physical and living resources that enable us to meet our needs, some of which are also endangered by our activities.

**Take** a forward-looking approach to the future needs of humanity and review some of the theoretical models and institutional frameworks that can help design solutions.

### TEACHING METHODS & ACTIVITIES

The MOOC is a self study course and relies on collective intelligence for jointly defining certain concepts and evaluating each other's work. The course will include quizzes, exercises to define the concepts and main principles, and group contextualization activities to help participants understand the topics. Many resources will be provided to further explore each chapter. They will be divided into two categories: Beginner/Intermediate mode and Expert mode.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

This training course is particularly suited to people who want to learn about sustainability issues and can use it as a stepping stone before delving deeper into a particular topic.

### TO FIND OUT MORE:

<https://mooc-campus.afd.fr/enrol/synopsis/index.php?id=9>

### OVERALL THEME/BACKGROUND

UVED, in collaboration with the French Ministry for Ecological and Inclusive Transition, the Department of the Commissioner General for Sustainable Development, ADEME, Comité 21, IRD, IDDRI, CGE, CNFPT, the 4D association and AFD, has been offering a MOOC on the 17 Sustainable Development Goals since 2018. Open to everyone, it is structured around two objectives: getting informed and taking action in support of the SDGs. Alongside 24 national and international experts such as Jean-Paul Moatti, Maria Snoussi, Jean-Michel Severino and Cynthia Fleury, students will discover a comprehensive reading list on the challenges faced by all organizations in the areas of health, environment, equality, governance, and responsibility.

### COURSE OBJECTIVES

The MOOC learning objectives are structured based on a twofold approach:

**Getting informed:** understanding the vision, agenda and challenge of the SDGs for collective action.

**Mobilizing:** encouraging the desire to get involved or to continue one's involvement in order to contribute to achieving the SDGs and moving towards a new global citizenship.

### TEACHING METHODS & ACTIVITIES

The MOOC is based on a teaching system that combines different learning formats: 35 videos from experts from developed and developing countries, reading of educational resources, quizzes, reflective exercises, peer evaluation, and a forum to discuss the topics covered during the course.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

Throughout the MOOC, you will develop a better understanding of the challenges of the SDGs and be able to analyze their synergies and interrelationships. You will learn about the various stakeholders' contributions (governments, local authorities, non-state actors, and mobilizing forces) towards implementing the SDGs. As a result, you will be equipped to commit to achieving the SDGs as a socially aware citizen. Moreover, at the end of the training course, you will be able to obtain a follow-up certificate if you successfully complete certain activities.

### FIND OUT MORE:

<https://www.uved.fr/mooc-odd>



Online  
learning  
platform



5 weeks  
2 hour commitment  
per week

Short course on  
AFD eCampus



Everyone



Every year

### PARTNERSHIP

Ministry for Ecological  
and Inclusive Transition  
Department of the  
Commissioner General  
for Sustainable  
Development, ADEME,  
Comité 21, IRD, CGE, IDDRI,  
CNFPT, 4D Association

### KEY FIGURES

**30,000** Signed up for  
3 sessions

**4,839** Students in 2020

**MORE THAN**

**80** Countries represented

**37** Experts involved



UNDERSTANDING THE COMPLEXITY OF PRESENT-DAY CHALLENGES  
AND THE SUSTAINABLE DEVELOPMENT AGENDA

## SDGS SUMMER SCHOOL

RESIDENCY FOR RESEARCHERS ON THE SDGS WITH THE IRD, AMU, AND LPI

Format: hybrid  
Language: French initially



Dedicated  
e-learning platform.  
Marseille



1 week sprint



Researchers, PhD  
students and  
professionals from  
the world



Every summer

### PARTNERSHIP

Institute of Research for  
Development, University  
of Aix Marseille, Learning  
Planet Institute

### OVERALL THEME/BACKGROUND

The SDGs Summer School, co-created by IRD, the University of Aix-Marseille, and AFD, assisted by the Learning Planet Institute, seeks to address sustainable development issues through an interdisciplinary, intercultural, and intersectoral approach. For one week, a hundred scientists (researchers, teacher-researchers, unit managers, PhD students, post-doctoral fellows, etc.) and stakeholders involved in implementing the SDGs will come together to collectively identify a solution for a joint research topic. Together, using methodologies and tools for collective exploration and collaborative design, participants become "sustainability scientists" focused on the SDGs.

### COURSE OBJECTIVES

The SDGs Summer School enables participants to:

**Assess the** comprehensiveness of the SDGs and their interrelationships and bolster their knowledge on the subject.

**Create a group** in which each person identifies and values their skills in order to establish cooperation in a spirit of understanding and goodwill.

**Practice** interdisciplinary research and sprint work to find solutions to current and future global issues.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

The summer school enables participants to strengthen their skills on the subject of a specific SDG chosen for each year and to understand the interactions with all the SDGs through a presentation of current research. You will be able to identify your skills and develop strong bonds with other participants. You will discover the methodologies of collaboration, interdisciplinary research, and sprint work that you can use to benefit your own projects.

**FIND OUT MORE:** <https://www.ecole-odd.fr/ecole.html>

UNDERSTANDING THE COMPLEXITY OF PRESENT-DAY CHALLENGES  
AND THE SUSTAINABLE DEVELOPMENT AGENDA

## JUST ONE GIANT LAB (JOGL)

OPEN PLATFORM FOR COLLECTIVE INTELLIGENCE AND COLLABORATIVE  
SCIENCE FOR THE CHALLENGES OF SUSTAINABLE DEVELOPMENT

Format: Online  
Languages: French and English

### OVERALL THEME/BACKGROUND

Just One Giant Lab (JOGL) is an open online platform developed with the support of AFD, the AXA Foundation for Research, and IRD. Intended for contributors from all walks of life, it aims to train and assist open and contributory research communities in Africa to collaborate in solving challenges related to transitions. Through its methodology of facilitating learning communities, it allows contributors to propose initiatives and collaborate on new solutions to meet the Sustainable Development Goals.

### COURSE OBJECTIVES

Becoming a contributor to an open platform for research communities operating in Africa to share solutions in an open source approach. The platform enables contributors to:

**Suggest, co-build and collaborate** on multi-stakeholder and multi-country initiatives to address the challenges of transitions in Africa.

**Acquire** skills in facilitating collective intelligence online.

**Be part of** a community of agents for change.

### TEACHING METHODS & ACTIVITIES

The JOGL platform combines collaborative research and solution creation methodologies by organizing hackathons and sprints. The activities offered provide contributors with the know-how and skills needed to meet the challenges of our time.

### WHAT DOES JOGL DO FOR YOU?

By getting involved in a JOGL research community, you will develop skills in facilitating sessions and mobilizing collective intelligence. Events like hackathons and sprints help communities of contributors connect and become part of a global open source dynamic.

**TO FIND OUT MORE:** <https://jogl.io/>



The JOGL open  
online platform.  
Local liaisons in  
Africa.



Contributors  
from all types  
of organizations  
(companies,  
foundations, NGOs,  
public institutions,  
start-ups). Anyone  
who wishes to  
invest their time  
and creativity  
(professionals,  
students, amateurs  
and citizens)



Recurring, all year  
long.

### PARTNERSHIP

Axa Foundation for  
Research, IRD



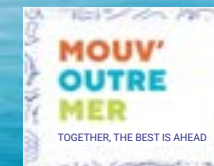
UNDERSTANDING THE COMPLEXITY OF PRESENT-DAY CHALLENGES AND THE SUSTAINABLE DEVELOPMENT AGENDA

## MOUV'OUTREMER

GETTING STAKEHOLDERS IN THE OVERSEAS

TERRITORIES INVOLVED IN THE SDG TRAJECTORIES

Format: hybrid  
Language: French



Dedicated e-learning platform.  
French Overseas Territories: West Indies, Guyana, Indian Ocean, Pacific Ocean



1 cycle lasting 2 months for trainers and support organizations



All trainers/support organizations and positive impact project leaders (private and public decision makers, citizens, elected officials, companies, students...).

### KEY FIGURES

**120** transition stakeholders trained

**500** members within the community

**2** sessions specifically dedicated to trainers and support organizations for overseas projects

### PARTNERSHIP

Make Sense, Kedge Business School

### OVERALL THEME/BACKGROUND

Designed and led by AFD Campus at the request of the French Ministry of Overseas France, and implemented by MakeSense and Kedge Business School, Mouv'outremer is a free training course/initiative that aims to assist a community of stakeholders committed to accelerating transitions in Overseas France. Built on the principles of open and inverted learning, Mouv'outremer encourages participants to play a leading role in the training course. By exploring the strategic issues of the SDG agenda in the overseas territories (waste, pollutants, CO2 emissions, exclusion and vulnerability), the upcoming sessions will be specifically designed to prepare trainers and assist institutions in accelerating sustainable projects in the overseas territories.

### COURSE OBJECTIVES

Structured around the threefold principle of "understanding, taking action, collaborating":

**Understanding:** understanding the SDGs, grasping the challenges and opportunities of transitions in the regions, developing one's skills and leadership, learning about the tools for taking action.

**Taking action:** prototyping, testing, and deploying an impact project.

**Collaborating:** joining a committed community and benefiting from a network of experts.

### WHAT DOES MOUV'OUTREMER DO FOR YOU?

Knowledge of the SDGs, understanding the challenges of each region, but also leadership skills and 21st century competencies. You will be equipped to assist projects through innovative collective intelligence, systemic governance, and project acceleration methods. In addition, you will become part of an extended network and a group of peers from different regions. Finally, whether you are a trainer/support worker for sustainable projects or a member of the community, you will have access to many customized resources and events.

**FIND OUT MORE:** <https://mouvoutremer.fr>

### TEACHING METHODS & ACTIVITIES

This hybrid training course is based on the principles of open and inverted learning. Its richness is based on the participants' knowledge of the territory, their experience, and their desire to share. Both during the in-person meetings in the region and during the online course, the activities offered are geared towards taking action and collaborating.

## MOUV'OUTREMER

TOGETHER,  
THE BEST  
IS AHEAD



DO YOU WANT TO  
SHARE VALUES? HAVE A  
BEAUTIFUL EXPERIENCE?  
SO DO WHAT I DO!  
APPLY!

Marie-Louise Monette

• MOUV'OUTREMER •



WITH MOUV'OUTREMER,  
I HAVE GONE ABOVE  
AND BEYOND!

Corynthia Alcime

• MOUV'OUTREMER •

Ambitious challenges to consider and build  
the overseas territories of the future!



Zero  
carbon



Zero  
waste



Zero  
pollutants



Zero  
exclusions



Zero  
vulnerability



## FRENCH OVERSEAS TERRITORIES UVED SDGS MOOC

ON THE SUSTAINABLE DEVELOPMENT CHALLENGES AND AGENDA  
IN THE FRENCH OVERSEAS DEPARTMENTS AND TERRITORIES

Format: Online  
Language: French



Fun MOOC online learning platform and condensed version on AFD eCampus



3 weeks



Development stakeholders in the French Overseas Departments and Territories

### PARTNERSHIP

UVED, ADEME, IRD,  
French Ministry of  
Overseas France

### OVERALL THEME/BACKGROUND

UVED, AFD, ADEME and IRD have joined forces to offer a MOOC dedicated to the Sustainable Development Goals and their specific challenges in the French Overseas Territories. Originally launched to support the Mouv'Outremer training course and led by AFD Campus at the request of the French Ministry of Overseas France, this MOOC is accessible to the general public. A 3-week online training course which aims to help students understand the strategic pillars of sustainable development in the French overseas territories (especially the issues of waste and pollution management, reducing CO<sub>2</sub> emissions, and combating exclusion and vulnerability) and draw inspiration from the specific projects of local stakeholders. Ultimately, participants are invited to take action, mobilize, and collaborate for the future of their regions.

### COURSE OBJECTIVES

The training course meets the following objectives:

**Understanding** the Sustainable Development Goals.

**Learning about** the unique characteristics of the overseas territories and the resulting SDO strategies.

**Drawing inspiration** from existing models and projects to take action, mobilize, and collaborate.

### TEACHING METHODS & ACTIVITIES

Built on the twofold principle of "getting informed and getting involved", this MOOC combines theoretical content on the challenges of the overseas territories, as well as presentations of concrete, existing projects in the field. To better target and understand the issues of each sub-territory, this MOOC offers 4 optional paths: West Indies, Reunion-Mayotte, Guyana, and the Pacific.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

A better knowledge of the SDGs, the challenges of sustainable development in each geographical area of the Overseas Territories and the potential solutions. You will have access to a rich bibliography to further explore the topics covered during the training course. A completion certificate is given at the end of the course based on quizzes and peer-reviewed assignments.

We are currently exploring the possibility of integrating the community of participants in the Mouv'Outremer program.

**FIND OUT MORE:** <https://www.uved.fr>

## SULITEST OVERSEAS TERRITORIES

FOR ASSESSING ITS KNOWLEDGE OF THE SDG AGENDA IN THE OVERSEAS TERRITORIES

Format: Online  
Language: French

### OVERALL THEME/BACKGROUND

A sustainable world is built on knowledge, skills, and new ways of thinking. By facilitating access to knowledge on the SDGs, Sulitest contributes to the awareness of the stakes and challenges of the SDG agenda in Overseas France.

### SULITEST'S OBJECTIVES

Sulitest's objective is to increase knowledge, know-how, and change attitudes regarding sustainable development. Sulitest Overseas Territories provides citizens of overseas territories and organizations with locally and internationally recognized tools to increase their learning and awareness of global issues and sustainable development challenges.

### TEACHING METHODS & ACTIVITIES

Sulitest's best-known tool is the "Test" which is an easy-to-use online MCQ that is available in either Learning or Exam format. The Quiz is a fun way to initiate discussions on sustainable development at the beginning of training courses, seminars, or public events. The Looping tool engages stakeholders in co-creating questions, reinforcing their knowledge.



### WHAT DOES SULITEST DO FOR YOU?

You will gain knowledge of the sustainable development agenda in the French Overseas Territories and develop the skills to implement it.



Dedicated platform



Less than an hour



The "Mouv'Outremer" training course learners' group and all interested students/citizens



Open access

### FIND OUT MORE

<https://www.sulitest.org/en/index.html>





# 2

## SUPPORTING REGIONAL, ECOLOGICAL, AND ENERGY TRANSITIONS

**Making a successful transition in the territories** means developing their infrastructure, the local economy, and access to essential services, while protecting natural capital and strengthening social cohesion<sup>1</sup>. It means inventing new ways of inhabiting the planet that are more respectful of resources and living things.

**The sustainable development of the territories** is thus a meeting point for ecological, energy, economic, technological, political, social and cultural issues, which it is important to address in a complex, systemic manner by mobilizing creativity and freeing the imagination that traps us in unsustainable ways of life and cities.

This chapter focuses on **environmental, energy, and sustainable development issues**. AFD Campus offers a wide range of additional training courses on these topics, using innovative methodologies to gain understanding and to transform.

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1. Social cohesion is dealt with more specifically in the next chapter.





SUPPORTING REGIONAL, ECOLOGICAL, AND ENERGY TRANSITIONS

## TAKING ACTION FOR LIVING BEINGS

FESTIVAL FOR THE CONSERVATION OF LIVING BEINGS IN ARLES AND IN CAMEROON,  
WITH COMUNA AND THE FABRIQUE DE SOUZA



SUPPORTING REGIONAL, ECOLOGICAL, AND ENERGY TRANSITIONS

## UVED BIODIVERSITY AND GLOBAL CHANGE MOOC

WITH VARIOUS PARTNERS

Format: Online  
Language: French



In Arles, France  
And in Cameroon



1 week



Thought leaders,  
authors, and activ-  
ists as well as the  
general public.



Every summer in  
Arles, starting in  
2023 in Cameroon

### KEY FIGURES

**30** Videos produced  
for the Future Headlines  
format

**5,000** Participants  
during the 1st event in Arles

### PARTNERSHIP

Taking Action for  
Living Beings

### OVERALL THEME/BACKGROUND

"Taking Action for Living Beings" is an annual festival started in 2020 by Editions Actes Sud and Comuna with the intent of providing a space for reflection and discussions to decompartmentalize disciplines and professions around human beings' relationship to the rest of Living Beings.

AFD Campus, which provides training courses through exchanges and the decompartmentalization of knowledge to support transitions, especially ecological transitions, is a natural partner for this initiative on behalf of Living Beings and its deployment in Africa.

**In this respect, it is involved in two areas:**

Organizing workshops at the Festival d'Arles, bringing together stakeholders from developing and developed countries, from various disciplines, to co-build joint projects: "What does it mean to take action for living beings in Africa"; "Democracy and living beings".

Organizing a "Taking Action for Living Beings" festival in Africa, in partnership with the Fabrique de Souza, in Cameroon, on the theme of promoting the continent's traditional knowledge and techniques, symbolizing a man-nature relationship based on the unity of living beings.

**FIND OUT MORE** <https://www.agirpourlevivant.fr/>

### OVERALL THEME/BACKGROUND

The Biodiversity and Global Change MOOC, led by UVED, is structured around 4 topics:

- **Humans in Biodiversity:** A Status Report
- **Biodiversity's responses to global change**
- **Stakeholders' positions on the "biodiversity" issue**
- **Biodiversity, global and societal changes**

### COURSE OBJECTIVES

The learning objectives of the training course are to explore and further develop theoretical notions about biodiversity:

Ecosystem resilience to current changes.

Risks and scenarios for 2050.

Mobilization of stakeholders around these issues.

The role of knowledge in these stakeholder dynamics.

Evolution of natural environments and living organisms.

Responses that can be provided by governments, companies and civil society to these developments.

Diversity, throughout the world, of the representations of living beings and of knowledge and practices.

### TEACHING METHODS & ACTIVITIES

The MOOC is based on a learning system that includes videos featuring experts and practitioners, reading tips, and testimonials from various stakeholders.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

The Biodiversity and Global Change MOOC provides you with essential knowledge to better understand how biodiversity is essential to human existence, what services it provides, why it is essential to integrate and conserve it, and why indigenous and local peoples are its stewards.

**FIND OUT MORE:** <https://www.uved.fr/mooc-biochang>



UVED online  
learning platform  
and on Fun MOOC  
Short course on AFD  
eCampus



4 hours of video  
streaming spread  
over 4 weeks



Any person  
interested in  
biodiversity and  
protecting living  
beings who might  
get involved in  
specific initiatives  
in the field  
(professionals,  
students, etc.)

### KEY FIGURES

**9,000** Participants in the  
1<sup>st</sup> session

**9** Countries where the  
course was attended

**24** Speakers, experts

### PARTNERSHIP

UVED, CIRAD, CNRS, IDDRI,  
INALCO, IRD, MNHN,  
University of Montpellier,  
University Paris 8, University  
Paris Saclay

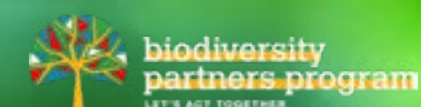



SUPPORTING REGIONAL, ECOLOGICAL, AND ENERGY TRANSITIONS

## BIODIVERSITY PARTNER'S PROGRAM (BIPP)

LEARNING BIODIVERSITY DIFFERENTLY, THROUGH DEEP ECOLOGY

Format: hybrid  
Languages: English and French



 Dedicated e-learning platform. Southern Africa and Northern Africa

 3 month online course  
5 days of in-person workshops

 Pro-nature project leaders: entrepreneurs from the private sector or civil society or intrapreneurs working for an organization

### OVERALL THEME/BACKGROUND

The hybrid Biodiversity Partners Program (BiPP), allows 30 entrepreneurs and intrapreneurs to accelerate their pro-nature projects, while integrating an interdisciplinary local network. The program helps project leaders develop a broader vision of living beings and supports the transition to taking action.

### COURSE OBJECTIVES

The educational goals are based on the threefold principle:

**Exploring:** Learning about and experiencing issues related to biodiversity, deep ecology, and systems thinking.

**Experimenting:** Take part in a 5-day workshop to accelerate your pro-nature project.

**Growing:** Learn about entrepreneurial tools and know-how and receive coaching to help your project grow.

### TEACHING METHODS & ACTIVITIES

This program incorporates theoretical teachings on the challenges of biodiversity, practical exercises helping change one's position, and learning about ecological and systemic leadership, and exploring entrepreneurial tools and know-how to accelerate one's project. The program's hybrid format combines webinars, breakout sessions, and 5 days of in-person workshops.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

Biodiversity Partners Program provides you with a better understanding of ecosystems, systems, and deep ecology. Moreover, exploring the different types of pro-nature projects provides you with new sources of inspiration to enrich your current or future projects.

The program is an opportunity for developing ecological leadership positions and experimenting with the role of agents for change through personal and collective transformational work, in connection with living beings. Finally, you will be an integral part of a local interdisciplinary, multi-sector network in order to collectively take action at the regional level.

**FIND OUT MORE:** <https://www.biodiversitypartnersprogram.com/>

### KEY FIGURES

- 10** Webinars
- 10** Group sessions
- 5** Days of workshops
- 30** Project leaders per class



## An innovative program

With the Biodiversity Partners program, a group of 30 pioneers from Southern Africa will have the opportunity to join an **acceleration and training program for pro-nature projects**. The group will be working in a community to explore new **networks, new knowledge and gain new tools to accelerate their project and increase their impact**. BIPP is a **4 month program** developed by the **CAMPUS** of the

**FRENCH DEVELOPMENT AGENCY (AFD)**. It allows you to develop your projects further, widen your knowledge and leadership on **biodiversity**, benefit from a community of practitioners, **to increase your impact and alignment**. In this program you will have access to **theoretical and practical resources**, to experts and a community of change makers from the same region you are working in.

## Who is this program for?

We are looking for intrapreneurs and entrepreneurs with projects based in these eight countries:



EXPLORE  
EXPERIMENT  
GROW





SUPPORTING REGIONAL, ECOLOGICAL, AND ENERGY TRANSITIONS

## BEING AN AGENT FOR ECOLOGICAL TRANSITION IN AFRICA

CERTIFICATE WITH FERDI AND UM6P

Format: hybrid  
Language: French



Polytechnic University  
Mohammed VI -  
Benguerir, Morocco



African professionals from the government and public and private companies working in connection with climate change issues

### KEY FIGURES

**25** Participants

### PARTNERSHIP

Polytechnic University  
Mohammed VI and FERDI

### OVERALL THEME/BACKGROUND

The Paris Climate Agreement signed at Cop 21 brings new perspectives to both developing and developed countries. Africa, which is currently particularly vulnerable to climate change, is becoming a major player in the fight against climate change, with an increase in ecological and energy initiatives (renewable energy, resilient agriculture, smart cities, etc.).

UM6P University, FERDI, and AFD offer a training course for understanding, mastering, and integrating climate issues into the development of public policies, the positioning of companies, and the implementation of development projects.

### COURSE OBJECTIVES

**Understanding** climate and ecological issues in the 21st century.

**Incorporating** the ecological and energy transition into the design of public policies and development projects.

**Using** collective intelligence to be a driving force for innovative proposals.

### FOCUS

This training course is intended to be replicated and to be part of a degree program.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

The fundamentals of climate change and ecological issues.

Examples of tools and projects that have an impact in the fight against climate change and protecting biodiversity.

A collective discussion on supporting change (how to make practices shift towards a low-carbon transition?).

### FIND OUT MORE:

<https://ferdi.fr/ihedd/etre-acteur-de-la-transition-ecologique-en-afrique-accompagner-l-adaptation-et-l-attenuation-dans-un-monde-complexe>

### TEACHING METHODS & ACTIVITIES

Drawing on a team of experts combining international scientific expertise and field experience, UM6P, AFD, and IHEDD Ferdi offer an engaging seminar. Through presentations and participatory workshops, it enables participants to acquire technical, practical, and creative skills. Throughout the training course, each participant can further develop their own professional or personal project in order to be able to quickly become an innovation leader within their own organization.

SUPPORTING REGIONAL, ECOLOGICAL, AND ENERGY TRANSITIONS

## COMMUNITY OF STAKEHOLDERS FOR MODERNIZING THE ENERGY INDUSTRY

Format: Online  
Language: French

### OVERALL THEME/BACKGROUND

Access to energy remains a major challenge in Africa, especially due to demographic pressure and the difficulties of public companies to provide a continuous quality service throughout the country.

Energy is an essential ingredient for the development of regions and its availability is often critical for implementing national and local social and economic development strategies. Funding is lacking, public companies often underperform, and do not have the leeway to cover the extra costs of providing energy in the areas furthest from the national grid. Many companies with new energy access solutions are seeking donor support because local or international commercial banks are not willing to provide debt funding to these companies whose projects and business models are still deemed too risky.

Therefore, an initiative has been launched, funded by the European Union and implemented by Agence Française de Développement (AFD), the Digital Energy Facility program, to support the digitalization and modernization of the energy sector in Africa.

### THE PLATFORM'S OBJECTIVES

AFD Campus is spearheading the creation and coordination of a community of energy industry stakeholders through a platform. This platform should make it possible to:

**Stimulate innovation** by offering training courses with acculturating content and by providing information on the latest developments in the sector.

**Support stakeholders** by providing financial support for initiatives through calls for projects and by facilitating the setting up of projects through relevant tools.

**Bring together an ecosystem** developing connections between stakeholders to create synergies between them.

### ACTIVITIES

Events and training courses: seminars - webinars - round tables - speed dating - hackathons.



The platform covers the entire ecosystem of stakeholders, from developing and developed countries, who have a mutual interest in modernizing the energy industry in Africa.



The platform should bring together 3 types of stakeholders, public energy utilities and start-ups, or technology providers (I), partners (II) and contributors and financiers.



Under construction

### PARTNERSHIP

European Union




## ENERGY & ECOLOGICAL TRANSITIONS MOOC


### IN PARTNERSHIP WITH THE ECOLE NORMALE SUPÉRIEURE

Format: Online  
Languages: French, English, Spanish and Portuguese

 Coursera online learning platform

 6 weeks  
2-3 hour commitment per week

 Students, experts and citizens

 In May and June every year

#### PARTNERSHIP

Ecole Normale Supérieure, Carbone 4

#### LANGUAGES

French, English, Spanish, and Portuguese

#### OVERALL THEME/BACKGROUND

AFD has joined forces with the Ecole Normale Supérieure and Carbone 4 to offer a MOOC on ecological and energy transitions in developing countries. This training course is designed to provide an understanding of the specific challenges faced by developing countries and the roles to be played in the complete overhaul of current economic, commercial, and political models in order to achieve an effective energy and ecological transition. Alongside renowned experts such as Gaël Giraud and Alain Grandjean, the students apply the theoretical lessons to their regional situations in order to implement specific strategies and action plans.

#### COURSE OBJECTIVES

The training course's learning objectives as a whole are:

**To be able to make the connection** between the energy transition, the ecological transition, the role of energy in the economy, economic development models and funding issues.

**To be able to argue** the issues and the need for changing the situation in order to implement strategies and action plans.

#### TEACHING METHODS & ACTIVITIES

The MOOC is based on a teaching system that combines theoretical lessons, embodied in 30 interactive videos by renowned specialists, and practical applications by studying a case study chosen by each learner based on their geographical location.

In order to better understand the ecological context of their country and the different regions of the world, collaborative and practical exercises, as well as discussion forums are provided to the students.

#### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

Throughout the training course, you will be introduced to solutions for building and proposing new economic models that are sustainable, based on equitable growth and that address environmental issues. At the end of the MOOC, you will receive a certificate of completion and will join the LinkedIn community of MOOC ambassadors in order to continue the discussions and take advantage of new resources dedicated to the issues of ecology and sustainable development.

#### FIND OUT MORE:

<https://mooc-campus.afd.fr/enrol/synopsis/index.php?id=19>

## THE ESSENTIALS OF CLIMATE FUNDING

### 5 DIGITAL CAPSULES FOR A BETTER UNDERSTANDING

Formats: online and hybrid  
Languages: French, English, and Spanish

#### OVERALL THEME/BACKGROUND

The series of 5 educational capsules on Climate Fundamentals provides a basic knowledge base on climate change and climate funding. These online capsules aim to facilitate dialog between AFD and its partners and enable partners to mobilize climate funding offered by AFD or other donors.

#### DIGITAL CAPSULES OBJECTIVES

The training course's learning objectives as a whole are:

**Learning** the basic concepts of climate change and climate funding.

**Understanding** adaptation to climate change.

**Identifying** the factors that can be used to mitigate climate change.

**Analyzing** our carbon footprint.

**Understanding** the convergence between climate and biodiversity.

#### HOW TO ACCESS THE CAPSULES

Click here to access the course in French:

<https://mooc-campus.afd.fr/enrol/synopsis/index.php?id=4>

Click here to access the course in English:


<https://mooc-campus.afd.fr/enrol/synopsis/index.php?id=18>


Click here to access the course in Spanish:

<https://mooc-campus.afd.fr/enrol/synopsis/index.php?id=15>

#### WHAT DOES THIS SERIES OF CAPSULES DO FOR YOU?

The series of educational capsules provides a better understanding of climate change and climate funding issues and challenges. Through lessons and practical exercises, you will be able to describe climate projects from an adaptation and mitigation point of view, taking into account the criteria used for this characterization. In addition, you will use the most relevant methodologies and tools to identify and calculate the impact and carbon footprint of your projects.

 Online  
Available at mooc-campus.afd.fr under the heading "Territorial and Ecological Transition".

 5 modules lasting 15 minutes each

 AFD's partners in the countries where it operates (development banks, institutional partners)  
AFD staff at regional offices



## MINI-MOOC ON FINANCIAL CLIMATE RISKS

Formats: online videos & quizzes  
Languages: French, English, and Spanish



In the Campus MOOCs catalog, under the heading "Territorial and Ecological Transition".



About 1 hour



Experts and students in the field of funding

### OVERALL THEME/BACKGROUND

The goal of this Mini-MOOC is to provide keys to understanding the financial risks related to climate change. This course will enable you to understand what physical and transitional climate risks are, the challenges they pose for regulators and financial institutions, and how taking them into account can contribute to transforming the economy.

### COURSE OBJECTIVES

This online training course is a self-paced course that allows you to:

**Master** the concepts of physical climate risks and transition.

**Understand** the challenges of integrating climate change into project risk analysis.

**Gain** an understanding of the emerging context of a French and European regulatory framework.

**Learn** about AFD's roadmap and the practices used to integrate climate risk analysis into its operations.

### TEACHING METHODS & ACTIVITIES

This course, which lasts an estimated 1 hour, is composed of 5 short video modules, supplemented by additional resources to further explore the subject.

Students can also test their knowledge by answering the questions in each section and participate in the forum.

### WHAT DOES THIS SERIES OF CAPSULES DO FOR YOU?

This training course is intended for project managers and financial risk analysis experts from our partner institutions. It is also available to any student who would like to learn more about the subject. This course provides an introduction to the subject and a general understanding of the methodologies used to integrate climate change into financial operations. The second part of this training course (to be published in 2022) will go into greater depth by addressing the channels of risk transmission for different types of economic players.

### HOW TO ACCESS THE MINI MOOC:

<https://mooc-campus.afd.fr/enrol/synopsis/index.php?id=6>

## TOWARDS CARBON NEUTRALITY LONG-TERM STRATEGIES SELF STUDY COURSE

Formats: Interactive online capsules  
Languages: French, English, and Spanish

### OVERALL THEME/BACKGROUND

In the wake of the Paris Agreement signing (2015), Nationally Determined Contributions (NDCs) have been filed by some signatory countries as a first milestone in their commitment to carbon neutrality and resilience. Today, the countries committed to this approach must implement these objectives by adapting their low-carbon development strategies locally and by integrating the challenges of resilience to the effects of climate change.

### DIGITAL CAPSULES OBJECTIVES

This online training course is a self-paced course that allows you to:

**Gain** an understanding of the challenges of carbon neutrality and country planning of decarbonization trajectories.

**Connect** the Paris Agreement goals, NDCs and national long-term strategies (LTS) for decarbonization and resilience for the regions.

**Identify** the stakeholders involved in planning at the national level and understand their role.

**Learn** about LTS processes using the example of the methodology used by Colombia to design its strategy.

### TEACHING METHODS & ACTIVITIES

This course is made up of two complementary modules:

**Module 1:** How can carbon neutrality be achieved? LTS development processes

**Module 2:** Case study on Colombia's LTS design

Each digital module offers an integrated assessment of learning, quizzes, and exercises throughout the course and additional resources for further study.

### WHAT DOES THIS SERIES OF CAPSULES DO FOR YOU?

This training course is an introduction to the issues of regional planning to address the challenges of climate change and allows anyone interested (all levels) to grasp what is at stake. This course studies the Colombian example of defining a national strategy in order to share its successes and challenges regarding this type of planning, which affects all countries that have signed the Paris Agreement.



Online  
In the Campus MOOCs catalog, under the heading "Territorial and Ecological Transition".



Between 40 minutes and 1 hour



Students, experts and citizens

### HOW TO ACCESS THE CAPSULES:

<https://mooc-campus.afd.fr/enrol/synopsis/index.php?id=5>



## CITIES AND CLIMATE MOOC

IN LATIN AMERICA IN PARTNERSHIP WITH CAF

Format: Online  
 Languages: Spanish and Portuguese



Online learning platform



5 weeks



Local government officials and civil servants in Latin America in charge of environmental issues. Local government officials and civil servants in Latin America in charge of sector-based issues (transportation, infrastructure, water, waste, housing, industries) that require taking the climate into account in the decision-making process.



under construction

## PARTNERSHIP

Corporacion Andina de Fomento (CAF)

## OVERALL THEME/BACKGROUND

The Cities and Climate MOOC in Latin America developed by the Corporacion Andina de Fomento (CAF), in partnership with AFD and with funding from the European Union, contributes to capacity building and the development of climate-related skills for local government officials in Latin America. More specifically, it provides the keys to understanding and taking action to integrate climate-related issues into urban planning, management of urban services, and designing infrastructure projects.

## COURSE OBJECTIVES

**Refreshing your knowledge** of basic climate concepts and the commitments made by the international community to combat climate change.

**Knowing how to integrate climate** into the urban planning process based on regional climate diagnoses and plans.

**Improving the design,** implementation, monitoring and evaluation (MRV) of urban projects with climate co-benefits.

## TEACHING METHODS &amp; ACTIVITIES

This MOOC is based on a teaching system combining videos from experts, testimonies from various stakeholders providing examples of climate projects implemented in Latin America, computer graphics, and other educational resources.

## WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

This MOOC will provide you with a better understanding of the basic concepts for fighting climate change. Alongside your peers, you will be inspired by the best practices identified in Latin American cities that have implemented effective climate projects. As a result, you will be able to improve the projects you design, implement, monitor, and evaluate.

## SUSTAINABLE AND INNOVATIVE CITIES IN AFRICA MOOC

IN PARTNERSHIP WITH ADEME

Format: Online  
 Languages: French with English subtitles in 2022

## OVERALL THEME/BACKGROUND

The Sustainable and Innovative Cities in Africa MOOC, built in partnership with ADEME, aims to highlight the crucial role of innovation in accelerating the emergence of sustainable cities in Africa.

For four weeks, participants are encouraged to reflect on the major issues facing their region through expert presentations, testimonies from stakeholders in the field, and experimentation with innovative approaches. They will explore the role of innovations (technological, social, or methodological) and will be equipped to assist the territorial and ecological transition by incorporating the challenges, diversity, and wealth of the African continent.

## COURSE OBJECTIVES

The training course's learning objectives as a whole are:

**Understanding** the new ways of designing the city to promote sustainable solutions.

**Collectively** building a map of innovative urban projects in Africa.

**Exploring** innovative approaches in a concrete manner based on field experiences which are relevant to the daily concerns of city residents.

## TEACHING METHODS &amp; ACTIVITIES

The MOOC is based on a teaching system that combines theoretical lessons, illustrated by interactive videos from experts, testimonies from various stakeholders on examples of innovative projects in Africa, and interactive exercises such as quizzes and the building of a map.

## WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

This MOOC provides you with an awareness and a better understanding of the issues and challenges of sustainable urban development in Africa. You will incorporate the role of innovation and understand the different forms of innovation for sustainable cities: technological and organizational (participatory urbanism - use of digital technology). You will also be equipped and benefit from different sources of inspiration to support the emergence and dissemination of innovation for sustainable cities in Africa.

## FIND OUT MORE:

<https://mooc-campus.afd.fr/enrol/synopsis/index.php?id=25>



FunMOOC online learning platform



2 hour commitment spread over 4 weeks



Decision-makers and executives in the sector. Architects. Representatives of associative movements. Students. The general public interested in the subject who are likely to get involved in specific initiatives in the field

## PARTNERSHIP

ADEME and Académie des Collectivités Locales Africaines (ALGA)



SUPPORTING REGIONAL, ECOLOGICAL, AND ENERGY TRANSITIONS

## BUILDING THE CITY TOGETHER

EXPLORING AND LEARNING ABOUT PARTICIPATORY URBAN DEVELOPMENT  
IN PARTNERSHIP WITH OECUMENE STUDIO AND AIN

Format: 100% digital and collaborative  
Language: French



Platform  
<https://www.fairelaville-ensemble.fr>



1 cycle lasting  
10 weeks, with  
online collaborative  
workshops and  
webinars



African board  
members and  
executives  
working on urban  
issues for a local  
authority, a central  
administration,  
a delegated  
project manager  
agency or project  
implementation  
units

### PARTNERSHIP

Oecumène Studio, Africa  
Innovation Network

### OVERALL THEME/BACKGROUND

In Africa, as in the rest of the world, cities can no longer be built without their residents, users, and stakeholders (economic, associative, expert, and operational) at all stages of the project (from design to implementation). This paradigm shift in the way of thinking about urban development and this reconfiguration of roles involves new ways of doing things: "doing with" and especially "doing together". Inviting groups of stakeholders to co-build, organizing participatory workshops, creating collaborative maps, meeting with users, and initiating tactical city planning initiatives... These initiatives are flourishing in various African countries, but what are the results and impacts? What is the role and place of the residents?

### COURSE OBJECTIVES

**Shedding light** on the different levels of citizen involvement from providing information to joint decision making.

**Sensitizing and introducing** city stakeholders in Africa to co-building approaches with the necessary framework for their success.

**Identifying** the change of stance from a traditional project manager to a facilitating and motivating project manager.

### TEACHING METHODS & ACTIVITIES

Relying on a team of experts-practitioners in participatory urban planning, major contributors and facilitators of collective intelligence, this 100% online, collaborative course over 4 months alternates times:

- Inspiration and sharing experiences in participatory urban development in different regions and situations.
- Collaborative workshops to explore, invent, put oneself in the place of... and explore through play, collective intelligence and creativity, the positions, methodologies, and tools of participation.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

With this training course, you will join a community of stakeholders committed to sustainable territories and their residents. You will learn new leadership and coordination skills, as well as methodologies and tools that integrate the participation of all stakeholders to build sustainable and inclusive urban projects in your region.

### FIND OUT MORE:

<https://www.fairelaville-ensemble.fr>

SUPPORTING REGIONAL, ECOLOGICAL, AND ENERGY TRANSITIONS

## URBAN PROSPECTIVE LAB

EXPLORING, INVENTING, AND EXPERIMENTING WITH THE FUTURE OF INTERMEDIATE  
CITIES IN PARTNERSHIP WITH LES ATELIERS DE CERGY AND  
THE INSTITUT DES FUTURS SOUHAITABLES

Formats: hybrid  
Languages: French

### OVERALL THEME/BACKGROUND

Intermediate (secondary) cities are factors in the reshaping and rebalancing of territories. Their potential is a decisive element in developing the African continent. They serve an important role as an interface with their rural hinterlands and play a major economic role at the regional level. Yet these cities often suffer from a lack of services and facilities. They are facing intense changes.

### COURSE OBJECTIVES

**Assisting** stakeholders in an overall, systemic reading of their region.

**Incorporating** the issue of time in building the city, based on the techniques of future literacy.

**Creating** new ideas about intermediate cities in Africa by combining urban planning, innovation, artistic creation, and a sensitive approach.

**Developing, planning, and experimenting/prototyping** solutions with impacts in an interdisciplinary fashion, by promoting networking through developing a community of practice.

### TEACHING METHODS & ACTIVITIES

Educational trip to a school city (sensitive approach, exploration...)  
Learning expedition on your own (investigative work, benchmarking),  
Workshop in Marseille (design fiction, backcasting, prototyping...)  
Mentoring, coaching

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

At the end of this training course, you will have the tools to understand and assess regions, to understand and compare challenges at different scales, to measure complexity and vulnerabilities, but above all to identify potential. You will be able to develop new visions for your intermediary cities, to invent impactful solutions, and to integrate into your respective practices a renewed relationship with space and urban areas.

### FIND OUT MORE:

<https://mooc-campus.afd.fr/>



An intermediate  
city in Africa (to be  
determined)  
Marseille  
Digital platform



5 months (including  
2 weeks of in-  
person sessions)



Transitions  
stakeholders  
in intermediate  
cities (elected  
officials, executives,  
architects,  
entrepreneurs,  
artists, etc.)

### PARTNERSHIP

Ateliers de Cergy  
Institut des Futurs  
Souhaitables



SUPPORTING REGIONAL, ECOLOGICAL, AND ENERGY TRANSITIONS

## STRATEGIC MANAGEMENT AND URBAN PROJECT MANAGEMENT COURSE

IN PARTNERSHIP WITH UCAC AND AGORA CONSULTING

Format: Online  
Languages: French and English

SUPPORTING REGIONAL, ECOLOGICAL, AND ENERGY TRANSITIONS

## METROPOLITAN SEMINARS CYCLE "FROM PROJECT TO ACTION" IN PARTNERSHIP WITH AVITEM, CMI UNOPS

Format: hybrid  
Languages: French and English



AFD Campus MOOC platform  
In-person Group  
Session: Yaoundé (Cameroon)



4 weeks online  
8 days in-person



Local authority administrators and elected officials from the areas where AFD operates, who have a good knowledge of the local authority's managerial situation and who are in a professional position to influence the organization.



Next session will be in 2024

### PARTNERSHIP

Catholic University of Central Africa (UCAC)  
Agora Consulting

### OVERALL THEME/BACKGROUND

As decentralization processes are underway, local authorities are emerging as key players in sustainable development. This course is designed to help these local stakeholders reflect on the organizational and managerial challenges facing local authorities in the 21st century, and to help them better understand the transition from political intentions to a sustainable development project for urban areas.

### COURSE OBJECTIVES

**Taking into account** the way organizations function and the changes to be implemented.

**Developing/consolidating** the ability to analyze management situations.

**Identifying** positions, stances, and practices in relations with city stakeholders.

**Determining one's place** and role in the regional project design process.

**Actively contributing** to the regional project and turning it into an operational project.

**Leading and motivating** the teams involved in implementing the project.

**Sharing operational management** tools and techniques among the teams.

### TEACHING METHODS & ACTIVITIES

Through this course, you will take part in:

**A 4-week guided distance training course** focusing on taking complexity into account in project design, mobilizing 21st century skills, and designing development projects.

**A 2-week in-person** training session in Cameroon focusing on experience sharing, collective role-playing, case studies, site visits, and inspirational meetings.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

**Learning about** the unique characteristics of your ecosystem to better understand the transformative impact of your projects

**Contributing** to the design of a territorial strategy and a priority investment plan

**Getting your teams on board and motivating** them to implement projects

Initiating changes in individual and organizational positions

**FIND OUT MORE** <https://mooc-campus.afd.fr/>

### OVERALL THEME/BACKGROUND

The 20th century was an urban century marked by a generalized movement of metropolization. This is how regional systems with very diverse circumstances were configured from urbanized, environmental and agricultural areas to capital cities, medium-sized towns and villages. Today, these metropolitan areas must address challenges that have been magnified by the urgency of the crises: ecological, economic, health, digital and societal transitions. They are being fundamentally challenged in favor of a more balanced regional development approach. Consequently, regional stakeholders must collectively devise solutions to adapt and transform development models.

### COURSE OBJECTIVES

**Being immersed** in a region to learn about the stakeholders and projects in order to understand the changes in metropolitan areas.

**Sharing** innovative and efficient action benchmarks, confirming a strategic, integrated approach to the regional project.

**Discussing** the projects you lead on a daily basis and examining your professional practices

### TEACHING METHODS & ACTIVITIES

In 2023, the Metropolitan Seminars are focused on:

#### 2 webinars:

- Combating climate change in the context of coastal cities, from adaptation to mitigation.
- Nature-based solutions, from technical approaches to new territorial paradigms.

#### 2 immersions courses:

Metropolitan Municipality of Izmir (Turkey) and Greater Beirut Metropolis (Lebanon)

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

Through the Metropolitan Seminars, you will have the opportunity to participate in a high-level exchange due to the diversity of know-how, projects and professional cultures of the participants and the organizing institutions. You will develop your project process management skills and join a network of more than 300 planning experts - elected officials, civil servants, private planners, academics, civil society stakeholders - former participants.

**FIND OUT MORE** <https://avitem.fr>



2 online webinars and 2 one-week seminars



Each year 25 participants, elected officials, public and private land use planning officials, researchers and civil society stakeholders from many countries around the Mediterranean



Applications in June every year

### PARTNER

AVITEM, Agency for Sustainable Mediterranean Cities and Territories  
CMI UNOPS, Center for Mediterranean Integration



SUPPORTING REGIONAL, ECOLOGICAL, AND ENERGY TRANSITIONS

## URBAN SANITATION STRATEGY IN AFRICAN CITIES

IN PARTNERSHIP WITH AGROPARIS TECH AND THE WATER FOR ALL CHAIR

Format: in-person  
Language: French



Digital platform  
In-person course in  
Marseille, Sète and  
Marseillan



2 weeks of in-  
person sessions,  
preceded by 2  
weeks of online  
preparation



Sanitation  
executives and  
senior managers  
in French-speaking  
Africa

### PARTNERSHIP

AgroParisTech / Water for All  
Chair

### FIND OUT MORE

[https://mooc-campus.afd.fr/  
course/view.php?id=26](https://mooc-campus.afd.fr/course/view.php?id=26)

### OVERALL THEME/BACKGROUND

The development of an urban area can indeed be irreversibly impacted by poorly designed infrastructures, or even infrastructures that fail after several decades, and master plans that have not been thought out taking into account the urban, environmental, economic, social, and even anthropological issues in the area. This is particularly true for liquid waste (public or autonomous), a sector that is often under-considered. Thinking about strategies, infrastructure projects and governance in the sanitation sector is all the more crucial as the environmental and social impacts can be irreversible.

### COURSE OBJECTIVES

**Understanding** the systemic issues and incorporating the transitional challenges for 21st century African cities.

**Learning** how innovations in energy, digital, ecological, and social issues can improve strategic choices in sanitation and projects on their region.

**Clarifying** its vision and adapting its sanitation strategy.

**Being able** to convey this vision, to generate support through inspiration, storytelling, and adopting the right stances.

**Knowing how** to support change within your organization and its ecosystem.

### TEACHING METHODS & ACTIVITIES

A training course designed as a transformation process, to support sanitation leaders in French-speaking Africa in designing new strategies for their region:

**2 weeks of preparation** to create the learning community, to understand the complexity of urban issues and to identify the skills (soft skills) to be reinforced in order to support the change

**2 week educational trip** from Marseille to Sète and Marseillan: immersion, meetings with stakeholders, serious games, mentoring and case studies

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

An awareness of the systemic nature of urban issues and interdependencies; an understanding of future transitions and their impact on the strategies to be put in place; your integration into a community of leaders and managers of sanitation "equipped" to support transformation and transitions.



SUPPORTING REGIONAL, ECOLOGICAL, AND ENERGY TRANSITIONS

## SUSTAINABLE URBAN MOBILITY IN AFRICA MOOC

IN PARTNERSHIP WITH CODATU, SENGHOR UNIVERSITY,  
MOBILISEYOURCITY AND AUF

Format: Online  
Languages: French and English

### OVERALL THEME/BACKGROUND

Mobility plays a key role in meeting the needs of citizens in light of the rapid urbanization that is transforming African cities. The Sustainable Urban Mobility in Africa MOOC, in partnership with CODATU, Senghor University, MobiliseYourCity and the Agence Universitaire de la Francophonie, aims to provide general knowledge on transportation and mobility issues in African cities. Through the testimonies of experts and stakeholders from African metropolises, as well as discussion forums and interactive activities, participants will learn about effective approaches to planning sustainable urban mobility and anticipating the challenges of the future.

### COURSE OBJECTIVES

The training course's learning objectives as a whole are:

**Exploring** the unique characteristics and challenges of urban mobility in African cities.

**Understanding** the production of and demand for transportation services.

**Understanding** mobility governance, planning and funding.

**Gaining** an understanding of project management for transportation projects.

### TEACHING METHODS & ACTIVITIES

The MOOC is based on a teaching system that includes theme-based videos by experts, testimonials and feedback, and examples of projects in African cities. Evaluation quizzes and a question and answer forum with peers and the teaching team are included. At the end of the training course, participants take a final exam that can result in obtaining a certificate.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

This MOOC provides a better understanding of the issues and challenges of urban mobility in African cities. You will integrate the concepts and tools that are relevant to the implementation of transport projects in African cities. At the end of the training course, a certificate will be issued based on the results obtained on the final exam.

### FIND OUT MORE:

<https://mooc-campus.afd.fr/enrol/synopsis/index.php?id=3>



Online learning  
platform  
Short course on  
AFD eCampus



2 hour commitment  
spread over 5  
weeks



Decision-makers  
and executives in  
the sector.  
Architects,  
representatives  
of associations,  
students, the  
general public  
interested in the  
subject who are  
likely to get involved  
in specific initiatives  
in the field



Every year

### KEY FIGURES

**3,300** Students enrolled  
in the 1<sup>st</sup> course

### PARTNERSHIP

CODATU, Senghor  
University, AUF,  
MobiliseYourCity



SUPPORTING REGIONAL, ECOLOGICAL, AND ENERGY TRANSITIONS

## LOCAL GOVERNMENT FINANCIAL STRATEGY COURSE

Format: Online or hybrid  
Language: French



SUPPORTING REGIONAL, ECOLOGICAL, AND ENERGY TRANSITIONS

## FUNDING FUTURE SUSTAINABLE CITIES IN PARTNERSHIP WITH FMDV

Format: Online  
Languages: French



Dedicated platform

In-person Group Sessions: Marseille, Yaoundé, or Rabat



5-6 weeks online  
4 days in-person



Local authority managers and elected officials from the areas where AFD operates

### OVERALL THEME/BACKGROUND

Decentralization is a process whose nature, intensity, and level of maturity vary greatly from country to country, and is constantly evolving. Its implementation usually involves a gradual transfer of powers to local authorities, which are emerging as key players in development and regional transitions.

This training course has been created to enable local authority managers and elected officials to acquire a solid understanding of their community's financial situation and to identify the tools that will enable them to optimize their flexibility in order to meet the needs of their region. The course has been developed in three formats to meet everyone's expectations.

### COURSE OBJECTIVES

Joining a community of learners to collectively explore the notion of financial analysis of a community, understanding the tools available and knowing how to identify strategic approaches in order to propose coherent budgetary and financial choices for the region.

### TEACHING METHODS & ACTIVITIES

This training course, co-designed with the World Bank, is available in 3 formats to meet everyone's expectations:

**Full course (hybrid):** a 6-week distance learning course, followed by a one-week seminar in Marseille, Yaoundé or Rabat, to work with peers on the participants' projects.

**100% remote tutored format (SPOC):** a 5-week distance learning course to master the financial strategy principles and tools based on a case study.

**100% distance learning self-paced course (MOOC):** a free 5-week course for candidates who want to learn the fundamentals of financial strategy

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

Upon completion of this course, you will be able to:

**Conduct** strategic analysis on budget and financial situations and data.

**Perform and interpret** sensitivity test calculations.

**Calculate** prospective trajectories.

**Develop and propose** scenarios for the future of the community.

### PARTNERSHIP

Catholic University of Central Africa (UCAC)

Polytechnic University Mohammed VI (UM6P)  
World Bank

### FIND OUT MORE:

<https://campus-collectivites-finances-locales.com/>

### OVERALL THEME/BACKGROUND

The issue of funding for the sustainable urban transition has become a major issue for achieving the goals set by the international agendas. The issue is particularly pressing in Africa, where cities will have to accommodate nearly 900 million new urban dwellers by 2050. However, local African authorities face systemic difficulties in dealing with local finance issues, both in terms of planning and budgetary assessment, as well as mobilizing their own and external resources for providing services and infrastructure.

In addition to the "local government financial strategy" training course, AFD Campus has partnered with the Global Fund for Cities Development (GFCD) to organize a series of webinars and videos on "Funding Future Sustainable Cities". These resources will be grouped together in a mini-MOOC that will be made available to everyone starting in 2023.

### COURSE OBJECTIVES

These theme-based webinars are intended to provide participants and former participants in the "local government financial strategy" course, and more generally all AFD Group and GFCD partners, with insights from experts and practitioners on inspiring experiences and solutions that seek to establish a link between the challenges of urban transitions and the financial strategy of local governments.

### TEACHING METHODS & ACTIVITIES

6 webinars, accompanied by the views of stakeholders, where city experts will share their vision, experiences, and recommendations on topics chosen by the community of practice in video interviews.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

This cycle of webinars held in 2022 will enable you to develop a community of practice through interactive discussions among peers, as well as discussions with funding experts and practitioners focused on real-world solutions for the selected topics. Other activities will be rolled out at the same time to stimulate this community, including in conjunction with the Local Finance Knowledge Hub, developed by the GFCD, and the AFD Campus online resource platform.



Dedicated platform



Series of webinars and videos



City stakeholders in French-speaking Africa

### PARTNERSHIP

Global Fund for Cities Development (GFCD)

### FIND OUT MORE:

<https://localfinancehub.squarespace.com/cycle-webinaire-financer-la-ville-de-demain>





# 3

## SUPPORTING ECONOMIC, FINANCIAL, AND DIGITAL TRANSITIONS

In order to achieve **shared prosperity**, create jobs, guarantee macroeconomic stability, satisfy people's essential needs for goods and services while contributing to protecting the planet and living beings, **economic and financial models must be reinvented**.

**AFD Campus** offers courses that focus on three main areas: first, ensuring that current and future economic and financial managers assert themselves as leaders who are aware of their role in developing good environmental, social and managerial practices; second, supporting start-ups and SMEs with a strong social impact, particularly in the digital sector, and not only in this area; and third, strengthening the stakeholders in inclusive funding.

Training courses are thus offered to the public, adapting to their needs and constraints.



SUPPORTING ECONOMIC, FINANCIAL, AND DIGITAL TRANSITIONS

## BOULDER COURSE

BRINGING TOGETHER AND SUPPORTING MICROFINANCE STAKEHOLDERS  
WITH THE BOULDER INSTITUTE

Format: in-person



French-speaking  
programs in  
Marseille



2 weeks



Microfinance  
professionals  
(both MFIs and  
sector support  
organizations,  
national supervisors  
and donors)



Every year in the  
spring/summer

### KEY FIGURES

**7,000** Financial  
inclusion  
professionals around the  
world trained by the Institute  
for the past 31 years

**1,200** Trained  
professionals  
from French-speaking  
countries through  
the French-speaking  
component

### PARTNERSHIP

Boulder institute,  
City of Marseille

### OVERALL THEME/BACKGROUND

AFD Group and the Boulder Institute of Microfinance (BI) have been working together for 16 years to strengthen the skills of French-speaking stakeholders in the financial inclusion sector. In this way, the Boulder program contributes to improved performance in creating and managing inclusive financial systems, developing sustainable and responsible financial models and practices, and streamlining the financial and operational management of participating institutions.

### COURSE OBJECTIVES

**For the general program:** thoroughly exploring all the challenges of the financial inclusion industry with a special focus on French-speaking regions.

**For the digital program:** digitizing financial services operations and management.

### TEACHING METHODS & ACTIVITIES

A tailor-made educational course including a Masterclass with prominent guests and à la carte courses:

3 Specialties (Management, Politics, Digital Technology).

Sharing experiences and strengthening networks.

Various social and cultural activities.

Connected to the Aix-Marseille ecosystem of innovation and digital technology.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

You will develop technical knowledge in many areas related to financial inclusion and digital finance, including digital strategy, risk management, fraud and consumer protection, product development, business intelligence and data management, change management, agent networks, digital partnerships, regulation and compliance, etc...

Through the AFD Campus course and masterclass, you will be able to learn and experience the 21st century skills needed to break new ground in financial inclusion in a complex world.

Finally, you will be part of the vast community of alumni from the various training courses at the Boulder Institute of Microfinance.

### FIND OUT MORE:

[https://www.bouldermicrofinance.org/boulder/EN/MFT\\_FR](https://www.bouldermicrofinance.org/boulder/EN/MFT_FR)

SUPPORTING ECONOMIC, FINANCIAL, AND DIGITAL TRANSITIONS

## SUSTAINABLE FINANCE AND CLIMATE FINANCE TRAINING COURSES FOR NATIONAL DEVELOPMENT BANKS

WITH THE ALIDE, ADFIAP, AI AFD DEVELOPMENT BANK REGIONAL NETWORKS

Formats: online, hybrid or in-person



### OVERALL THEME/BACKGROUND

The increasing mobilization of climate funding is crucial to achieving the Sustainable Development Goals.

The "sustainable finance and climate finance" training courses aim to help AFD's partner national development bank networks design and implement training programs for their members to help redirect financial flows towards sustainable development and the climate.

### COURSE OBJECTIVES

The training courses enable participants to:

**Update** their knowledge of sustainable development and climate issues.

**Acquire** the knowledge in educational engineering necessary for designing and deploying a training course on climate funding tailored to their institution.

**Practice** the tools and methodologies to build and lead a community of practice within their institutions.

### TEACHING METHODS & ACTIVITIES

The training course format (online, hybrid, in-person) is determined on a case-by-case basis depending on the participants' needs and availability. Thus, the proposed activities may also vary.

For example, the training course could include an initial phase on the scripting of a series of educational capsules on climate and the setting up of a tutorial by the partner networks.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

For executives and managers of development banks: Alongside their counterparts from different national development banks, they share their experiences and pool their knowledge on sustainable development and climate issues with the aim of building a training course on climate funding tailored for their own institutions. In this way, they acquire knowledge in educational engineering and are equipped to create a community of practice within their institutions.

For the target audience, members of development banks: They acquire insights, methods, and tools to influence strategies and implement funding that contributes to achieving the sustainable development goals and, more specifically, to mobilizing greater amounts of climate funding.



Dedicated e-learning  
platform.  
Short course on AFD  
eCampus



To be defined with  
the participants



Executives and  
managers of national  
development banks  
that are members  
of AFD's partner  
networks

### VARIATIONS

Training courses are  
co-designed with AFD's  
partners and deployed  
through their own channels

### FIND OUT MORE:

<https://ecampus-afd.edflex.com/>



SUPPORTING ECONOMIC, FINANCIAL, AND DIGITAL TRANSITIONS

## FELLOWSHIP PROGRAM

LEARNING COMMUNITY OF AFRICAN  
PRIVATE EQUITY PROFESSIONALS  
WITH INSKIP AND IFG AFRICA (OMNES GROUP)

Formats: online and hybrid  
Language: English

MOOC

SUPPORTING ECONOMIC, FINANCIAL, AND DIGITAL TRANSITIONS

## PUBLIC-PRIVATE PARTNERSHIPS (PPP) MOOC

DESIGN AND IMPLEMENTATION OF PUBLIC-PRIVATE PARTNERSHIPS (PPP)

Formats: online and hybrid  
Language: French



E-learning  
and community  
platform



THE MOOC - 12  
weeks  
THE SPOC - 6 weeks



African professionals  
with a few years  
of experience in  
corporate financing  
who wish to develop  
their skills in private  
equity, venture capital,  
and private debt

### PARTNERSHIP

PROPARCO, the Africa Club of  
France Invest

### OVERALL THEME/BACKGROUND

The Fellowship "for a learning community of portfolio managers in Africa", created in partnership with PROPARCO and the Africa Club of France Invest, aims to strengthen the investment sector in Africa. It allows young African investment fund professionals and senior corporate finance executives to develop their skills and expand their network, in a learning community approach between African and European funds. This training course is available in several formats: a "core" MOOC open to everyone on the fundamentals of portfolio management in Africa, a specialized SPOC course for a selection of 30 participants and a mentoring program.

### COURSE OBJECTIVES

This fellowship enables you to:

**Build** the capacity of African professionals already working or wishing to work at an investment fund.

**Build** joint practices and strong links between practitioners.

**Build** a learning community of European and African funds.

### TEACHING METHODS & ACTIVITIES

The educational approach of the fellowship is based on the relationship between fundamental theoretical teachings and specific modules for practical work. The core focus of this training course is on peer-to-peer sharing and creating a strong learning community in a long-term dynamic.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

You will enhance your understanding of the issues, your knowledge, and improve your portfolio management practices in Africa through specific modules and by acquiring fundamental investment skills. You will become part of a learning community of European and African funds where you will be able to discuss your practices over time.

### OVERALL THEME/BACKGROUND

Governments around the world, especially in developing countries, face challenges in building and maintaining the infrastructure necessary for economic growth and providing basic public services to their citizens. Public-private partnerships (PPPs) have long been used to fund and build infrastructure. Under the right conditions, these partnerships can be a viable option for developing infrastructure that generates growth and provides quality basic public services to its citizens. This online course provides an overview of the role of PPPs in developing service infrastructures.

### COURSE OBJECTIVES

The objective is to understand the role of PPPs in developing infrastructure for public services. It is structured around the following four themes

- **Week 1** Reducing the infrastructure deficit: the role of PPPs.
- **Week 2** Making the right decisions: the legislative and institutional frameworks for PPPs.
- **Week 3** Securing the right partner: PPP procurement.
- **Week 4** Achieving a successful partnership: PPP implementation.

Participants will benefit from the expertise of practitioners with field experience, government officials, and leading academics on the opportunities and challenges of efficiently building and maintaining infrastructure for public services using the PPP mechanism.

### PARTNERSHIPS AND VARIATIONS

AFD has partnered with the World Bank to produce this MOOC. Dedicated to the theme of Public-Private Partnerships (PPP) and inspired by the English-speaking PPP MOOC released by the World Bank in 2015, this MOOC targets a French-speaking audience.

### FIND OUT MORE:

<https://www.coursera.org/learn/partenariats-public-priv>

Choose between two courses:

(1) Understanding PPPs or (2) PPP Policy & Practice



Coursera  
online  
learning platform



2-4 hour commitment  
spread over 4 weeks



Executives from  
national or local  
administrations  
in charge of  
implementing,  
supervising, or  
regulating public-  
private partnerships  
from all of the  
countries where AFD  
operates



1<sup>st</sup> session in June  
2016  
Repeated every year

### KEY FIGURES

**20,388** cumulative

students enrolled

### PARTNERSHIP

World Bank



SUPPORTING ECONOMIC, FINANCIAL, AND DIGITAL TRANSITIONS


## SOCIAL AND INCLUSIVE BUSINESS CAMP (SIBC)


PREPARING FOR THE SCALING OF AFRICAN ENTREPRENEURS  
IMPLEMENTED BY A CONSORTIUM LED BY I&P


Format: hybrid  
Languages: French and English



SOCIAL &  
INCLUSIVE  
BUSINESS  
\_CAMP

 Dedicated e-learning platform  
In-person course in Marseille

 4 month online course  
4 days of bootcamp 1 week in-person class

 Impact entrepreneurs in Africa preparing to scale up

 Every year

### PARTNERSHIP

Implemented by Investors and Partners, with Startup BRICS / Emerging Valley, Scale Changer, African Management Institute

### FIND OUT MORE

<https://www.socialbusinesscamp.com>

### OVERALL THEME/BACKGROUND

The "Social & Inclusive Business Camp" hybrid program, now implemented by a consortium led by Investisseurs & Partenaires in close collaboration with the AFD Campus, aims to support "impact" entrepreneurs in Africa in their growth and fundraising, and to offer them international visibility by creating "model" roles in inclusive and agile entrepreneurship. For four months, entrepreneurs will accelerate their learning curve alongside mentors and share their experiences and expertise with their peers. At the end of the in-person bootcamp, developed in collaboration with Emerging Valley, entrepreneurs are invited to meet with investors and business partners who can help them grow.

### COURSE OBJECTIVES

**Mastering** the key stages of scaling up and acquiring the necessary skills.

**Learning** from the experiences of pan-African entrepreneurs.

**Benefiting** from expert mentoring.

**Meeting** with investors related to their industry.

**Becoming** part of a dynamic, supportive, and trusted community of mentors and peers that extends beyond the program.

And **expanding** your network by participating in the Emerging Valley event

### TEACHING METHODS & ACTIVITIES

This hybrid training course combines online learning on an e-learning platform, virtual classes, mentoring, and an in-person bootcamp. Based on a teaching method of sharing and discussions between peers and with mentors, it combines talks by experts in the field and applying the lessons to one's own business.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

You will learn to master the 4 key steps of scaling up: Leadership attitudes, setting up an economic and financial model that meets investor requirements, preparing for investment, and being equipped to measure the impact of your company.

You will be part of a pan-African community made up of more than 240 entrepreneurs and mentors which will grow by 50 entrepreneurs each year. There you will share your experiences and be able to promote your project.

## The key stages

- 01 May – June**  
Application process
- 02 July - August**  
Processing of applications and selection committee
- 03 August**  
Announcement of entrepreneurs chosen
- 04 September - December**  
E-learning phase on the platform (mix of group virtual classes and self-study)
- 05 December**  
Intensive bootcamp in Marseille, investor meeting and Emerging Valley Summit





SUPPORTING ECONOMIC, FINANCIAL, AND DIGITAL TRANSITIONS

## PEG MOOC

THE FUNDAMENTALS OF STATE-OWNED ENTERPRISE GOVERNANCE

Format: digital  
Language: French



French-speaking Africa initially  
Online training course



15-20 hour commitment  
spread over 6 weeks



Directors and executives of state-owned enterprises, ministries of finance or sectoral ministries, and supervisory and regulatory authorities

### PARTNERSHIP

OECD

### OVERALL THEME/BACKGROUND

State-owned enterprises play an essential role in the economic and social development of French-speaking African countries. Their performance leads to successful investment projects, improved provision of essential services, and better government fiscal sustainability. For these reasons, it is key to:

**Strengthen** the performance of companies, their management independence and their liability (accountability).

**Clarify** the framework of relations between the government and companies.

**Increase** the autonomous funding capacities of companies to carry out their investments.

### COURSE OBJECTIVES

This MOOC offers a 360° exploration of the main issues in PEG in an innovative manner. The MOOC also aims to reveal the importance of environmental and social issues (and more generally, sustainable development) in steering and oversight mechanisms of public enterprises, as well as in the analysis of their performance. It will address the 4 aspects of PEG:

1. The role of government institutions in PEG
2. The tools for managing the performance of public enterprises
3. Governance bodies of public enterprises
4. The role of cross-cutting functions

### TEACHING METHODS & ACTIVITIES

This MOOC features an interactive course based on innovative learning principles where each participant will learn about the concepts and put them into practice through fun and engaging activities. It includes leading a community via collaborative spaces, forums, webinars, etc.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

Through this training course, you will share a common language and understanding of the challenges of public enterprise governance.



SUPPORTING ECONOMIC, FINANCIAL, AND DIGITAL TRANSITIONS

## AWARDING CONTRACTS SPOC

MASTERING THE PROCEDURES FOR AWARDING CONTRACTS

Format: Online  
Language: French



### OVERALL THEME/BACKGROUND

The awarding of funded contracts is of particular importance to AFD and is one of the keys to the quality of project implementation and success. The tutored Awarding contracts funded by AFD in foreign countries allows students to understand and practice the rules and procedures for all project stakeholders, alongside experts and peers, in order to successfully carry out awarding contracts.

### COURSE OBJECTIVES

The course will make it possible to:

**Familiarize** yourself with the issues and fundamental principles of awarding contracts.

**Master** AFD's procedures and standard documents on the subject and understand how they relate to international best practices (World Bank, FIDIC, co-financing, etc.).

**Be able to** build a contract awarding strategy tailored to the specific situation.

**Become familiar with and meet** the requirements of donor controls at the various stages of the contract awarding process.

**Know how to identify** difficulties and deal with them appropriately.

### TEACHING METHODS & ACTIVITIES

The training course is based on a complete learning system that combines different learning formats: dynamic reading of educational resources, quizzes, individual exercises and interactive exercises with all the participants, as well as forums for discussions between participants and with expert advisors.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

Throughout the SPOC, you will be guided in applying the principles that AFD wishes to enforce as part of its funding in foreign countries. You will learn about the donor's expectations and requirements in order to meet them and deal with the difficulties encountered. At the end of the course, you will receive a certificate based on your results.

### FIND OUT MORE:

<https://www.procurement-elearning.afd.fr/>



AFD Campus  
e-learning platform



5 weeks



Project managers, engineers, lawyers, and policy makers in charge of projects funded by AFD, especially those who are recipients of AFD funding  
The entities in charge of controlling and regulating public procurement in the countries where AFD operates.



Every year in October

### KEY FIGURES

**MORE than 450**

students have already completed the course over the past 4 editions





SUPPORTING ECONOMIC, FINANCIAL, AND DIGITAL TRANSITIONS

## YOUNG LEADERS

SUPPORTING A COMMUNITY OF YOUNG AFRICAN AND FRENCH LEADERS  
IN PARTNERSHIP WITH THE FRENCH-AFRICAN FOUNDATION AND MEAE

Format: in-person  
Language: French



SUPPORTING ECONOMIC, FINANCIAL, AND DIGITAL TRANSITIONS

## LEAD CAMPUS

TRAINING COURSE FOR FUTURE AFRICAN LEADERS  
IMPLEMENTED WITH HEC, UM6P, UCT AND I&P

Format: in-person and itinerant  
Languages: French and English



4 sessions over  
5 days during the  
year  
and 1 meeting with  
the community



Young African and  
French talents  
under 40 years old  
from the economic,  
association,  
institutional, and  
cultural worlds

### KEY FIGURES

**15,000** People forming  
a community on social  
networks

**1** Community of alumni of  
**50** in 2020 and **150** in  
2022

### OVERALL THEME/BACKGROUND

The Young Leaders program is a networking program for young French and African talent. It aims to create a new community of African leaders in the economic, cultural, association, and social fields and to strengthen their ties with young French talent. The winners are characterized by their awareness of their shared challenges, their leadership, and their commitment. The program has already been held twice (2017 and 2019), bringing together 50 leaders from 25 African countries in the community.

### COURSE OBJECTIVES

This program of influence, networking, and meetings has the following objectives:

**Bringing a renewed Franco-African connection to life**, so that it can be seen and heard.

**Setting up** working groups on designated topics.

**Engaging** YLs through a promotion project and researching theme-based assignments.

**Transforming** the narrative on the Franco-African connection.

### TEACHING METHODS & ACTIVITIES

The 4 groups of 25 graduates are divided into different modules and will have a different experience, the main components of which include:

- A gathering for each graduating class.
- Debates and meetings with leaders from the economic world, civil society, and organizations.
- Visits to institutions in France and in a country in Africa (in 2021 it will be Senegal).
- Capacity building sessions on key skills.
- A series on sports.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

- Sharing experiences
- New skills
- A network
- Notoriety

### FIND OUT MORE:

<https://www.french-african.org/young-leaders-2021>

### OVERALL THEME/BACKGROUND

The Lead Campus program provides high-potential Africans with the keys to developing their leadership, vision, and business management skills. Thanks to an innovative, itinerant teaching method focused on companies, participants build or grow their project or company while building their support networks. Co-designed by four African and French institutions (HEC PARIS, Polytechnic University Mohammed VI, University of Cape Town, AFD), with the support of the AFD Campus, this 6-month certification program is implemented in partnership with I&P in the Ivory Coast, and companies from Africa.

### COURSE OBJECTIVES

The objectives of the Lead Campus program are to:

**Affirm one's leadership**, vision, and ability to innovate.

**Build and grow** your project or company.

**Master the fundamentals** of management.

**Develop your project** to have a positive impact on sustainable development in Africa.

**Expand** your network of contacts and supporters.

### TEACHING METHODS & ACTIVITIES

The course is based on an innovative, itinerant teaching method focused on companies. The modules are structured around four different locations: Morocco, France, South Africa, and the Ivory Coast, and are each interspersed with study tours. Personalized support, which is central to the program, involves the development of an individual intra- or entrepreneurial project for transformation or innovation to be structured and developed throughout the program and built alongside mentors.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

At the end of the training course, you will join a large network of leaders between France and Africa. The skills and achievements acquired throughout the program will be recognized and accredited by a certificate issued by four prestigious institutions. The certificate is validated through continuous assessment, group work, and distance learning activities, as well as an individual project.

### FIND OUT MORE:

<https://www.hec.edu/fr/executive-education/certificats-executive/lead-campus-sustainable-leadership-africa>



In-person sessions in  
Abidjan, Casablanca,  
Cape Town, and Paris



9 months



Private sector leaders:  
entrepreneurs, SME  
managers,  
executives of  
large national and  
multinational  
companies, and  
social business  
pioneers. Leaders  
from the public sector,  
associations and civil  
society: government  
and NGO executives.



From October to June,  
every year.

### KEY FIGURES

**25 to 35** Participants per  
class with an average age of 39

**100%** satisfaction rate of  
participants each year

**85** Speakers and experts  
mobilized each year on average

### PARTNERSHIP

HEC PARIS, Polytechnic University  
Mohammed VI, University of Cape  
Town, letP



## AI OBJECTIVE MOOC (ARTIFICIAL INTELLIGENCE) BY INSTITUT MONTAIGNE AND OPENCLASSROOM WITH VARIOUS PARTNERS

Format: Online  
Language: French



Online



6 hours



Objective: train  
650,000 people in  
France  
Deploy it worldwide  
via an English  
version that is co-  
funded by AFD



Open

### VARIATIONS

This project is led by Institut Montaigne and OpenClassrooms in partnership with the Abeona Foundation, an association that promotes equity in data science. AFD is a partner of the English version of the MOOC

### OVERALL THEME/BACKGROUND

This Mooc explains artificial intelligence from A to Z, to provide keys to understanding and food for thought. What is artificial intelligence? To what extent do we interact with it in our daily lives? What are the challenges and opportunities associated with this new revolution? This course answers these questions. First, you will learn more about what is meant by artificial intelligence. You will then identify the changes that AI is bringing to our society. Finally, you will get into the functioning of an artificial intelligence project and the most used AI disciplines: Machine Learning and Deep Learning.

### COURSE OBJECTIVES

Training as many citizens as possible in the fundamentals of AI (a description, specific applications, a critical look, etc.).

Aimed at the general public, this training course in French and English is open to everyone free of charge and does not require any prerequisites.

### TEACHING METHODS & ACTIVITIES

The training course is a free course lasting less than six hours. It includes a series of videos and interactive exercises

**Part 1** - Discover what AI is.

**Part 2** - Identify the opportunities and challenges of artificial intelligence.

**Part 3** - Get to the heart of an artificial intelligence project.

**Part 4** - Conclusion.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

Upon completion of this course, you will be able to:

- Explain what artificial intelligence is.
- Identify its challenges and opportunities.
- Scientifically describe an AI project and its sub-disciplines.

### FIND OUT MORE:

<https://openclassrooms.com/fr/courses/6417031-objectif-ia-initiez-vous-a-lintelligence-artificielle>

## ENTREPRENEURSHIP AND BIODIVERSITY WEBINARS A PARTNERSHIP WITH THE PARLIAMENT OF FUTURE ENTREPRENEURS AND THE UNIVERSITY OF THE EARTH

Format: Online  
Language: French

### OVERALL THEME/BACKGROUND

"The Parliament of Future Entrepreneurs" seeks to bring together and promote the stakeholders of a reinvented society where the economy contributes positively to a better life, to the quality of life at work, to the societal, environmental and territorial balances, through a network and various dialog formats. As part of this partnership, webinars will be held to integrate African companies, entrepreneurs, associations, and stakeholders involved in economic development and ecological restoration.

### COURSE OBJECTIVES

Understanding how to preserve biodiversity as part of viable economic models through best practices and innovations from across Africa.

### TEACHING METHODS & ACTIVITIES

A series of webinars to share best practices to link positive impact on biodiversity and entrepreneurship in Africa.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

The Parliament of Future Entrepreneurs as well as the Parliament of the Earth in June 2022 at UNESCO will facilitate the sharing of lessons learned from the webinars, knowledge and initiatives, as well as increased collaboration between stakeholders dedicated to an economy that puts people and living beings back at the heart of its project. Through collective intelligence, cooperation, proactiveness, and commitment, the event, as well as its preparatory meetings, will promote dialog and highlight the stakeholders and actions in Africa that are reinventing the concept of economic progress.

### VARIATIONS

An educational variation of these ideas will be proposed as part of the University of the Earth in 2022 in the form of workshops.

### FIND OUT MORE:

<https://www.entrepreneursdavenir.com/>



Online



Webinar series



Business and  
professional leaders,  
associations,  
opinion leaders and  
academics, as well as  
the general public

### PARTNERSHIP

The Parliament of Future  
Entrepreneurs





**Supporting societal transition** means contributing to the eradication of poverty, the improvement of human capital, the reduction of inequalities of all kinds, the quality of social ties, and ensuring respect for rights.

**AFD Campus** offers courses that support cultural, health, care and educational stakeholders as drivers of social cohesion and sustainable development in society. The training courses use an interdisciplinary approach and engaging educational methods to meet the expectations of public policy or project stakeholders, whether they are decision-makers, researchers, administrative executives, representatives of associations, or the private sector, all of whom are working for society's transition.

## SUPPORTING SOCIETAL TRANSITIONS



SUPPORTING SOCIETAL TRANSITIONS

## KreAfrika

IMPLEMENTED BY SENHOR UNIVERSITY AND TRACE ACADEMIA

Format: hybrid

Languages: French and English



Dedicated e-learning platform.  
French-speaking African capital cities.  
Marseille



4 to 8 weeks of distance learning course  
1 week in-person seminar



Young people interested in the CCI professions, executives or managers in the cultural and creative industries sector. Investors, entrepreneurs, and creators interested in developing or funding a cultural or creative activity

### PARTNERSHIP

Leopold Sédar Senghor University of Alexandria and TRACE Academia

### OVERALL THEME/BACKGROUND

Behind the stage of a festival, the broadcasting of a TV series or a visit to a museum, there are sectors whose structuring is essential for the cultural and creative industries (CCI) to develop and contribute to employment, growth, and the major challenges of the current social transitions. Culture is a common good, and access to it for everyone is one of AFD's priorities through its support for CCIs.

This innovative training course, conducted in partnership with Senghor University and Trace Academia, makes it possible to inform a wide audience about the CCI professions and to raise awareness among professionals about the challenges of this sector.

### COURSE OBJECTIVES

**Promoting** CCIs as a means of achieving the SDGs and supporting transitions.

**Supporting** professionalization of managing cultural services and facilities.

**Contributing** to improving the institutional and regulatory framework of the CCI sector through training courses for managers.

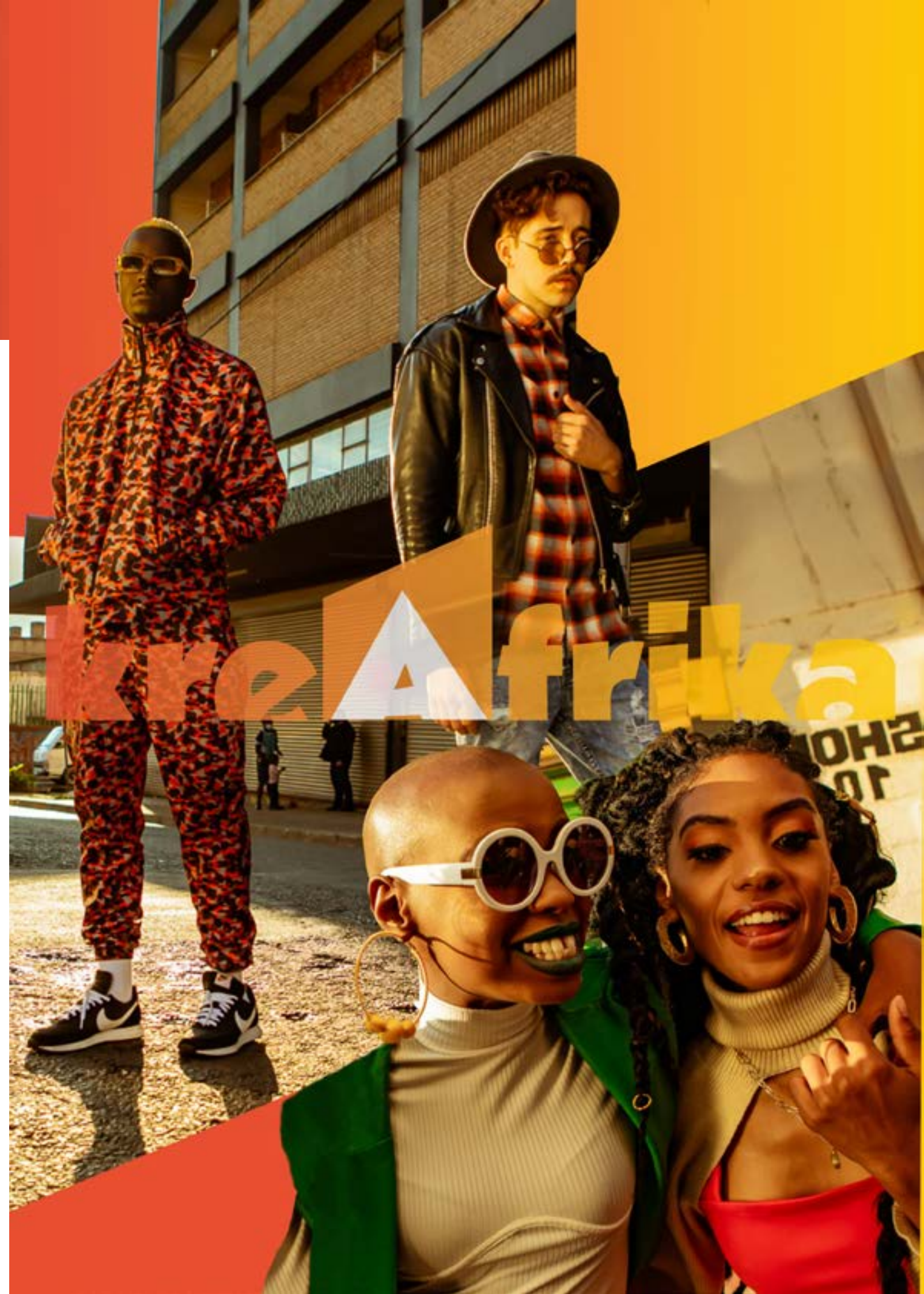
**Facilitating the structuring** of economic functions through training courses, development and funding for cultural and creative entrepreneurship.

### TEACHING METHODS & ACTIVITIES

The system consists of an interactive online course available on the "Trace Academia" mobile app for the general public and In-person seminars for African CCI professionals.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

The training course develops understanding of the challenges faced by the CCI sector in Africa, and knowledge and skills in key areas of their activities. At the end of the training course, you will be able to mobilize the tools and skills to develop, implement, or fund policies or projects in the CCI sector. Finally, you will become part of a cross-border community of agents of change in which each individual brings their specific knowledge of the sector, their desire to share, pass on, and benefit from the feedback of their peers.





SUPPORTING SOCIETAL TRANSITIONS

# "THEATER AND DEVELOPMENT IN AFRICA" COURSE

ORGANIZED BY THE CHARLES DULLIN ACADEMY IN CONJUNCTION WITH  
THE INSTITUT FRANÇAIS

Format: Online  
Language: French



Online



10 videos between  
10 and 15 minutes  
long



Artists from French-  
speaking Africa and  
Europe



Open

## PARTNERSHIP

Charles Dullin Academy  
Institut Français

## FIND OUT MORE

[https://academiecharles-  
dullin.fr/](https://academiecharles-dullin.fr/)

## OVERALL THEME/BACKGROUND

The contribution of theater is multi-faceted. Beyond its artistic aspect, it plays a key role in the way each one of us views and perceives our society. Theater can be a catalyst in many places for the societal issues that people face. It brings together spectators and artists in common spaces of life and expression, and is a source of dialog and social cohesion. Heir to the oral tradition firmly embedded throughout the continent, "African theater", a set of artistic forms that are very much alive, is also a legacy of colonization and is part of the current history of French, English, and Portuguese-speaking theater. This contemporary African theater is extremely vibrant, especially in terms of writing, but it is still not very structured: companies and cultural stakeholders are isolated and there is little international communication on African creations.

This video clip series, which interviews directors, playwrights and actors, offers a comprehensive overview of the rich history of theater in Africa, and deciphers the issues at stake in this ever-changing art form.

## COURSE OBJECTIVES

These video capsules, aimed at theater actors in French-speaking Africa and Europe, are intended to provide a **better understanding** of the history and practices of theater in Africa, **an understanding** of the role of theater in the sustainable development of regions, **an awareness** of the challenges of structuring the sector, and a networking of artists.

## TEACHING METHODS & ACTIVITIES

The course is made up of 14 video clips that make up a master class, in order to show the diversity of theatrical approaches in Africa added to those of Europe, to enrich the practices of each, and to document the richness of the role of theater in the sustainable development of societies.

## WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

Whether you are an African or European artist or a theater professional, these videos will enable you to reflect on your own practices, on the strengths and weaknesses of the African theater sector, on the affirmation of a style, of an aesthetic, on its strong contribution to the challenges of sustainable development. They will be a source of discussions, networking, and sharing of know-how.

SUPPORTING SOCIETAL TRANSITIONS

# OH MY SDG

IN PARTNERSHIP WITH SYNERGIE FAMILY, KWANTIC, TRACE ACADEMIA

Format: hybrid  
Languages: French

## OVERALL THEME/BACKGROUND

As a unifying force and a vehicle for inclusion, sports contribute to achieving the Sustainable Development Goals in terms of health, education, and social cohesion. AFD promotes "sports for everyone" and encourages equal access to them, in particular by defending gender equality. Training local stakeholders to boost their efforts to achieve the SDGs through the tremendous leverage of sports is the priority of this "talent development" program.

## COURSE OBJECTIVES

The training course enables 15 Cameroonian public transformers to acquire skills and techniques to boost their efforts and impacts in the sports sector for achieving the SDGs. The program seeks to reveal participants' talents and especially their cooperation, innovation, and creativity skills.

## TEACHING METHODS & ACTIVITIES

A six-month adventure combining two unifying events, four days of in-person courses and a proven project acceleration methodology for each participant.  
1 launch event  
1 distance learning course (6 hours)  
1 in-person course - 2 x 2 days  
1 public feedback event

## WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

At the end of this training course, you will be able to **build and deploy** highly educational sports experiences, **transform** an idea into a real project, and **contribute** to the development of an entrepreneurial culture and cooperation.



In-person in Yaoundé  
Online on Trace  
Academia



4 months



Cameroonian "public  
transformers"  
involved in sports for  
the SDGs

## PARTNERSHIP

Synergie Family  
Kwantic  
Trace Academia



## GENDER AND DEVELOPMENT MOOC

IN PARTNERSHIP WITH EXPERTISE FRANCE, THE FRENCH MINISTRY OF EUROPE AND FOREIGN AFFAIRS AND CIF-OITEC

Format: Online  
Language: French



Dedicated e-learning platform



6 weeks



Donors: headquarters and field staff, and experts under contract (AFD, African Development Bank, Expertise France, Ministry of Europe and Foreign Affairs). Donor partners: civil society organizations, NGOs, banks, state-owned enterprises. Target countries: The world, with a focus on Africa



Open

## PARTNERSHIP

AFD, Expertise France, CIF-OIT, Ministry of Europe and Foreign Affairs

## OVERALL THEME/BACKGROUND

The Gender MOOC, designed in partnership with Expertise France, CIF-ILO, and the Ministry of Europe and Foreign Affairs, aims to strengthen the knowledge and capacities of development project staff and partners of development institutions on gender issues. More specifically, it aims to improve unequal gender relations in designing and implementing projects carried out by development stakeholders, while integrating the conditions for achieving the strategic interests of each development institution.

## COURSE OBJECTIVES

**Understanding** the definitions and concepts of gender and development.

**Learning** about the links between gender and human development, gender and empowerment practices, gender and sustainable development, gender, peace and security.

**Assimilating** the practices and tools of gender mainstreaming in public and organizational policies and projects.

**Knowing how to conduct** gender analysis throughout the project cycle.

## TEACHING METHODS &amp; ACTIVITIES

The educational approach of the MOOC is based on the operational aspects of the training course.

Combining theoretical and practical contributions, the proposed modules and activities make it possible to integrate gender issues into the various components of a development project and to apply them throughout the project cycle carried out by development institutions.

## WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

Throughout the MOOC, you will be guided in understanding gender and development issues and their applications throughout the project cycle.

A certificate can be issued by the partners at the end of the MOOC. You will be able to engage in a community beyond the MOOC.

**FIND OUT MORE:** <https://mooc-campus.afd.fr/course/view.php?id=2>

## FOOD, HEALTH AND ENVIRONMENT COURSE

IMPLEMENTED BY THE CHAIR OF PHILOSOPHY AT THE HOSPITAL IN MALI AND THE NGO SANTÉ-DIABÈTE

## OVERALL THEME/BACKGROUND

Changes in our diet and lifestyles have a strong impact on human health and our environment, which are heavily impacted by industrial production methods. Specifically, the prevalence of non-communicable diseases (diabetes, cancer, cardiovascular diseases) is skyrocketing, affecting low and middle income countries. The health of communities and the health of the planet are deteriorating simultaneously.

To meet these new challenges, the Chair of Philosophy in Hospitals launched by Cynthia Fleury in Mali and the NGO Santé-Diabète, together with the AFD Campus, are offering a course deployed as part of a learning community, based on the theme of "Health, Food, Environment, Care".

## COURSE OBJECTIVES

Structured around 8 modules, this course explores the major issues and skills needed to meet the challenges linking the health of communities and the health of our planet. In addition to the online guided sessions, the course also includes a community of learners to share experiences and knowledge and to train and disseminate ambassadors for the food and health transition.

**The course modules address 6 major issues:**

1. How can we feed the planet more healthily in order to reduce the impact of poor nutrition on health and the environment?
2. How can we rethink city planning and nutrition to ensure the prevention of NCD risk factors while developing rural environments?
3. How can we rethink the organization of health systems, social protection, access to treatment, and the relationship between caregivers and patients to cope with this epidemiological transition?
4. What public policies are needed to deal with these issues?
5. How can the private sector's involvement be managed to reduce conflicts of interest and achieve real progress on food quality and access to treatment?
6. Discussing "care" or "taking care" and exploring the impact of this concept on African societies.

## WHAT WILL YOU GET OUT OF THIS COURSE?

At the end of this course, you will have an in-depth view of the health issues of communities and the planet and you will have the keys for understanding their interrelationships and levers.



Facilitated and community online course



8 modules spread over 6 months and participation in a learning community with groups



"Non-experts" in the subject who are ready to invest in the course to expand their knowledge and practices and become an ambassador for food and health transitions. Researchers, doctoral students, start-ups, executives and other development professionals, artists, intellectuals, etc. No specialization in healthcare required

## PARTNERSHIP

Chair of philosophy at the hospital in Mali, Santé-diabète NGO

## FIND OUT MORE

<https://parcoursdigital.org/>





# 5

## SUPPORTING THE TRANSFORMATION OF PEOPLE AND ORGANIZATIONS

The transition to a sustainable and desirable future depends on the capacity of humans to transform their way of living in the world: to invent other ways of being in harmony with living beings, other ways of learning, consuming, producing and living.

However, for various reasons (imaginary, brain function, habits, etc.), humans are not equipped to understand and transform their habits. It is essential that they acquire the skills **to learn how to think about complexity, collaborate, inspire or innovate**: these key 21st century skills are essential to achieving the SDGs and accelerating transitions.

In the same way, organizations must evolve to be consistent with the issues and challenges of the world in which they operate. The rigid, hierarchical organization is less and less relevant in a world where agility and autonomy are the basis for collective intelligence. It is essential to **reinvent methods of governance and decision making that serve a purpose and encourage action**.

More broadly, **communities or territories must become learners** in order to take ownership of their challenges and find solutions together.

These changes in outlook, postures, and relational and organizational methods are encouraged by courses that embody our motto *"Learning something else, learning in a different way."*



SUPPORTING THE TRANSFORMATION OF PEOPLE AND ORGANIZATIONS

## PROJECT MANAGEMENT FOR DEVELOPMENT MASTER'S (MODEV)

WITH THE UNIVERSITY OF CLERMONT-AUVERGNE AND FERDI

Format: hybrid  
Language: French

# MODEV

## Master



Clermont-Ferrand  
Marseille  
Dedicated  
e-learning platform



8 months



The persons  
in charge and  
the confirmed  
executives from  
developing  
countries who  
want to contribute  
to achieving  
the sustainable  
development  
goals within their  
institutions.  
People working  
in the public and  
private sectors



From October to  
May, every year.

### KEY FIGURES

**547** Graduates

### PARTNERSHIP

UCA, FERDI

### OVERALL THEME/BACKGROUND

Organized jointly by AFD and the University of Clermont-Auvergne (UCA) since 2008, and managed since 2019 by the Foundation for International Development Studies and Research (FERDI), on behalf of UCA in close collaboration with AFD, the Master's degree in Project Management for Development (MODEV) is a professional master's degree on project management and sustainable development issues. The main objective of this hybrid master's program is to provide young managers from institutions or companies that are or could be in contact with AFD with the knowledge, skills, methods, instruments, and tools that will enable them to become agents for change and to contribute to achieving sustainable development objectives within their institutions.

### COURSE OBJECTIVES

**Gaining** a solid understanding of sustainable development, model change issues, project management, and how donors work.

**Developing** know-how and interpersonal skills such as creativity, collective intelligence, leadership, and communication.

**Being part** of a network of alumni that can be mobilized if needed and where members share their experience and expertise.

### TEACHING METHODS & ACTIVITIES

Teaching methods focused on creativity and collective intelligence. Theoretical knowledge, practical feedback, and creative workshops are the distinctive features of the MODEV Masters.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

Throughout the Master's program, you will develop skills that will enable you to play a leading role at your institution, both in terms of leading the group and in defining and implementing its strategy. You will also become part of a community of alumni with a dedicated tool through which you will maintain a link beyond the Masters and share your experiences and expertise.

Finally, upon successful completion of the course, you will officially graduate with a Master 2 degree, recognized in the European LMD system.

### FIND OUT MORE

<https://ferdi.fr/formations-ihedd/programme-modev>





SUPPORTING THE TRANSFORMATION OF PEOPLE AND ORGANIZATIONS

## ODL

OPEN DISTANCE TRAINING COURSE ON PROJECT MANAGEMENT  
COURSE 1 IDENTIFY AND BUILD YOUR DEVELOPMENT PROJECT  
WITH FERDI

Format: Online  
Language: French



100% digital



2 courses  
6 weeks in length  
each



Development  
professionals and  
students who wish  
to contribute to  
the Sustainable  
Development Goals



Course 1 (6 weeks)  
was presented in  
a tutored version  
last November and  
December for 110  
participants. Soon  
it will be freely  
available online.  
Course 2 will begin  
in 2023.

### OVERALL THEME/BACKGROUND

The course focuses on project cycle concepts and project management tools, while integrating a broader discussion of how development stakeholders can respond to the major challenges of the 21st century, in particular by attempting to reconcile the urgency to act in the face of threats to the planet and the need to take into account the complexity of development issues.

### COURSE OBJECTIVES

Online training course in project management and sustainable development for French-speaking executives working in the development field.

### TEACHING METHODS & ACTIVITIES

Structured in 2 courses, each divided into 3 modules, this training course can be taken à la carte or as part of a guided session.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

You will be able to reinforce your fundamental knowledge of project management, better understand the challenges of today's world, the expectations of donors in this context, but also develop essential 21st century project and team management skills such as creativity and collective intelligence.

### PARTNERSHIPS AND VARIATIONS

The Institut des Hautes Etudes du Développement Durable (IHEDD) is the technical developer of this course. AFD is the main content contributor and its CAMPUS provides expertise in educational engineering.

### FIND OUT MORE:

<https://ferdi.fr/ihedd/identifier-et-construire-son-projet-de-developpement-formation-en-ligne>

SUPPORTING THE TRANSFORMATION OF PEOPLE AND ORGANIZATIONS

MASTER'S IN PROJECT MANAGEMENT FOR DEVELOPMENT  
IN PARTNERSHIP WITH THE UNIVERSITY OF HAVANA, UCA, FERDI,  
AND BUSINESS FRANCE

Format: hybrid  
Language: Spanish

### OVERALL THEME/BACKGROUND

Deployed with the support of the AFD Campus, the master's degree in "Project Management for Development" at the University of Havana is designed to provide the best possible support to Cuban project managers and future development project managers. The main objective of this hybrid master's program is to provide Cuban students, executives of Cuban government agencies or companies, with the knowledge, skills, methods, instruments and tools that will enable them to become agents for change and to promote sustainable development trajectories within their institutions at a key moment in the opening up of their country.

### COURSE OBJECTIVES

**Improving** project management, seeking funding and supporting investments.

**Shedding light** on the challenges of a "responsible" opening by raising awareness of the drivers of the inclusive, green economy, developing the capacity to design and implement sustainable development projects.

**Developing** know-how and interpersonal skills such as creativity, collective intelligence, change management, innovation and managerial skills.

### TEACHING METHODS & ACTIVITIES

This course focuses on project management tools and addresses sustainable development, public finance, the role of the private sector, and the role of local authorities. Speakers from the business world will be invited to supplement the courses taught by Cuban professors. Participatory workshops focusing on "soft skills" that are useful in the development field will be held in collaboration with AFD Campus.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

At a time when the country and the economy are opening up to foreign investment and the expansion of exports, you will develop skills that will enable you to play a leading role in your institution, both in terms of implementing project management strategies and developing knowledge, know-how and interpersonal skills to become stakeholders in the controlled opening up of the country and in sustainable change. Initially, this master's program will be open to nationals only and will later be opened to students from Latin America.



University of  
Havana Cuba  
In-person courses  
and eventually a  
dedicated e-learning  
platform



8 months



Cuban students and  
professionals from  
the government  
and public, semi-  
public and private  
companies



A first class started  
classes in December  
2021

### PARTNERSHIP

University of Havana, FERDI,  
UCA and Business France



SUPPORTING THE TRANSFORMATION OF PEOPLE AND ORGANIZATIONS

## PLAY

### RESIDENCY TO TRAIN INTRAPRENEURS IN 21ST CENTURY SKILLS

Format: in-person  
Languages: French and English



At the AFD Campus in Marseille and at AFD's regional offices



1 month of online digital onboarding  
4 days in-person sessions



AFD Group internal agents  
Intrapreneurs from all sectors of activity in developing countries and/or development project operators



3 to 4 sessions in French, each year and  
1 session in English, each year

#### VARIATIONS

A new PLAY alumni community outreach tool called PLAY ONLINE, available since January 2021

#### KEY FIGURES

**+450** students have already completed the course,

**150** AFD agents trained,  
**100** new students enrolled per year

#### OVERALL THEME/BACKGROUND

Created in 2016 by AFD Campus, **PLAY** is a condensed, unique learning experience for driving change and innovation within one's organization. Designed for intrapreneurs from all sectors in developing countries and AFD Group staff, **PLAY** workshops aim to explore and experiment with the tools and techniques of creativity, conscious leadership, collective intelligence and communication. Thus, participants are equipped to create and support collective dynamics and can implement a culture of innovation within their organizations.

#### COURSE OBJECTIVES

**Exploring and experimenting** with creativity tools and approaches.

**Learning about** the power of collective intelligence.

**Increasing** one's capacity to innovate in order to broaden one's scope of action.

**Reinforcing** the impact of public speaking and the ability to promote your ideas within your institution.

**Reconnecting** with the current moment, with oneself and with others by putting into practice the tools of mindfulness. - Developing one's leadership skills.

#### TEACHING METHODS & ACTIVITIES

PLAY workshops are based on a playful and engaging teaching method that allows learners to experiment with approaches and tools to advance their innovative projects within their organizations.

The workshops are structured around several acceleration phases to clarify, describe and effectively pitch an innovation project.

#### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

PLAY will help you create and promote a culture of innovation. In groups, you will discover positions that promote collective intelligence and experiment with techniques to creatively lead your meetings, brainstorming sessions, cross-cutting projects, etc. In addition, experimenting with mindfulness tools offers the possibility of reconnecting with oneself and others, a time to take a step back, new sources of inspiration and motivation when exercising leadership. Finally, PLAY is a real incubator for innovative projects, which will allow you to develop your own project, through different phases of acceleration to help you clarify it, prototype it and deploy it effectively.

**FIND OUT MORE:** <https://www.play-campusafd.com>

Play it  
Creative

P

L

Act  
Together

A

Y

Lead the  
Change

You can  
express Your  
True Self





SUPPORTING THE TRANSFORMATION OF PEOPLE AND ORGANIZATIONS

## PLAY WITH TRANSITIONS

MOBILIZING STAKEHOLDERS IN THE TRANSFORMATION OF AN ORGANIZATION, WITH THE MOROCCAN DEPOSIT AND MANAGEMENT FUND (CDG)

Format: in-person  
Languages: French and English



Within the organization



5 sessions over 2 days



Groups of stakeholders within an organization



To be determined with the participating organization

### PARTNERSHIP

Institut des Futurs  
Souhaitables, Turning Point

### OVERALL THEME/BACKGROUND

In order to effectively evolve in an increasingly complex organization, the stakeholders within it must be able to develop the key skills needed to initiate innovation and change. "PLAY with transition" seeks to mobilize and sensitize a group within the same organization on issues of innovation and transformation. Putting people back at the heart of the organization to enable it to evolve is the premise of this collective course.

### COURSE OBJECTIVES

This course enables you to:  
**Learn** the keys to transformation.

**Explore** the tools of collective intelligence and collaborative innovation.

**Acquire** new positions.

**Identify** your personal drivers and resources.

**Build** a high-performance team to support transitions.

### TEACHING METHODS & ACTIVITIES

This progressive course is structured around 5 in-person sessions within the participating organization. Based on an engaging educational approach, it provides a group of individuals with innovative tools and allows them to practice them collectively to set teams in motion and develop a new culture focused on innovation.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

Throughout the course, you will develop a better understanding of the challenges facing your organization and your environment, as well as tools for collective intelligence, innovation, and creativity that you can apply to your projects. You will be able to identify your personal strengths and resources. Collectively, you will be able to drive change internally through a collective action plan.

Finally, you will join a community of stakeholders committed to transforming their organization over the long term.

### VARIATIONS

The course is offered in Morocco, at CDG Développement and can be hosted at other partner institutions.

SUPPORTING THE TRANSFORMATION OF PEOPLE AND ORGANIZATIONS

## TRANSFORM'ACTION

A CO-DESIGNED COURSE TO SUPPORT AND EQUIP MANAGERS OF AFRICAN ORGANIZATIONS UNDERGOING TRANSFORMATION

Format: hybrid  
Language: French

### OVERALL THEME/BACKGROUND

The Transform'action course aims to acquire the knowledge, know-how and interpersonal skills needed to design and support managerial and organizational innovation projects for transforming public organizations in French-speaking Africa. Co-designed for and alongside groups of managers from AFD's African public sector customers, Transform'action enables participants to develop innovative managerial practices and to become real facilitators of transformation and innovation for more effective, impactful projects. The first pilot will be conducted in Niger.

### COURSE OBJECTIVES

**Co-building** knowledge and developing technical and behavioral skills to lead managerial transformation/innovation projects.

**Incubating** organizational innovation projects that accelerate developmental impacts.

**Creating** a community of transformation facilitators within the African public sector.

### TEACHING METHODS & ACTIVITIES

This hybrid course is based on experimenting with new practices by a community of "Transform'stakeholders". It is structured around theme-based modules that are applied to a common project submitted by the learners in a progressive "test and learn" approach. Each module is composed of theoretical capsules, practical cases, role-playing and peer-to-peer experience sharing. Particular emphasis is placed on supporting participants within their environment and organization throughout the course and through various methods (tutoring, peer groups, coaching, etc.).

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

You will be able to leverage transformation and innovation within your ecosystem, your organization and your team, and have a better understanding of the underlying dynamics of change. Throughout the course, you will be able to improve your current professional projects with a complete, iterative toolbox.

As a group, all participants are equipped to lead transformation projects internally and in the ecosystem. In addition, you will become part of a community of individuals and organizations committed to transforming the public sector in Africa.



Dedicated e-learning platform  
French-speaking Africa  
France



9 months



Groups of managers within AFD's public client organizations in French-speaking Africa



1 to 2 sessions every year

### PARTNERSHIP

Senghor University, Makesense Africa

### KEY FIGURES

**12** Co-building workshops with the target audience

**20** learning days



## SAHELIAN 2040

A POSITIVE PROSPECTIVE COURSE TO THINK DIFFERENTLY ABOUT THE FUTURE OF THE SAHEL WITH THE ATELIERS DE LA PENSÉE OF DAKAR, THE INSTITUT DES FUTURS SOUHAITABLES

Format: hybrid  
Language: French

Founding a Sahelian  
utopia, for and by  
Sahelians

### OVERALL THEME/BACKGROUND

Based on the conviction that the future is built in and through collective narratives, this new edition of the Sahelian 2040 course, supported by AFD Campus, sponsored by Felwine Sarr, and developed in partnership with the Ecole Doctorale des Ateliers de la Pensée, Institut des Futurs Souhaitables, and Zeyde Consulting, aims to help Sahelians think positively about the future of the Sahel in order to transform it.

### COURSE OBJECTIVES

**Getting inspired and raising** awareness on key issues for the future of the world and the Sahelian region.

**Learning** about the innovative methodologies of positive foresight, creativity, and collective intelligence to think about the future beyond limiting visions, and collectively writing a desirable narrative for the Sahel in 2040.

**Co-building** one or more concrete, multi-stakeholder, and cross-border projects and presenting them to an audience of decision-makers and institutional financiers.

**Joining** a committed community of Sahelian agents for change in which each one shares their skills and knowledge, all helping each other and collaborating, in a long-term dynamic.

### TEACHING METHODS & ACTIVITIES

This hybrid course combines virtual classes and in-person meetings in the regions. Based on an engaging educational approach, the course is co-designed with the partners and participants.

It combines inspiring lectures and the practice of positive foresight and collective intelligence methodologies and offers participants the know-how and interpersonal skills to collectively write a new narrative for their desired Sahel by 2040 and to co-build projects on a regional scale.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

You will practice innovative methodologies of positive foresight, creativity, and collective intelligence to transform your perspective on the Sahel, to think outside the box, and to give you the desire and the impetus to take your future into your own hands. You will develop skills in co-building and presenting development projects that can be submitted to a donor. These skills can be used beyond the program and can serve your own professional organizations, projects, and communities. Finally, you will become part of a community of committed regional stakeholders, networking among themselves and with AFD.

Online and in-person

Several months of online training + 5-day in-person meetings

Agents for change in the Sahel, from all sectors of activity

Every 18 months

### PARTNERSHIP

Ateliers de la pensée, Institut des Futurs Souhaitables and Zeyde Consulting

### FIND OUT MORE

<https://sahelien-ne-s2040.afd.fr/>



Felwine Sarr

Program Sponsor



Sahélien.ne.s



SUPPORTING THE TRANSFORMATION OF PEOPLE AND ORGANIZATIONS

## MIND4DEV

MINDFULNESS COURSE FOR TRANSITION STAKEHOLDERS  
TOWARDS SUSTAINABLE DEVELOPMENT

Format: Online  
Languages: French and partially English



Online



15 hours



Any stakeholder  
in international  
cooperation  
engaged in a  
dynamic of change



Three to four  
sessions per year,  
including one in  
English

### KEY FIGURES

**30** Participants

**6** Weeks + 1 post training  
course

**7** Sessions lasting 90 to  
120 minutes

**1** 1 hour of personal  
exploration per week

### OVERALL THEME/BACKGROUND

Transforming our worldview, our beliefs and our positions as stakeholders in international cooperation requires first becoming aware of the need for change at the individual level. This course builds on the existing PLAY training courses on conscious leadership and relational communication.

### COURSE OBJECTIVES

**Taking a step back** from oneself, one's environment and one's way of working.

**Exploring and experimenting** with the tools of mindfulness.

**Developing emotional and relational intelligence** for committed leadership.

### TEACHING METHODS & ACTIVITIES

This program is primarily experiential. It combines short theoretical contributions (e.g.: stress management; beliefs; emotions; communications), guided meditations and exploratory practices to allow participants to gain perspective on their practices, to gain insight and power to act in complex international cooperation environments.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

This course allows you to understand, experiment and appropriate tools (centering and guided meditations, exploratory dialogs, introspection practices) allowing you to be more aware of your emotions, response mechanisms, biases and motivations on the one hand, and on the other hand, to increase your capacity to be present and to favor open, listening, cooperative stances for your commitment to change.

### VARIATIONS

It is expected that this course could be further enhanced with a mobile app, holding short residential seminars, and the contribution of external speakers specializing in certain topics (e.g., empathic communication, emotional intelligence, cognitive bias, etc.).

**FIND OUT MORE:** Via the PLAY online site  
<https://www.play-campusafd.com>

SUPPORTING THE TRANSFORMATION OF PEOPLE AND ORGANIZATIONS

## LEARNING REGIONS

BRINGING TOGETHER STAKEHOLDERS FOR TRANSITIONS IN THEIR REGIONS

Format: hybrid  
Language: French

### OVERALL THEME/BACKGROUND

Born from the conviction, documented in the literature, that by taking action on the learning methods in the regions, the entire region is transformed, the supporting of building and leading "Learning Regions" in Africa is a key issue. It is first and foremost a question of enabling stakeholders to co-build practical, suitable solutions to the local challenges of accelerating transitions and revitalizing their regions. More broadly, it is an essential step in reinventing the way knowledge is produced in order to change the way we think, "learn" and co-create in the 21st century, as well as the ways in which we collaborate to serve it: between donors, recipients, and partners in the regions.

Through this course, AFD Campus aims to promote and support these "learning regions" initiatives and show how they can reinvent the relationship with development partners in the regions.

### COURSE OBJECTIVES

Training and supporting groups in their efforts to co-build policies, projects, and solutions for transitions and the SDG agenda in the Sahel. This course will enable stakeholders to acquire not only sector-specific knowledge, but also methodological tools and relational and behavioral skills (creativity, collaboration, conscious leadership, effective communication, problem solving, critical thinking, etc.) to build or deploy a learning ecosystem in the regions, and to facilitate and support it as a learning community.

### TEACHING METHODS & ACTIVITIES

Through a hybrid course, the proposed educational approach will alternate collective intelligence and creativity workshops, experimentation and immersion, analysis of practices and capitalization in order to be able to collaborate and co-create answers/solutions to the region's challenges.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

This training course will provide you with tools and educational approaches aimed at creating, supporting, and deploying learning groups in order to identify and design solutions (policies, programs, or projects) to meet the transitional challenges of your region.



Greater Sahel



In-person course  
with an e-learning  
prep session



1 week sprint with  
an e-learning prep  
session



Stakeholders  
working collectively  
to support  
transitions in the  
Sahel

2022

### PARTNERSHIP

Makesense Africa, ISSH  
(Higher Institute of Human  
Security)

### FOR FURTHER READING

Understanding the  
dynamics of learning  
ecosystems in Africa:  
<https://www.afd.fr/fr/ressources/comprendre-la-dynamique-des-ecosystemes-apprenants-en-afrique>



SUPPORTING THE TRANSFORMATION OF PEOPLE AND ORGANIZATIONS

## MEDITERRANEAN TALENT ACADEMY

WITH STARTUP BRICS, INSTITUT DES FUTURS SOUHAITABLES, RÉGION SUD, CMI UNOPS

Format: Hybrid  
Languages: French

SUPPORTING THE TRANSFORMATION OF PEOPLE AND ORGANIZATIONS

## MAITENA MASTER'S WITH UCAC AND SENGHOR UNIVERSITY

Format: hybrid  
Language: French



Digital course with 2 in-person sessions in Marseille, the second in North Africa



6 months



All stakeholders in civil society, artists, researchers, scientists, journalists, entrepreneurs, etc. between 20 and 35 years old

### PARTNERSHIP

Startup BRICS, Institut des Futurs Souhaitables, Région SUD, CMI UNOPS

### FIND OUT MORE

<https://www.acade-mie-des-talents-med.com/>

### OVERALL THEME/BACKGROUND

The Mediterranean Talent Academy is the result of the momentum from the 2019 Summit of the Two Shores (Sommet des Deux Rives) and is a tangible expression of the President's wish to "forge a new Mediterranean world, to design a positive common future to give the Mediterranean the potential and the chance to become what it could be by starting afresh from its legends, its dreams, its shared histories, and the committed, creative youth who aspire to take hold of its future. It is embodied in a transformational journey dedicated to the youth of the Mediterranean region (Spain, France, Italy, Malta, Portugal, Algeria, Libya, Morocco, Mauritania and Tunisia) allowing them to create networks, develop their ideas and acquire new skills.

### COURSE OBJECTIVES

A course built around 5 principles:

**Understanding:** examining the legends surrounding the Mediterranean to better understand the issues at stake today.

**Inspiring:** to envision a desirable future and build the Mediterranean together.

**Developing** individual skills to think and embody change.

**Taking action:** providing tools and support to take action in relation to a project.

**Belonging to** a community of committed stakeholders on both shores.

### TEACHING METHODS & ACTIVITIES

This hybrid program features an online portion with master classes, inspiring meetings, creative workshops and digital resources, and will be complemented by two in-person seminars.

3 themes underlie the course:

**Between mythical/historical construction and contemporary issues** What is the Mediterranean reality?

**Sea, environment, climate, biodiversity:** topics that connect

**Youth, entrepreneurship, culture, innovation:** central to the solutions

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

Reinforcing an understanding of the issues and challenges of the Mediterranean, its history and its present (with a focus on the sea, the environment and youth), acquiring skills and know-how; supporting the implementation of an individual project; belonging to a community of committed stakeholders and participating in co-building a positive Mediterranean.

### OVERALL THEME/BACKGROUND

The MAITENA master's is the result of a collaboration between AFD Campus, the Catholic University of Central Africa (UCAC), and Senghor University (Université de la Francophonie). Designed to meet the needs of development professionals, it is based on the MODEV master's and the master's in project management from Senghor University in Alexandria. It deals with the project cycle but also with 21st century skills, transition issues, and certain sector-specific problems.

### COURSE OBJECTIVES

The MAITENA Masters makes it possible to:

**Strengthen** participants' capacities in project management. Understand the challenges of sustainable development.

**Give** participants the keys to playing a leading role in the transformation of their institutions to meet contemporary challenges.

### TEACHING METHODS & ACTIVITIES

Courses are held mainly in the evenings and on weekends at UCAC in Yaoundé. Some courses will be taught by AFD Campus remotely. AFD Campus and Senghor also offer support to the lecturers to help them integrate active teaching methods into their courses.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

A Master 2 recognized by the CAMES. A set of knowledge, know-how and skills from the content created by the three co-organizers of the masters. The possibility of being part of the Senghor and AFD Campus alumni network

### FIND OUT MORE

<https://sites.google.com/usenghor.org/campus-cameroun>



In Yaounde + a part online



9 months



Development professionals based in Cameroon or in the sub-region.

### KEY FIGURES

**19** multi-disciplinary teaching units

**25** participants per year

### PARTNERSHIP

UCAC and Senghor University





# 6

## THE CAMPUS' DIGITAL TOOLS

**Digital tools** are great opportunities to access knowledge. They make it possible to distribute educational resources on all continents. At the same time, they require integrating feedback, improving learner engagement and mixing online and classroom learning as much as possible.

These tools are at the heart of the AFD Campus' mission and their production and availability are at the heart of its activities.



## AFD ECAMPUS, THE ONLINE RESOURCE SITE FOR AFD CAMPUS

TRAINING, BEING INSPIRED, CHANGING IN ORDER TO TRANSFORM

Format: Online



Online



The length of the course varies depending on the format of the resources (MOOC, Webinar, Videos, Podcasts)



It is accessible to all stakeholders in development projects and policies / transitions towards sustainable development and to those who want to become one!



Contents with unlimited duration... to be enjoyed without moderation!

### OVERALL THEME/BACKGROUND

AFD eCampus is a site of open-access resources, selected from the internet or produced by AFD Campus and more broadly by AFD, categorized and ordered by topic, on subjects as varied as the sustainable development agenda, global governance, developing countries, major scientific and technological changes, social, political, economic, ecological, energy and regional transitions, project management, 21st century skills (creativity, collective intelligence, leadership, etc.).

With the abundance of free digital resources on contemporary issues and transitions to sustainable development, AFD eCampus selects, categorizes, adds to and facilitates access to the best of them. Its objective: To help stakeholders involved in development projects and policies to access quality educational resources for understanding the issues in their complexity, to be inspired, to acquire know-how and skills to be an agent for transitions.

### BECOME THE ARCHITECT OF YOUR OWN PATH

Moocs, conferences, reports, interviews, podcasts, videos, educational courses, games: quality educational resources freely available on the internet or produced by AFD.

By allowing you to design your own courses, AFD eCampus becomes a useful tool for anyone looking for insights or training courses on the SDGs, transitions towards a sustainable future, or the skills needed to implement them.

Every month, a new selection of resources is put online with exclusive formats created by and for the people involved in transitions.

### THE KEYS TO UNDERSTANDING TRANSITION ISSUES

AFD eCampus provides easy access to hundreds of reference and newsworthy educational resources, allowing learners to browse through a rich and varied library, easily finding keys to understanding the challenges of transitions in a complex world and acquiring the "triggers" or skills to take action.

**FIND OUT MORE:** AFD's educational resources site can be found at: <https://ecampus-afd.edflex.com/>

Les ressources en ligne du Campus AFD, pour faire décoller vos compétences et être acteur des transitions.

Devenir acteur du changement

Planète, climat et biodiversité

Territoires durables

Travail à distance

Connaitre les Suds

Des nouvelles de demain

Des sociétés en transitions

Un monde complexe : révolutions scientifiques, technologiques et anthropologiques

Gouvernance mondiale, Aide, ODD

Vers des économies inclusives et durables



The catalog, regularly updated and supplemented, highlights renowned speakers from developing and developed countries through monitoring leading sites (FUN, COURSERA, podcast sites, social networks, etc.) or by sharing resources with our institutional and scientific partners such as IRD, AUF, UVED, Institut Montaigne, Senghor University, IDDRI, Ferdi, etc. Other partnerships are in the process of being set up, notably with educational stakeholders in Africa.



## Play it Creative.

### THE CAMPUS' DIGITAL TOOLS

## PLAY ONLINE

WWW.PLAY-CAMPUSAFD.COM

Format: Online  
Languages: French and English



### THE CAMPUS' DIGITAL TOOLS

## CAMPUS FOCAL POINTS

LEADING THE COMMUNITY OF CAMPUS LEADERS AT AFD AGENCIES

Format: hybrid  
Language: French



Online



Past participants of PLAY workshops  
People interested in PLAY's topics or who want to register for a future workshop

### OVERALL THEME/BACKGROUND

Created in 2016 by AFD Campus and dedicated to Creativity, Conscious Leadership, Collective Intelligence and Communications, **PLAY** workshops already have a community of nearly 500 former participants, both internally within AFD Group, and externally among the Group's partners. The new **PLAY online** tool aims to mobilize the community of past participants, centralize online information about upcoming PLAY sessions, and provide relevant, up-to-date, educational and bibliographic resources on PLAY topics.

### THE TOOL'S OBJECTIVES

This online tool allows **former participants** to:

**Benefit** from a dedicated space to continue sharing experiences with their peers.

**Strengthen** their skills on PLAY topics during and beyond the in-person workshop.

**And for those interested** in the PLAY services and **participants registered for future sessions** to:

**Find** comprehensive information about future sessions.

**Learn about** relevant resources to prepare them to join the adventure.

### ACTIVITIES

**PLAY online** offers various educational resources: videos, interactive educational games, and also a newsletter with the latest news on PLAY topics. This tool is structured around two parts:

- The "open" part, which is accessible to everyone, provides information on PLAY (introductory videos, interactive educational games on the topics covered during the workshops), and information on future sessions.
- The "private" section reserved for former and future participants, an exchange forum for sharing experiences between peers on the PLAY topics, educational activities prior to the in-person session, as well as access to regularly updated bibliographical resources.

### FIND OUT MORE

[www.play-campusafd.com](http://www.play-campusafd.com)

### OVERALL THEME/BACKGROUND

The AFD Campus community in the field is made up of all AFD Campus representatives at the agencies and AFD agents who wish to facilitate sharing information and knowledge. It is designed to jointly discuss the training course needs of partners and customers, share feedback, and highlight best practices. The ultimate goal is to offer increasingly relevant courses that meet the expectations of learners in the field and to disseminate them more widely. Thus, throughout the life of the community led by AFD Campus, via focal points at the agencies, members participate in co-building workshops and virtual classes to jointly contribute to enriching the catalog.

### COURSE OBJECTIVES

This community makes it possible to:

**Foster** exchanges and develop more personal relationships between the Campus representatives.

**Strengthen** the sharing of knowledge and promote the emergence of good practices.

**Improve** the effectiveness and impact of the Campus' courses.

### TEACHING METHODS & ACTIVITIES

The community is led by participative activities. Discussions are structured around co-building workshops, virtual classrooms, and fun tools to promote social interaction and create new links between agents.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

Members of the community educate and train themselves, benefiting from the feedback of their peers. Also, by participating in community life, members can promote the topics they are working on and communicate the need for training courses in the areas they work in. Finally, by offering their local networks the courses taught by the Campus, they enable their contacts to improve their skills.



Dedicated platform  
In the regions



All AFD Campus  
representatives at  
the agencies and any  
interested AFD agent



Ongoing

### KEY FIGURES

**85**  
AFD's Agencies

**17**  
Regional Divisions





THE CAMPUS' DIGITAL TOOLS

## CAMPUS ALUMNI

LEADING THE COMMUNITY OF MODEV MASTERS GRADUATES

Format: Online  
Language: French



Online



Former students of the CEFEB/AFD Campus diploma course and anyone who has taken a training course at AFD Campus

### KEY FIGURES

**7,583** Former listed alumni

**707** active accounts

### OVERALL THEME/BACKGROUND

With Campus-Alumni, AFD Campus invites you to gather and lead the community of CEFEB alumni: "cefebists" and "masters", graduates, students, interns, teachers, support staff.

The Campus-Alumni site provides them with a space for discussions and information, presents the latest news from AFD and AFD Campus and events on the AFD agenda, and offers training courses.

Local or regional gatherings will also be organized in collaboration with the agencies.

### TEACHING METHODS & ACTIVITIES

Members of the Campus-Alumni network can meet, discuss, create discussion groups, update their profile, publish news, organize events, and are regularly invited to participate in training course/information activities.

### WHAT WILL YOU GET OUT OF THIS PLATFORM?

With more than 7,000 members worldwide (of which more than 2,000 have been found to date as part of the process of creating the community), the CEFEB alumni network represents a strong diversity of sectors of activity, levels of responsibility, professions, personalities, and cultures, and shares the values that brought them together during their time at CEFEB/AFD Campus.

The organization of the Campus-Alumni community will be co-built with the participants, capitalizing on the experience of the national alumni associations. Beyond the classic activities of information sharing and training, each participant will be invited to propose initiatives with the objective of supporting the emergence of community ambassadors. A mentoring/sponsorship module will allow those who wish to do so to become a mentor/sponsor of a master's student from the current classes, to support them in writing their thesis, student life, career, etc.

### FIND OUT MORE:

<https://www.cefeb-alumni.org/>

THE CAMPUS' DIGITAL TOOLS

## SCALE ME UP

FUN MATURITY SELF-DIAGNOSIS TOOL FOR ENTREPRENEURS

Format: Online  
Languages: French and English



### OVERALL THEME/BACKGROUND

The Scale Me Up app, developed by Scale Changer and the partners of the Social & Inclusive Business Camp program, enables entrepreneurs to assess their level of maturity by analyzing various dimensions of their company's development.

The objective is to support them in their growth with tools and adapted educational resources, while joining a community.

### WHAT WILL YOU GET OUT OF THIS TRAINING COURSE?

This online app allows them to:

**Assess** their company's maturity level via a clear maturity analysis tool.

**Learn** about the steps involved in due diligence.

**Become familiar** with the risk analysis conducted by investors.

**Establish** a clear roadmap to accelerate the growth of their businesses.

**Join** a community of entrepreneurs.

### FIND OUT MORE:

Access to the game: <https://scalemeup.io/login>



Online on AFD eCampus



20 minutes



Entrepreneurs at all stages of maturity



Ongoing



# AFD Campus Members

**Sarah Marniesse**  
Manager

**Julien Darpoux**  
Assistant Manager

**Laurence Rebet Porte**  
Executive Assistant  
Support, Management

**Nathalie Bougnoux**  
Mindfulness, Organization  
Transformation, Creativity

**Cécile Bekkers**  
Digital learning

**Bruno Audan**  
Budget

**Sarah Crocco**  
eCampus, community  
building

**Kristalna Perrody**  
Creativity,  
Collective intelligence

**Olivier Cadot**  
Master's,  
Sahel projects  
and partners

**Alexandre Grimaux**  
Digital production, IT

**Bruno Ruopoli**  
General Resources

**Eva Bezit**  
Climate Change

**Mélissa Le Tenier**  
Communications,  
Community Building

**Christel Tambellini**  
Payments

**Elodie Vitalis**  
SDGs, Financial Sector

**Agnès Biscalglia**  
Climate Change

**Marie Le Gac**  
Sustainable Cities and  
Regions  
Open Research

**Stéphanie Wattrelos Rutily**  
Urban Make-Up,  
Learning Regions

**Liliane Milloux**  
Accounting

**Philippe Baudez**  
Private Sector  
Entrepreneurship

**Charles Houdart**  
Social Cohesion,  
Creative and Cultural  
Industries

**Domitille De Buttet**  
Communications,  
Community Building,  
AFD eCampus

**Annie Couderc**  
Support, Management

**Simon Goutner**  
MODEV Master's,  
21<sup>st</sup> century skills.

**Anna Coatmeur**  
Community Network

**They  
have also been  
at the helm  
and are staying  
for a while  
among us**

**Jeanne Henin**

**Caroline Rozières**

**Isadora Bigourdan**

**Jean Edouard Naslin**

And Xavier Brusseau,  
Marie Dominique De Swarte,  
Daniel Lamorlette, Dominique Rojat.

**And**

Augustin Jeanjean,  
Mathilde Estienne, Juan Cortes,  
Avril Calka, Valentine David,  
Thibault Bonnafous  
Jeanne Roques, Leonardo  
Emerson Alvarez,  
Oriane Pompili, Mathilde Travail,  
Mateo Chataignier  
Camille Malherbet,  
Manon Calmeil, Lila Rezé.



## Notes

**Managing Editor:** Thomas Mélonio  
**Coordination:** Sarah Marniesse, Alexandre Grimaux, Stéphanie Wattrelos Rutily  
**Editorial:** Sarah Marniesse and the AFD Campus team  
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FSC-labeled paper, this FSC label ensures that the wood used to manufacture the paper pulp comes from forests managed in a sustainable, ecological, and responsible manner.



# LEARNING SOMETHING ELSE, LEARNING IN A DIFFERENT WAY

AFD Campus is the division of the Agence Française de Développement Group specialized in training courses for partners and sharing knowledge and experience. Based in Marseille, and in many countries, it offers an original educational program to address major economic, social, and environmental transitions. Its innovative methodologies are based on the blending of knowledge, fostering collective intelligence and active learning formats. They enable development stakeholders to learn in a different way and to acquire the skills and attitudes necessary for making high-impact initiatives, projects and policies a success on the road to change and to creating meaning. Towards a common world.



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