



# Results & Outlook 2017 – 2018

*Together for a better tomorrow*

**Expertise France is the French public agency for the design and implementation of international technical cooperation projects.**

The agency meets the expertise requirements of partner countries in the main areas of public action: governance, security, climate and human development.

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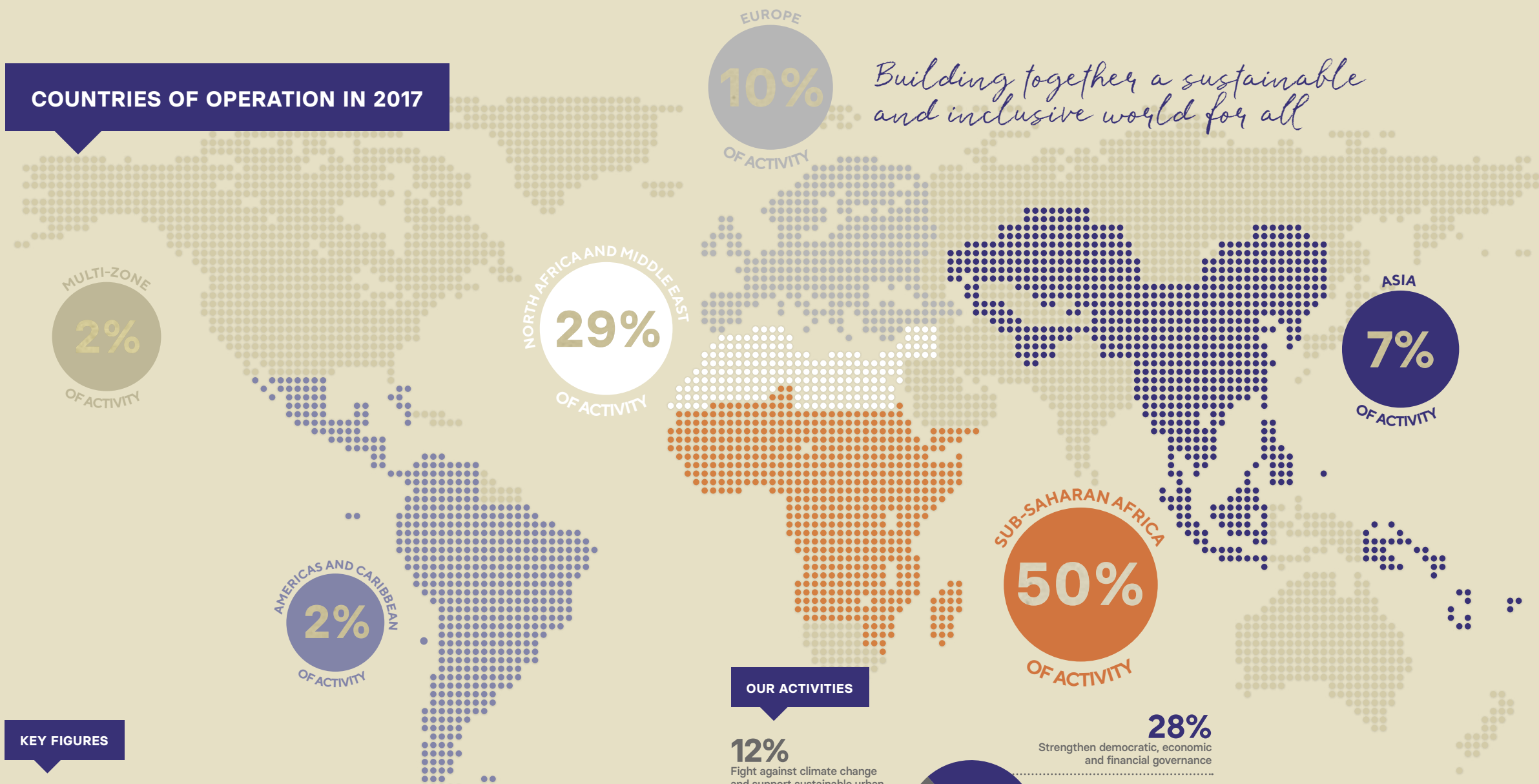
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*Building together a sustainable and inclusive world for all*

**COUNTRIES OF OPERATION IN 2017**



**KEY FIGURES**

Volume of activity  
**€148 m**

Countries of operation  
**+ 100**

Projects  
**+ 500**

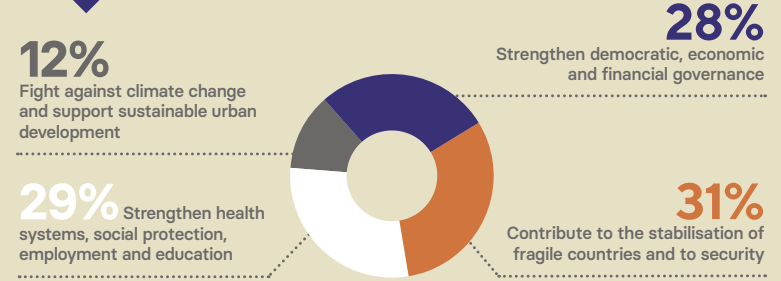
Projected volume of activity in 2018  
**€191 m**

Headquarters staff  
**+ 325**

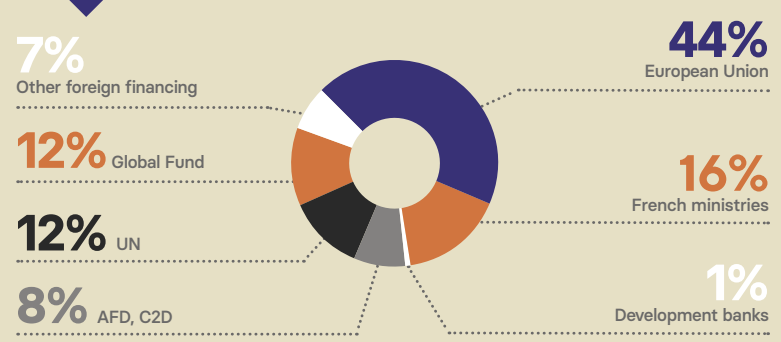
Days of expertise delivered each year  
**63,000**

Staff around the world  
**+ 400**

**OUR ACTIVITIES**



**OUR DONORS**



**OUR PARTNERS**

Expertise France operates alone or in consortium with French, European or international public or private operators.



# Foreword

*2018, a crucial year for  
Expertise France*

In 2017, Expertise France confirmed its role as a key actor in international technical cooperation to support the external action of France and the European Union. An increasing number of donors and beneficiaries rely on us to support them and build public policies tailored to their institutional, economic, social, environmental and security challenges. “French-style” reforms are a product which exports well, as confirmed by an activity that has remained dynamic for the third year of activity and by our operations in all the key sectors of the security-governance-development contiguum.

Our teams now work in around a hundred countries, most of which are in Africa, in sectors ranging from strengthening health systems to public finances, and including vocational training and sustainable development. We are working in Côte d’Ivoire on civil protection and renewable energies, in Angola on vocational training, as well as in Latin America on the fight against organised crime and in the Caribbean on biodiversity conservation.

## **A strategic milestone**

Expertise France has now launched work on its integration into an extended AFD Group. It is a strategic milestone which ties in with France’s objective of offering our partners in the South a comprehensive range of financial solutions and expertise services to meet their expectations and of scaling up the impact on the major challenges of tomorrow. The agency is banking on the fact that together, the French cooperation team will do more and better in a context of the renewal of the French cooperation policy.

*“The French cooperation team will do more and better in a context of the renewal of the French cooperation policy”*

It is also in this context that in May 2018, the agency took over as Chair of the Practitioners’ Network, the network of European cooperation agencies, succeeding Germany’s GIZ and the British Council. Indeed, we are convinced of the relevance of the European level to address the major development challenges.

Expertise France firmly aims to be a bridge between national and European expertise and expertise in the South. This is the message we promote with our partners here and abroad *via* a vision which mobilizes our teams:

**Let us build together a sustainable and inclusive world for all!**

*The management team*

# Our highlights 2017



**MAY**

Launch in the presence of the European Commissioner Neven Mimica of the **SOCIEUX+** programme, an EU mechanism to facilitate access to technical assistance in the fields of social protection and employment.



**OCTOBER**

Signing of the first Memorandum of Understanding in the context of the **Adapt'Action Facility** between the Dominican Government, AFD and Expertise France. This facility aims to support the implementation of the 2015 Paris Agreement.



**JULY**

Signing of a partnership agreement with **Coordination SUD** to step up partnerships with NGOs and promote the co-construction of projects mobilising their expertise.



**NOVEMBER**

Closing of the **PREPARE** project in Guinea, a project launched during the Ebola crisis in 2015, which has set up an operational mechanism to fight against epidemics nationwide.



**SEPTEMBER**

Signing in **Sévaré (Mali)** of the European Union project to support the **G5 Sahel Joint Force**, which is managed by Expertise France.



**NOVEMBER**

Closing event in **Rabat** of the **SHARAKA** project, which supported Moroccan institutions from 2014 to 2017 for their migration, development and mobility policies.

# 2018



**JANUARY**

Opening of the **Expertise France office in Port-au-Prince (Haiti)**, housing the agency's teams which implement projects in the fields of sustainable development and economic and financial governance.



**APRIL**

Official launch in **Buenos Aires** of **EL PACCTO**, a programme to fight against organised crime in 18 Latin American countries, financed by the European Union and implemented by Expertise France with FIIAPP.



**FEBRUARY**

Announcement of the establishment of closer ties between **AFD and Expertise France in mid-2019** during the Interministerial Committee for International Cooperation and Development (CICID) of 8 February.



**MAY**

Election of **Expertise France** as **Chair of the Practitioners' Network**, a platform for exchanges and coordination between European public agencies, administrations and development banks responsible for the implementation of Official Development Assistance.



**MARCH**

Inauguration by **10 Libyan universities** of their **start-up incubators** with support from the **SLEIDSE** project, financed by the European Union and implemented by Expertise France, with the aim of developing private companies in Libya.



**JUNE**

**EUROSOCIAL+** workshop on **combating violence against women in Latin America**, organised in the context of the Gender component of the program, implemented by Expertise France with EU financing.



# 01

## Meeting the needs of our partners

Building a sustainable  
and inclusive world  
together

# Our mandate for development

Expertise France, the French agency for the design and implementation of international technical cooperation projects, brings together the best French and European expertise to promote the sustainable and inclusive development of its partners.

## Public service mission

As a public agency, Expertise France places its action in the framework of the external action of France and the European Union. The agency consequently operates in all the priority thematic areas of technical cooperation. The aim is to meet the demands of partner countries seeking to improve the quality of their public policies in order to address the environmental, social, economic and security challenges they are facing.

In this sense, and in line with the rationale of the 2030 Agenda, the agency gives priority to a holistic and intersectoral approach to development, seeking at grassroots level the solutions the most suited to the needs of its partners.

## A partnership-based approach

Expertise France works in partnership with the most relevant French, European and international actors, depending on the needs of the project. This work with all the actors operating in the field aims to ensure the consistency and relevance of its action.

As a public institution under the dual supervision of the Ministry of Europe and Foreign Affairs (MEAE) and economic and finance ministries, Expertise France works closely with all French public administrations and institutions. These close relations lead to administrations being involved in the design of development projects and to privileged access to the pools of public expertise.

The agency also cooperates with the French Team in Paris and in the field (AFD, CIRAD, IRD, Business France, Campus France, Bpifrance and other French operators) in order to mobilise the expertise the most suited to the needs of partner institutions.

Finally, Expertise France relies on the French diplomatic network, which is a crucial link in terms of knowledge of and close relations with local actors.



A COMMITMENT TO THE 2030 AGENDA



A HOLISTIC AND INTERSECTORAL APPROACH TO DEVELOPMENT



A NETWORK OF PARTNERS FROM THE NORTH AND SOUTH



## Closer ties with AFD

The Interministerial Committee for International Cooperation and Development (CICID) of 8 February 2018 confirmed the Government's desire to make Official Development Assistance (ODA) a priority for the 5-year Presidential mandate, by providing it with ambitious financial means, priority focuses and an organisation with enhanced effectiveness. It is in this context that the Government decided to proceed with the integration of Expertise France into an extended AFD Group in mid-2019.

The Group will be formed respecting the identity of each institution, their staff, their mandates and their operating methods, in order to capitalise on their respective strengths.

The integration of Expertise France into the Group will allow it to benefit from the experience gained by AFD for over 75 years, its knowledge of development issues and its networks.

Conversely, the integration of Expertise France will allow AFD to enhance the attractiveness of its financial range of products by complementing it with an expertise component and developing projects which will be able to rely on the agility of an innovative implementing agency, in particular on the governance-security-development continuum.

The two agencies will form a group unparalleled in the world of international cooperation, which will provide its partners with a comprehensive range of financial solutions and expertise services to meet their expectations and address the challenges of a world in common.



## Interview

— FRÉDÉRIC BONTEMS —  
AMBASSADOR OF FRANCE IN ETHIOPIA

### WHAT DEVELOPMENT CHALLENGES IS ETHIOPIA FACING?

With economic growth at 8 to 10% a year, Ethiopia is a rapidly developing country. It is faced with high population growth, a lack of infrastructure, a very low rate of urbanisation and a balance of trade structurally in deficit. It needs to transform its economy, modernise its agriculture and industry and promote the development of a job-creating private sector.

### HOW IS FRANCE WORKING ALONGSIDE THE AUTHORITIES?

Through a sustained political dialogue which firmly supports the transformation of the country, bilaterally but also *via* the European Union. The results achieved in Ethiopia underscore the relevance for the French Team, of which Expertise France is a member, of working together to mobilise all the public and private actors and propose the best solutions in terms of products, technical expertise and financing.

### WHAT ARE THE ADVANTAGES OF FRENCH TECHNICAL ASSISTANCE?

In Ethiopia, there are increasing needs for technical assistance and French expertise benefits from an excellent image. While Ethiopia is one of the main beneficiaries of ODA in the world, Expertise France, alongside private actors, is able to provide a range of crosscutting, competitive and effective expertise in key priority sectors, with bilateral or multilateral financing, and by adopting a fully partnership-based approach.

## Our European commitment

Expertise France works in close cooperation with the European Union and the other European agencies for international technical cooperation, reaffirming its European vocation on a daily basis.

### A privileged relationship with the EU

With 53% of its activity financed by the EU in 2018, Expertise France is fully in line with the priorities of the European development policy and is a key actor for it in the field.

Indeed, the agency can operate using all the contractual arrangements provided for by European cooperation, in all the thematic areas of the European agenda. It in particular stands out as one of the main operators for institutional twinings in the region of the European neighbourhood (south and east) and is involved in a number of projects financed by European trust funds, in particular in the Sahel region. The agency is accredited by the Commission to manage European delegated funds and can thereby design large-scale European programmes at a very early stage throughout the security-governance-development contiguum, ensuring a greater impact in terms of solidarity and influence.

### A network of European partners

Thanks to the action of its representation office in Brussels, which is installed in France's permanent representation, the agency has developed a relationship of trust with its main correspondents at the European Commission and with other European institutions, as well as with the other European cooperation agencies.

In this context, in May 2018, Expertise France took over as Chair of the Practitioners' Network, which includes the 15 main European development agencies and is thereby the world's leading technical cooperation platform.

This network promotes joint actions among European institutions and operational cooperation between agencies. Indeed, Expertise France works in partnership with other agencies, such as Germany's GIZ and Spain's FIIAPP, in the context of European consortiums bringing together the best European expertise.

"The accreditation of Expertise France for delegated management of EU funds demonstrates the European Union's confidence in the agency's capacity to conduct and implement projects. We therefore work on the harmonisation, continuous improvement and upgrading of our internal procedures and tools to ensure the management of our activities and risks, which guarantees the quality of our work."

**Stéphanie Legueret**  
Internal Control and Quality Officer

"The Practitioners' Network promotes exchanges between agencies of Member States, as well as with the European Commission, on the operational aspects of European development aid. Based on a work plan decided annually by the network's General Assembly, we pool our expertise and discuss subjects of mutual interest – coordination in crisis and fragile contexts, the contractual architecture of the indirect management of European funds, the modalities for the mobilisation of public expertise... By defining common positions, tools and procedures, we contribute to operationalising the notion of the joint implementation of development projects with the aim of enhancing the effectiveness of aid."

**Anne-Elisabeth Gautier-Budai**  
Director of the Expertise France office in Brussels





## Our geographical priorities

Africa, the Middle East, Asia, Latin America, Europe:  
Expertise France can operate in all countries, while focusing on Africa and the European neighbourhood.

### Africa, a priority

Sub-Saharan Africa accounted for 50% of the agency's activity in 2017 and is a priority region for Expertise France. These dynamics are justified by the many economic, social, environmental and security challenges facing the continent. In this context, the agency can make an essential contribution to building the capacities of African countries to define, manage and implement public policies tailored to the needs of their populations.

Expertise France mainly works in French-speaking Africa, for example, on strengthening civil protection in Guinea and Côte d'Ivoire, supporting decentralisation in Mali, preventing risks of infection and on security in healthcare facilities in Burkina Faso, and on the reform of economic and financial governance in the Central African Republic.

The agency is also developing its activity in Portuguese-speaking areas, such as in Angola with the RETFOP project to strengthen technical secondary education and vocational training, and in English-speaking areas – in particular in East Africa where it is increasingly operating on regional projects, such as in the Horn of Africa with projects on migrations.

### Activity increasing in North Africa and the Middle East

Over the past two years, Expertise France's activity has developed considerably in the North Africa / Middle East region, which is today the agency's second largest area of operation with some 100 ongoing projects.

For example, the agency is managing a number of European Union institutional twinning projects which, thanks to the mobilisation

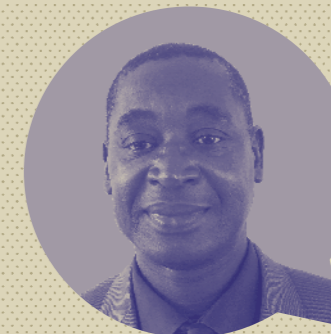
of a resident expert in the beneficiary administration, is a particularly effective tool for strengthening the governance of partner countries. In addition, this type of project contributes to regulatory convergence between Europe and its neighbourhood in various fields – social standards, environment, etc. For example, in Morocco, Expertise France has been entrusted with the management of over 35 twinning projects since 2006, including 6 in 2017, in a wide range of sectors: public finances, consumer protection, gender-responsive budgeting, market supervision...

In addition to twinning projects, the agency works on a number of programmes, mainly European, in key thematic areas such as the fight against terrorism, the management of the Syrian crisis, the promotion of entrepreneurship in Libya and Tunisia, support for migrants in the Maghreb region, support for agricultural sectors...



**Expertise France is increasingly operating in the Caribbean and has recently opened an office in Port-au-Prince, which houses the teams for the projects implemented by the agency in the field of sustainable development and economic and financial governance.** In January 2018, the Government of the French Republic and Government of the Republic of Haiti signed an establishment agreement allowing Expertise France to scale up its action in this country where it has been operating for over ten years.

The agency now wishes to develop, in partnership with the French overseas territories, the dissemination of the competencies and expertise of these territories in countries in the regional environment.



## Interview

— PAPA BIRAMA THIAM —  
DIRECTOR OF THE TECHNICAL  
COOPERATION DEPARTMENT, SENEGAL

### WHAT MAJOR DEVELOPMENT CHALLENGES IS SENEGAL FACING?

Senegal is aiming to achieve strong and inclusive growth. The structural transformations of the economy able to generate sustainable employment, as well as the development of sustainable human capital, are drivers that will allow Senegal to benefit from the demographic dividend. This focus on social demand involves the participation of territorial authorities and citizens in grassroots development, which guarantees inclusion and peace.

### HOW CAN SENEGAL AND FRANCE WORK TOGETHER TO ADDRESS THESE CHALLENGES?

The common will to build rich and diversified bilateral cooperation is a concrete response to these challenges. It is based on key partnerships to promote student mobility and initiatives by the Senegalese diaspora, promote education, and support innovation and major structural projects, which are vehicles to transform the daily lives of Senegalese people.

### WHAT ARE THE PROSPECTS FOR WORKING WITH EXPERTISE FRANCE?

Expertise France called on the Technical Cooperation Department to help develop and support its cooperation activities conducted in Senegal. There were extensive exchanges on this subject and a partnership framework is currently being developed. It will allow both partners to define the priority areas of their partnership.

## A range of rapid and adaptable solutions

Three years after its creation, the agency operates in over a hundred countries, in all the thematic areas of the security-governance-development contiguum. It designs and implements cooperation projects – working closely with its partners – that reconcile swift action and long-term commitment.

### An accurate assessment of needs

Because an accurate diagnosis is the key to a successful project, Expertise France seeks to understand the local context and exchange with its partners on their needs in order to structure customised responses. Field missions, technical feasibility studies, individual

interviews or working groups: the agency works with all actors – central administrations and decentralised services, local authorities, civil society, private sector, traditional authorities... This inclusive approach allows Expertise France to have a comprehensive approach to issues and to promote the sustainability of the actions undertaken.



## Interview

— FRANÇOIS TARDIF —  
PROJECT OFFICER AT EXPERTISE FRANCE

### WHY WAS ZINGO SET UP?

ZINGO has a dual objective. At the end of the 2013 crisis in the Central African Republic, the initial idea was to build the capacities of five public administrations – four ministries and the Municipality of Bangui –, to allow them to manage projects with external financing. The diagnostic, conducted by AFD and Expertise France, led to the scope of the project being extended to strengthening governance, with the aim of helping these institutions to function better internally (flow of information, HR, archiving, etc.) and to implement their public policies.

### WHAT METHODOLOGY WAS USED?

From the beginning to the end, we focused on a participatory approach and a broad vision of capacity building, beyond simply training sessions. We were there to help structure demand, not to provide ready-made solutions. This brought about quite a strong consensus on the priorities, and this should contribute to the sustainability of the actions undertaken in the context of ZINGO.

### HOW HAVE YOU WORKED WITH AFD ON THIS PROJECT?

ZINGO was built jointly right from the start. Expertise France, in partnership with the Ministry of the Economy, Planning and Cooperation, had a lot of exchanges with AFD throughout the implementation. Two of the training programmes – one on project management and the other on management – were worked on with CEFEB, AFD's training centre, with whom a Memorandum of Understanding was signed for the pedagogical engineering.

### A wide range of services

The agency offers a wide range of services, which can combine consultancy and technical assistance missions, the provision of equipment and the supervision of infrastructure.

Training for firefighters associated with the rehabilitation and equipment of 8 emergency assistance centres in Côte d'Ivoire or awareness-raising actions combined with the creation of a tobacco cessation centre in Burkina Faso: the agency offers a comprehensive and multisectoral range of services which can be adapted to the priorities and needs of its partners.

Expertise France, which is implementing over 500 projects, can also draw on its experience to learn lessons and capitalise on good practices: this is how the cooperation with Morocco on migration has guided the Lemma project – which is assisting the Tunisian Government in the development and implementation of its migration policy – and has given rise to a South-

South cooperation project, mobilising European and Moroccan expertise in certain Sahel countries.

### A lead contractor for complementary expertise

To build and implement its projects, Expertise France relies on an extensive network of partners – both public and private, from the North and South. By promoting the creation of international consortiums and teaming up with complementary partners, the agency ensures that it mobilises the most relevant expertise to build its projects.

In line with this approach, in the context of the BFTPI (Bahrain French Town Planning Initiative) project for territorial and urban planning in Bahrain, Expertise France has coordinated a multidisciplinary team under a public-private consortium involving the engineering and architecture companies Arep Ville, Egis International and Setec Organisation.



## Interview

— KARIM AÏT ALI —  
DIRECTOR OF THE URBAN PROJECTS  
DEPARTMENT / SETEC

### WHAT WERE THE EXPECTATIONS OF THE GOVERNMENT OF BAHRAIN FOR THE BFTPI PROJECT?

Bahraini leaders are faced with rapid population growth and dependence on oil resources. They are aware that they need to radically change their development rationale. They consequently wished to refocus their territorial strategy *via* a reorganisation of governance, a new development master plan and the implementation of new operational urban tools. The team led by Expertise France, which included Egis, Arep and Setec, was there to address this challenge.

### HOW DID THE PARTNERSHIP WITH EXPERTISE FRANCE WORK?

Expertise France was the project coordinator and established close ties with the Urban Planning Authority. In synergy with its three partners, it enabled access to exceptional responsiveness throughout the advisory and design process. The involvement of the country's main decision-makers gave credibility to and strengthened the stated ambitions.

### WHAT RESULTS WERE ACHIEVED?

To drop the "all oil, all car" paradigm in favour of a more reasoned approach to development, the Government agreed to a regulatory simplification to facilitate urban transformations, and to the introduction of new procedures, in particular to oversee large-scale development operations in the territory. The confirmation of a limitation of urban sprawl (on the land and sea), a desire to protect the agricultural heritage and build an attractive urban and green landscape are all responses provided by the BFTPI team. The objective is ultimately simple and powerful: allow Bahrain to control its future by creating a conducive institutional, technical and strategic framework... and offering residents a better quality of life.

## A field activity

### An activity working closely with beneficiaries

#### Customised assistance

Expertise France is an implementing agency: its mission is to operate in the field, at the request of its partners.

In 2017, over 150 resident experts working in the context of multi-annual cooperation projects played a key assistance role over the long term, sharing their experience and expertise in public policies in a dialogue between peers.

Short-term missions – over 200 in 2017 – are complementary to long-term expertise and mobilise skills tailored to ad hoc activities, such as training.

Independently of projects, the agency also mobilises international technical experts who can be directly assigned in partner administrations to advise them. Since 2016, 160 international technical experts have been deployed.

#### Local coordination

In addition to the technical assistance provided by experts, the agency's employees in the field play a key coordination role: they fully participate in the implementation of the activity and are able to closely monitor the project implementation process, act as an interface with headquarters and best meet the expectations of our partners.

The agency's representation offices – Abidjan, Brussels, Hanoi and Tunis – complete this mechanism, representing the agency with national institutions, the French Embassy and the main donors operating in the country.

### A nationwide presence

#### Beyond capitals

While Expertise France supports central administrations, it is also able to provide more targeted assistance to meet specific local needs. Consequently, the agency can implement activities outside capitals, and sometimes in very remote areas, to work as closely as possible with beneficiaries. This is the case in the Central African Republic: in the context of the "Recovery & Stabilisation in CAR" project financed by the Bêkou Fund, the agency and its partners CFI and ASF Belgium are implementing activities in the Berberati and Bria regions, in the west and east of the country, respectively.

### Alongside local authorities

The agency works for decentralisation and is stepping up its partnership with French regional and local authorities. For example, in the context of the project to mobilise the public resources of the Urban Community of Boffa (MRP-CUB) in Guinea, Expertise France has worked with the association Charente-Maritime Coopération (CMC), which was set up to implement the Charente-Maritime Department's decentralised cooperation programme.

The agency also works directly with certain African local authorities, such as with the city of Kampala in the context of the Africa4Climate project, or with the municipality of Bamako on the mobilisation of local financial resources.



## Interview

— PASCAL VILLECROIX —  
INTERNATIONAL TECHNICAL EXPERT,  
ADVISOR TO THE MINISTER OF PRIMARY,  
SECONDARY AND TECHNICAL EDUCATION  
AND LITERACY IN CAR

### HOW IS YOUR PROJECT CONTRIBUTING TO STRENGTHENING THE CENTRAL AFRICAN EDUCATION SYSTEM?

In CAR, the education system has been badly affected by the events in 2013. With support from UNICEF and the Alliance Française in Bangui, I am working on setting up a training system for

teachers, who lack educational tools. The first objective is to equip them with digital readers – an inexpensive medium, stronger than paper and with an autonomy of almost a month –, on which the lessons will be loaded. This system will be complemented by equipping the country's 10 regional educational centres (CPRs) with "koombooks".

### WHAT WILL THESE KOOMBOOKS BE USED FOR?

These koombooks, or digital libraries, centralise all the educational content developed for all the subjects of the 6 primary levels. Each teacher equipped with a reader will be able to come and load it with content in his CPR using Wifi – but without the need to have an Internet connection.

### WHAT IS YOUR ASSESSMENT OF THE PROJECT AT THIS STAGE?

Two CPRs were equipped with koombooks in 2017, and the 10 will be equipped by the end of 2019. In addition, hundreds of readers have been distributed thanks to the equipment provided by Libraries Without Borders and we have started training the staff of the CPRs, from both an educational and technical perspective. It is a flagship initiative for CAR, the only French-speaking African country to implement this type of project nationwide.



## Interview

— CHÉRIF BAH —  
DEPUTY MAYOR OF THE URBAN  
COMMUNITY OF BOFFA (CUB)

### WHY WAS THE PROJECT TO MOBILISE CUB'S OWN RESOURCES SET UP?

CUB is faced with major economic and social problems and has seen its own resources decline. We have therefore developed a local development plan, with support from our technical and financial partners, and especially the association CMC, to recreate an ecosystem conducive to the

emergence of new activities, in particular around the new bus station. The MRP-CUB project was set up in this context, to assist us in the collection and management of local tax revenues.

### HOW DID THE PROJECT IMPLEMENTATION GO?

The key phase was the development of an action plan to mobilise financial resources. Management and consultation bodies were subsequently set up to monitor and evaluate the implementation of this action plan, as well as to involve and mobilise citizens over the issue of the payment of local taxes.

### WHAT RESULTS WERE ACHIEVED?

We conducted a census of taxpayers in order to be able to conduct collection operations, particularly for the single land contribution (CFU), for which the entire community has been mobilised. This has significantly increased the municipality's tax potential, and the revenues are now used to finance prioritised projects via the participatory budget – such as certain public infrastructure.

## Committed teams

### Diversity and commitment

At the start of 2018, the agency had over 325 employees at headquarters and 150 in the field – young employees (with an average age of 35), with a majority of women and highly committed to the agency's missions.

Thanks to a diversified recruitment, Expertise France has the possibility of using the most appropriate profiles to ensure the proper implementation of its projects. From human resources to legal affairs, and including information systems, accounting and communication, the crosscutting functions support the operational functions and are involved on a daily basis in the implementation of the agency's projects.

### Strengthened field presence

Expertise France has an increasing number of teams in the field, which are grouped into pooled project offices – such as in Tunisia, Haiti, CAR, Mali, Burkina Faso and Lebanon.

The agency thereby intends to gradually establish local project management units, in order to continuously improve the quality of its action.

### Professionalisation

Languages, management, software... Expertise France attaches particular importance to building the skills of its employees throughout their career: in 2017, over 220 employees benefited from the agency's training plan, which corresponds to over 8,400 hours of training.

The in-house training completes the system by providing skills on common subjects, such as security in the field and public procurement. The agency's gender strategy is based on strengthening in-house leadership to develop projects taking into account issues related to gender inequalities. For example, over 220 employees and experts have been trained in the fundamentals of gender and 2018 saw the launch of a thematic training plan on this issue.

— VIRGINIE HENNER  
AND MARTYNA BOGUCKA —  
HUMAN RESOURCES OFFICERS,  
EXPERTISE FRANCE

"Expertise France's Human Resources Department supports the agency's various departments throughout the recruitment process, from the formulation of their need to the selection of the candidate with the best profile. We have a good dialogue with the operational staff, which allows us to mobilise our competences as HR specialists – for example, on the match between the mission defined and the competences requested. We also provide a human view, in order to maximise the complementarity and the chances of good relations with the rest of the operational teams.

Our employees are committed to the agency's public service mission. They appreciate working in an environment where international solidarity is a major issue. Some of our employees – in particular in the Operations Department – have an international career path. This allows them to mobilise the skills required to fulfil their duties, or at least to rapidly get to grips with the world of international technical cooperation and the specificity of the agency's activity. They are therefore complementary to the employees working in cross-functional positions, who provide their technical expertise in the financial, IT, legal fields, etc."



## Interview

— JULIEN SCHMITT —  
PROJECT MANAGER FOR THE PRIVATE  
SECTOR DEVELOPMENT PROGRAMME

### WHAT IS THE PURPOSE OF THE PSD-P PROGRAMME?

This programme supports the private sector in Lebanon and, more specifically, microenterprises and SMEs in 3 agricultural sectors and in the furniture sector in order to strengthen their competitiveness. We support our local institutional partners – in particular the Chamber of Commerce, Industry and Agriculture of Zahlé and BIAT in Tripoli – so that they can themselves, in turn, provide the best possible support to the final beneficiaries,

carpenters and small-scale farmers. Access to financing, technical and managerial training, development of links with the market... It is a 360° support project.

### WHAT IS THE ROLE OF THE EXPERTISE FRANCE TEAM IN THE FIELD?

Our role is to monitor and coordinate activities as we have many stakeholders. In addition to very diverse daily work with our Lebanese partners, we act as an intermediary with the agency's headquarters, which coordinates certain institutional and administrative aspects (financial, legal...), as well as with the delegation of the European Union to Lebanon, our donor, which we keep informed of the progress of the project.

### HOW DO YOU WORK IN THE FIELD?

We are always responsive to local needs, so that we can adapt if necessary. To this end, information sessions and field visits are systematically organised with our partners in Beirut, but also in Zahlé, Tripoli and Akkar. For example, training on the certification of agricultural products (Integrated Crop Management certification) has been organised following a request from the field and it is currently leading to the certification of over 15 farmers in the Bekaa region.



## Interview

— CHRISTOPHE PEYRON —  
DIRECTOR OF THE EXPERTISE FRANCE  
OFFICE IN TUNISIA

### WHAT IS EXPERTISE FRANCE'S ACTION IN TUNISIA?

Tunisia is the agency's main country of operation, where it is conducting some thirty projects covering all of its four main areas of operation. Expertise France is therefore fully mobilised alongside Tunisia to assist the country – both institutions and civil society – in its political transition and in the implementation of its major institutional and socioeconomic reforms.

### WHAT IS THE MISSION OF THE TUNIS OFFICE?

It is threefold: represent the agency among our partners; provide operational support to our ongoing projects and the development of our activities; and, finally, animating our community of experts in the field – Expertise France mobilises about twenty resident experts in Tunisia.

### HOW DO YOU SEE THE COMING YEAR?

We will continue to support the actors of change in Tunisia by mobilising and bringing together leading French and European expertise, and deploying appropriate solutions – in particular on new subjects, such as support for Tunisian entrepreneurs or the development of the cultural and architectural heritage. To do so, we work hand in hand with the European Union delegation, but also with the French Team and increasingly with AFD's office in Tunis – all this with a concern for providing strong added value, on both human and professional level.



# Contributing to the Sustainable Development Goals



Structuring  
institutions for better  
governance



Fit in with the  
security-development  
contiguum



Reconcile development  
and climate



Strengthening human  
capital

## Promoting transparency in public action in French-speaking Africa

The Open Government Partnership (OGP), a multilateral initiative launched in 2011, brings together States and civil society in a single platform in order to promote government transparency and citizen participation in public life.

#PAGOF – or Open Government Support Program in Francophone Countries – is part of OGP and is the result of France's desire to assist administrations and civil society in French-speaking African member countries of OGP in realising their commitments and their national action plans.

### Three pioneering countries

Burkina Faso, Côte d'Ivoire and Tunisia were the first French-speaking African countries to join OGP. They will therefore be assisted by Expertise France and CFI in the implementation of concrete actions determined on the basis of the commitments made by these 3 countries. For example, this includes support for the publication and popularisation of the State's budgetary documents, or support for the development of open data portals focusing on the format and quality of the data released to the public.

#### DONOR

AFD

#### BENEFICIARIES

BURKINA FASO, CÔTE D'IVOIRE,  
TUNISIA

#### PARTNER

CFI

Start-up year

2017

Duration

3 years

Budget

€3.5m



## Interview

PIERRE JALLADEAU  
AFRICA DIRECTOR /CFI

### WHY INVOLVE CIVIL SOCIETY IN PUBLIC ACTION?

The importance given to good governance in recent years and to strengthening democratic processes has highlighted the need to involve civil society in the preparation, monitoring and evaluation of public policies. The State does not have a monopoly on public action, and civil society has an essential role as an actor in development and social change. Involving civil society organisations in the preparation phase for public policies allows better account to be taken of the concerns and needs of populations – for example, in terms of education, health... Then, during the monitoring and evaluation phase, civil society organisations must be able to conduct citizen oversight, in particular by questioning public authorities over the results achieved. The media, as a stakeholder of civil society, also play an important role by providing forums for debate and consultation able to encourage accountability and increase the transparency of public action.

### WHAT IS THE APPROACH TAKEN?

#PAGOF, which directly results from OGP, is part of the same innovative approach of consultation and sharing between actors of civil society and public authorities. For example, each national action plan is devised and built together, then implemented on a joint basis, with an equal strengthening of the administration and civil society – which the media are an integral part of. The objective is to promote dialogue and consultation, and to give more weight to open data for the preparation, implementation and monitoring of public policies, for example, in the field of budgetary transparency or the fight against corruption.

### HOW DOES CFI WORK WITH EXPERTISE FRANCE?

In constant synergy, right from the start, as it is a jointly built project, jointly led by the two operators. A number of activities bring together both administrations and civil society, and our teams are working hand in hand on a daily basis, for the choice of expertise, the timetable, the thematic areas addressed...

In early 2018, training for trainers in Côte d'Ivoire marked the launch of the project activities. It gathered representatives from the administration and civil society to train them in the public consultation process – an essential tool to promote citizen participation in public decision-making. It was led by an OGP specialist from Tunisian civil society, thereby promoting the exchange of know-how between the three countries.

*"An innovative approach to consultation and sharing"*

## SHARAKA, a model for cooperation on migration

Morocco is at the same time a country of origin and a host and transit country, and therefore plays a key role between Europe and Africa in terms of migration. The SHARAKA project was launched to assist the Moroccan authorities in this field and support the Mobility Partnership between the European Union and Morocco.

### DONOR

EUROPEAN UNION, FRANCE,  
NETHERLANDS

### BENEFICIARY

MOROCCO

Start-up year

2014

Duration

3.5 years

Budget

€5.3m

### Concrete and pioneering tools

Mobilisation of the diaspora, support for the legal migration of Moroccan workers to Europe, the vocational integration of regularised immigrants in Morocco and reintegration of returning Moroccan citizens: SHARAKA has worked with the Moroccan authorities for three and a half years on these four thematic areas in order to support the implementation of the country's new migration policy.

The project has allowed a range of coherent tools to be built: technical studies – for example on the portability of the rights of retired Moroccans living abroad; development of operational tools – such as the online portal Maghribcom dedicated to mobilising the expertise of Moroccans living abroad (MRE), or the mobile application

*"Making human mobility a factor for international development"*

"Welcome ANAPEC" to assist regularised migrants in their job search; and, finally, capacity building for officials from the Ministry Delegate in Charge of Moroccans Living Abroad and Migration Affairs (MDCMREAM).

### An innovative partnership-based approach

The exchanges of experiences and expertise between administrations have been central to SHARAKA: Expertise France called on the public expertise of 7 European States to meet the needs of Moroccan partner institutions. By focusing on dialogue between peers and the involvement of field actors, SHARAKA developed an innovative approach to international technical cooperation on the theme of migrations.

Expertise France is today extending these dynamics for dialogue between peers on migration policies in Morocco in the context of a new institutional support project, financed by the EU with € 1.6 million. This project more specifically targets support for MDCMREAM on the budgetary aspects of Morocco's migration policy (planning, programming, budgeting, monitoring).



- Capitalise on Migrations & Development projects in Morocco and redeploy the most effective projects
- Build the capacities of the Moroccan Government to mobilise Moroccans living in Europe
- Assist regularised immigrants in their integration into the Moroccan labour market
- Assist the Employment Agency (ANAPEC) in its mission to place Moroccans in Europe
- Assist Moroccan institutions and civil society organisations in reintegrating returning Moroccans

## Towards the development of a dynamic and inclusive private sector in Libya

Over 7 years after the revolution, Libya continues to face major challenges: political instability, insecurity, as well as structural weakness of the State and economic difficulties, affect the country's development. To promote the recovery, the SLEIDSE project has been implemented since 2016 to support the development of dynamic SMEs and start-ups with a capacity to create employment.

### Supporting entrepreneurs

In 2017, Expertise France and its Libyan partners continued their activities to support entrepreneurs *via* several activities, which include the launch of an online business school, the organisation of business plan competitions and some 10 boot camps which contribute to the creation of an active ecosystem of start-ups in Libya. While the private sector was for a long time marginalised, over 2,500 candidatures from Libyan entrepreneurs have been received, which demonstrates a real vitality of the local economy.

### Strengthening institutions

Structuring the entrepreneurial ecosystem also requires assisting institutions that support entrepreneurs: it is with this aim that SLEIDSE

has assisted 10 universities in the creation of start-up incubators and established partnerships with 4 Chambers of Commerce to strengthen their range of services for the private sector.

### Improving access to financing for microenterprises and SMEs

Finally, as access to financing is one of the main challenges for microenterprises and SMEs in Libya, Expertise France, in partnership with Bpifrance, is working to revitalise the National Guarantee Fund to facilitate access to credit. In order to also support the most vulnerable entrepreneurs, in May 2018, Expertise France signed an agreement with the UK for the creation of the first microcredit agency in Libya, Assaray Namaa.



*"A real vitality of the local economy"*

#### DONOR

EUROPEAN UNION

#### BENEFICIARY

LIBYA

#### PARTNERS

FRENCH MINISTRY OF FOREIGN AFFAIRS (MEAE), BPI FRANCE, CCI, DG TRESOR, GIZ

Start-up year

*2014*

Duration

*4.5 years*

Budget

*€7.6m*



## Interview

**VIRGINIE PONCET**  
DIRECTOR FOR INTERNATIONAL  
EXPERTISE / BPIFRANCE

### WHAT ARE THE CHALLENGES FACING LIBYAN SMES AND ENTREPRENEURS TO OBTAIN FINANCING?

In Libya, banks conduct their activity of account management, but they allocate virtually no credit – in particular because most loans are not repaid. Yet since the fall of Gaddafi, there has been a sharp decline in the share of public employment and many young people have to create their own company, without necessarily having the means. Access to financing is therefore a real challenge.

### HOW CAN THE REVITALISATION OF THE NATIONAL GUARANTEE FUND CONTRIBUTE TO IMPROVING ACCESS TO CREDIT?

To allocate credit, banks need to be sure that they will be repaid. Our objective is therefore to set up a guarantee system with a reliable guarantor, who pays when there is a default. Bpifrance is consequently supporting the restructuring of the national guarantee fund (regulatory framework, budget, procedures...) so that it is operational and able to fulfil this role.

### WHAT IS YOUR WORKING METHOD?

Through workshops, every month we gather our Libyan partners and Bpifrance experts. These exchanges subsequently allow us to develop deliverables – for example, the decree for the re-foundation of the guarantee fund, or its budget. We are also in regular contact with the SLEIDSE project teams in Tunis. It is a difficult and ambitious project, but the partnership with Expertise France works well and we hope to have a first guarantee by the end of 2018.



## Supporting public finance management in Mauritania

The modernisation of public finance systems plays a crucial role in the development process. It is by making the State budget a more effective and efficient tool that public policies will be able to contribute to economic development and poverty reduction.

Since 2017, the Public Finance Management Support Project (PAGEFIP) has been assisting the Mauritanian authorities with the implementation of their public finance reform, with a focus on the preparation and implementation of the new organic law relating to finance laws (LOLF).

### Stimulating a performance-based approach

This new law, by establishing new rules for the preparation and implementation of the State budget, will embody the changeover from a budgeting based on a rationale of means to a results-based budgeting.

It is more than a simple public finance reform and involves a fundamental change in the administrative culture. PAGEFIP is consequently supporting this transformation by implementing appropriate tools and training officials from the various departments of the Ministry of Finance.

**DONOR**  
EUROPEAN UNION

**BENEFICIARY**  
MAURITANIA

**PARTNER**  
DGFIP

Start-up year

2017

Duration

3 years

Budget

€4m

In addition to the support for the budget and accounting reform, PAGEFIP will improve the system to mobilise domestic resources to ensure there is a better budget predictability, and strengthen the role of control bodies, such as the Court of Auditors, the Inspectorate-General of Finances and the Parliament, in the verification of public accounts.

### Mobilising French expertise

Four experts from the French administration, as well as from regional or local administrations, are mobilised for the duration of the project. This mechanism is completed by short-term expertise – 200 days of expertise have been mobilised for the first year of implementation. For example, Expertise France is working with the French Public Finances Directorate General (DGFIP), which can draw on France's experience in public finance reform to support Mauritania.

*"More than a simple reform, a fundamental change in the administrative culture"*



## Interview

**SYLVIE STUREL**  
HEAD OF THE INTERNATIONAL  
COOPERATION MISSION / DGFIP

### WHAT ARE THE CHALLENGES FOR PUBLIC FINANCES IN MAURITANIA?

Mauritania has undertaken the implementation of its public finance reform, which should lead to the adoption of the LOLF, a tax procedures code and a new customs code. In this context, Mauritania faces the challenges of its strategic management of the reform and the improvement in its public finance management system to ensure there is an effective provision of public services for the fight against poverty.

### WHAT IS THE ADDED VALUE OF FRENCH PUBLIC EXPERTISE?

The public finance management reform should lead to the adoption of a LOLF, which the French Ministry of Finance implemented just over 10 years ago. French public expertise therefore provides the hindsight and experience of successes and solutions to the difficulties encountered. It also has operational experience of the work that needs to be conducted upstream on the prerequisites for realising this type of reform.

### HOW IS DGFIP PARTICIPATING IN THE PROJECT?

It participated upstream in the drafting of the project itself, then gives its professional advice on the methodology and content of the missions throughout the project. It is also providing half of the long-term expertise assigned to the project and, for the public finance components, is providing a large part of the short-term expertise, which it selects thanks to its knowledge of the competences of the experts it mobilises. Finally, it is participating in the project management by the monitoring it conducts of the mission reports, compliance with the timetable, the objectives and the deliverables.

## Crosscutting focus

# Accurately assessing development

In 2015, the United Nations adopted 17 Sustainable Development Goals (SDGs) to address the environmental, social and economic challenges facing every country in the world. Yet measuring the progress achieved in the SDGs requires an unprecedented number of statistical data to feed into the monitoring indicators: over 230 have been defined – poverty rate, density of health professionals, river pollution index...

The problem is that data is sometimes lacking, as all countries do not have a statistical system able to produce them. In addition, with no common methodology, these data are not systematically collected and processed, making it impossible to compare the performance of the various countries.

Consequently, to address this increasing demand for harmonised and quality data, it is crucial to strengthen national statistical systems, with support from regional organisations in order to improve coordination. It is for this purpose that the Ministry of Europe and Foreign Affairs is financing SODDA, a project to support the monitoring of the SDGs in Africa.

*"Measuring progress in the SDGs requires an unprecedented number of statistical data"*

This project is coordinated by Expertise France and aims to develop reflection on the monitoring indicators of the SDGs in French-speaking Africa, in particular by involving the African regional statistical organisation (AFRISTAT), the statistics institutes of Member States and African statistics schools. Through a regional working group, SODDA will contribute to identifying the relevant indicators for Africa and to capitalising on the experiences of the most advanced countries for a dissemination of good practices across the continent.

#### DONOR

FRENCH MINISTRY OF EUROPE AND FOREIGN AFFAIRS (MEAE)

#### BENEFICIARIES

ECONOMIC AND STATISTICAL OBSERVATORY FOR SUB-SAHARAN AFRICA (AFRISTAT, MALI), AFRICAN STATISTICS SCHOOLS (CAMEROON, SENEGAL, COTE D'IVOIRE), INSTITUTE OF TRAINING AND RESEARCH IN DEMOGRAPHY (CAMEROON), AND 7 MEMBERS STATES OF AFRISTAT (BENIN, BURUNDI, CAMEROON, CHAD, MALI, SENEGAL, TOGO)

#### PARTNER

INSEE

Start-up year

2017

Duration

2 years

Budget

€500,000



# The security-development contiguum: the new challenge for international cooperation

The growing number of crises, their protracted duration and their multidimensional nature require a collective and coordinated intervention of all security and development actors, in which Expertise France organises its action.

Whatever the efforts made by development actors, their actions will not achieve their objectives if the State is unable to perform its role with regard to populations and ensure their security and the administration of territories. Similarly, efforts in terms of security will only be sustainable if they are supported by significant actions to allow the return of basic services and a transparent and legitimate local administration to meet the needs of populations and peacefully settle disputes. These are all needs which, if they are not satisfied, will continue to fuel radicalisation, inter-community violence, trafficking and the spread of terrorist groups.

Expertise France addresses this reality by taking a holistic approach, focusing on security, short-term stabilisation and medium and long-term

development. Drawing on its field experience, its network of experts and its relationship of trust with the authorities, the agency is conducting over 20 projects in this area, in the fields of support for security forces, defence and peacekeeping operations, strengthening health facilities, improving governance, vocational integration...

**PARSEC**

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**DONOR**  
EUROPEAN UNION

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**BENEFICIARY**  
MALI

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**PARTNERS**  
GIZ, CIVIPOL

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Start-up year  
*2017*

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Duration  
*3 years*

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Budget  
*€29 m*



*"Focus on a holistic approach"*

## No development without security...

For example, the agency is implementing PARSEC, a key project for the European strategy for the stabilisation of Mali. This project focuses on the Mopti region, in the centre of the country, and has been designed by the EU as an initial response to insecurity spreading from the north to the centre of the country. By supporting a reinforcement and redeployment of Malian security and defence forces (equipment, infrastructure, training...), PARSEC aims to contribute to improving the security of populations, the control of the territory and the management of border areas, while respecting the rule of law.

## ...and no security without development

Expertise France is also implementing, still with European financing, the programme to support employment in the border and outlying areas of Burkina Faso.

This programme targets three regions in the north of the country, which are badly affected by insecurity and the lack of economic prospects. Expertise France is working closely with institutional actors in Burkina Faso at the central and decentralised levels and local civil society organisations to develop vocational training and employment for young people and women, in particular by supporting the creation of sustainable companies.

## EMPLOYMENT SUPPORT PROGRAMME

**DONOR**  
EUROPEAN UNION

**BENEFICIARY**  
BURKINA FASO

Start-up year

*2017*

Duration

*3 years*

Budget

*€7 m*

## Fighting against organised crime in Latin America

Homicides linked to drug or human trafficking, kidnappings... Latin America accounts for 8% of the world population and 30% of homicides, i.e. the highest rate of violence in the world. Strengthening international cooperation between police forces, judicial authorities and prison administrations is therefore central to the EL PACCTO programme.

### Combating all forms of organised crime

Faced with the complexity, diversity and sophistication of organised crime in Latin America, EL PACCTO focuses on a multidisciplinary response: the programme will take action on the various forms of organised crime – for example, a regional workshop on cybercrime has been organised in Quito – and includes in its strategy related subjects that are essential to take into account, such as the fight against corruption, money laundering or the seizing and confiscation of criminal assets.

### Synergies to strengthen the entire penal chain

From police forces to prison administrations, and including judicial authorities, EL PACCTO aims to build the capacities of all actors in the

#### DONOR

EUROPEAN UNION

#### BENEFICIARIES

18 LATIN AMERICAN COUNTRIES

#### PARTNERS

FIIAPP, IILA, INSTITUTO CAMÕES

Start-up year

2017

Duration

5 years

Budget

€19 m

penal chain. It will in particular seek to facilitate coordination between the various institutions, in order to improve the coherence and effectiveness of the fight against transnational crime. Indeed, all actors, both at country level and at regional level, need to learn to exchange and need to implement tools and procedures to facilitate dialogue and cooperation.

### Mobilising the most relevant expertise

In 2018, some 150 activities are planned, with over a third covering at least two of the areas covered by the programme. These activities may be national, to meet the specific demand of a country, but also multi-country, or regional with all the partner countries.

The experts will be European or Latin American depending on the themes. Exchanges are ongoing with European institutions, such as Europol and Eurojust, while the experience of neighbouring countries will be mobilised for certain subjects that are specific to Latin America.

*"The question of cooperation is above all a question of confidence"*



## Interview

**XAVIER COUSQUER**  
CO-DIRECTOR OF EL PACCTO

### WHAT ARE THE TRENDS IN ORGANISED CRIME IN LATIN AMERICA?

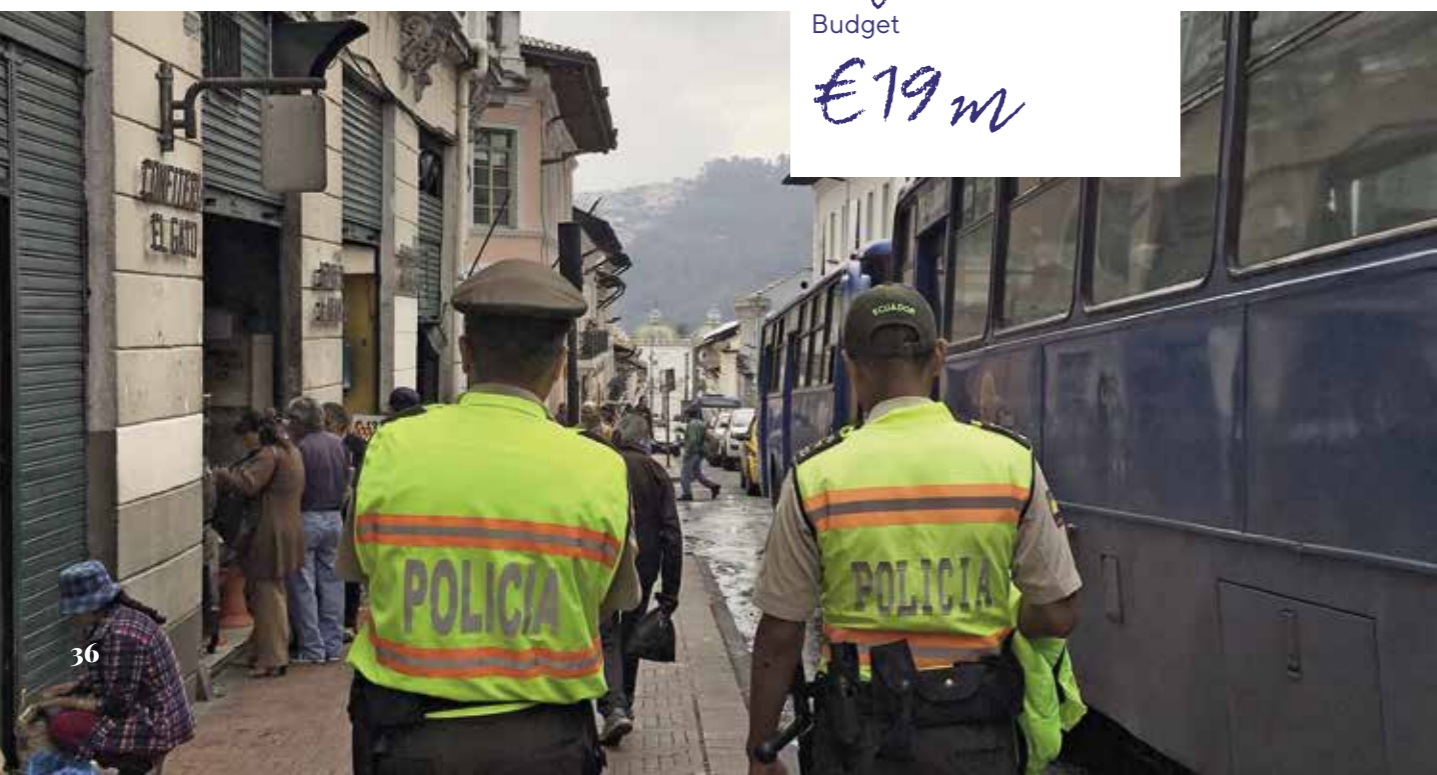
Organised crime is generally flourishing in the region, apart from in a few countries. Criminal groups are tending to get bigger and fight against each other, which accounts for a large proportion of the homicide rates. Overall, no place is spared by criminal groups, even if countries in the Southern Cone are still relatively sheltered from violence.

### IN WHAT WAY IS THE EL PACCTO APPROACH INNOVATIVE?

It is the first programme to take the entire penal chain into account, from the investigation to imprisonment, and including prosecution and trial. Taking the penal aspects into account is innovative, and especially important as prisons are often a school for crime. The problem of organised crime needs to be tackled as a whole, not in a linear way, based on a logic of concentric circles which fuel each other.

### HOW DO YOU WORK IN THE FIELD?

We will work on the basis of real cases, where there is a need for international cooperation: the diagnostic will identify the sources of the problem – competences that need to be strengthened, tools that do not exist or are inappropriate, legislation that needs revising... These activities will be conducted on the bases of exchanges between peers: in the same way that we create confidence because people know each other, we also create confidence because people speak the same language. The question of cooperation is above all a question of confidence.



## Crosscutting focus

# Preventing and managing risks

Expertise France, which is implementing over 500 projects, is fundamentally a field agency: it is therefore necessary to set up procedures to prevent and manage the risks related to its activity.

### Security policy overhauled

Risks associated to terrorism, criminality, political and social instability, or even the risk of accidents: the security of its employees has become a strategic issue for the agency.

In addition to a continuous monitoring activity – a prerequisite for preventing and detecting crises – several security and protection mechanisms have been set up in order to be able to react swiftly and efficiently if a serious event occurs. *“For example, it is essential to be able to monitor travel in real time and to have the means to contact people in the field in the event of an emergency”*, explains Denis Seltemann, Security Director at Expertise France. Furthermore, as our staff regularly travel to sensitive zones (orange and/or red), they need to follow a strict security protocol in order to obtain the authorisation of the local French Embassy and the signing of a mission order by the Security Department.

### Securing the activity from a legal perspective

Expertise France also works on anticipating and managing risks related to its activity from a legal perspective. Identify legal risks, address them as early on as possible and implement preventive procedures: this is what Expertise France's Department of Legal Affairs works on.

*“Every cooperation project involves signing one or several contracts: it is therefore necessary to implement procedures and tools to minimise the risks inherent to the conclusion of contracts, which is central to the activity of Expertise France”*, says Tristan Cazin, Director of Legal Affairs. *“In any structure, it involves establishing rules to prevent risks, while maintaining a degree of flexibility in order not to unnecessarily slow down the operational activity. Today, the Department of Legal Affairs supports the Operations Department at an increasingly early stage, which contributes to avoiding certain difficulties that could have arisen later on in the context of the performance of contracts”*.

*“Developing a culture of individual and collective security”*

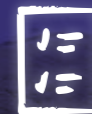
### Raising the awareness of employees

Finally, whether for security in the field, information security or legal security, in-house awareness-raising is an essential approach to developing a culture of individual and collective security. For example, new public procurement training modules were launched in the agency in 2017. Similarly, in terms of security, the organisation of practical training sessions aims to put employees in real-life situations and prepare them to manage potential incidents.

*“These training sessions also provide the opportunity to discuss crosscutting issues, which concern all employees. This is especially essential as these rules must be applied collectively”*, concludes Tristan Cazin.



CONDUCT A DIAGNOSTIC AND CONTINUOUS MONITORING



ESTABLISH MONITORING PROCEDURES AND TOOLS



RAISE AWARENESS VIA TRAINING

# Operationalising the Paris Climate Agreement

The success of the 2015 Paris Agreement is based on the scale of the commitments made by countries during COP21 to fight against climate change. The challenge now lies in operationalising these commitments.

The target of reducing greenhouse gas emissions, introducing ecotaxes, building green infrastructure...: the commitments made by countries have been formalised in the form of Nationally Determined Contributions (NDCs).

**DONOR**  
AFD

**BENEFICIARIES**  
15 AFRICAN COUNTRIES, LDCS  
AND SMALL ISLAND STATES

Start-up year

2017

Duration

4 years

Total budget

€30m

including €3.5m  
for Expertise France

## A response to technical assistance needs

However, all the signatory countries do not have the technical capacities required to achieve these objectives: a number of developing countries have consequently indicated their desire to receive institutional, methodological and operational support.

To meet this need, AFD has launched the Adapt'Action Facility, whose role is to support some fifteen of the world's most vulnerable countries along low-carbon and climate-resilient paths.

*"Strengthening the ownership of climate issues"*

## Confirmation of French climate commitment

Expertise France is participating in the implementation of this AFD programme, firstly by assisting partner countries in strengthening their institutional capacities and, secondly, by supporting the implementation of tools, such as climate databases. This support aims to strengthen the ownership of climate issues by beneficiaries and thereby facilitate the mainstreaming of a climate dimension into their development strategies.

With this project, the two agencies are thereby extending their commitment to adaptation to climate change, after having, prior to COP21, assisted 26 African countries and small island developing States in the process to prepare their NDCs.



## Interview

**GAËL GIRAUD**  
CHIEF ECONOMIST, AFD

### WHAT IS A COMMONS?

Commons involve three elements: a resource, a community and access rules. A community defines its own rules to preserve, distribute and promote the use of a resource, whether it be environmental (biodiversity, water, energy) or intangible (free software, copyleft) or a service (services to individuals, in which case the social link as such becomes the resource).

### WHAT LINK DO THE COMMONS HAVE WITH DEVELOPMENT?

Experience shows that the solutions for the achievement of the SDGs can be neither exclusively public, nor exclusively private. The commons offer an alternative form of governance, with the hope that a shared management of the resource will strengthen the social link and the resilience of communities to climate disruptions or economic shocks.

### HOW CAN IT BE INTEGRATED INTO DEVELOPMENT STRATEGIES?

The commons make it possible to rethink public policies. The State can foster the conditions for the emergence of commons, for example, by recognising the right of communities to self-organise, by providing grants to certain NGOs... More generally, considering any project as a common means replacing the beneficiaries at the centre of its appraisal, by involving all the stakeholders. Based on this logic, taken from Web 2.0 and fablabs, AFD aims, through its financing and working with its partners such as Expertise France, to help structure the commons – old and new alike – among the populations it is working for.

## Sustainable energy for all in Côte d'Ivoire

Expertise France is implementing the ECLER IVOIRE project, which is part of the ENERGOS II programme to support the energy sector in Côte d'Ivoire. The objective is to improve access to electricity for Ivorian rural municipalities thanks to solar energy, and to reduce energy consumption in public buildings.

### 30 rural municipalities electrified and a pilot public building refurbished

A prefeasibility study has been conducted in the spring of 2018 in the thirty or so priority rural municipalities which will be electrified using solar energy, thanks to the construction of power generation and distribution infrastructure adapted to the local context.

Furthermore, in order to help promote the reduction in energy expenditure in public buildings and strengthen the safety and comfort of their users, Expertise France will be providing its advice in terms of energy efficiency and energy management via audits and studies, rehabilitation actions, awareness-raising and capacity building on repositories and models.

### Inclusive governance for sustainable action

The project's activities are fully consistent with the energy strategy of the Government of Côte d'Ivoire, which aims to ensure access to energy for its entire population, in line with the "Sustainable Energy for All" (SE4ALL) initiative.

*"Collect information on the needs to define appropriate actions"*

Furthermore, in order to ensure the sustainability of the measures launched, ECLER IVOIRE is being implemented in close consultation with the stakeholders, in particular the Directorate-General for Energy (DGE) and CI-ENERGIES, Côte d'Ivoire's energy company.

**DONOR**  
EUROPEAN UNION

**BENEFICIARY**  
CÔTE D'IVOIRE

Start-up year  
**2017**

Duration  
**48 months**

Budget  
**€10.7m**



## Interview

**STÉPHANE AMOSSI**  
TECHNICAL EXPERT, NATIONAL FOCAL POINT "DECENTRALISED RURAL ELECTRIFICATION BY RENEWABLE ENERGIES"

### HOW WILL RURAL ELECTRIFICATION CONTRIBUTE TO THE OBJECTIVE OF UNIVERSAL ACCESS TO ENERGY?

Certain municipalities in areas that are remote or difficult to access are not connected to the electricity distribution grid. The electrification of 30 municipalities via isolated electricity grids and domestic solar facilities aims to provide some 10,000 people with access to an energy source that is both clean and sustainable.

### WHAT IS THE TECHNICAL INPUT FROM THE PREFEASIBILITY STUDY?

This study has collected essential elements to properly size the future power generation and distribution infrastructure: socioeconomic data, available surface area, access conditions... On this basis, the team of experts will establish a "village sheet" for each municipality, based on the specific characteristics observed.

### HOW HAVE LOCAL STAKEHOLDERS BEEN INVOLVED?

The study was conducted over several weeks with support from the Ivorian administration and its regional representatives. There was a very warm welcome everywhere. The study also allowed the project to be presented to local authorities, administrations and future users, in order to collect information on their needs to define actions adapted to their expectations.



# The European Union and Latin America join hands to fight against climate change

Euroclima+, the third phase of the Euroclima programme financed by the European Union, is supporting 18 Latin American countries. The aim is to support more environmentally-friendly and climate-resilient development in the region.

## Mobilising expertise for the climate

This third phase of Euroclima was launched in 2017 and is being implemented by a consortium of five agencies from European Union Member states (AFD, AECID, Expertise France, FIIAPP and GIZ), as well as by two United Nations agencies (UN Environment and ECLAC).

The overall coordination of the programme is being handled by the programme secretariat, while Expertise France is working in partnership with GIZ for the implementation of two of the programme's six sectoral components – the "Forests, biodiversity and ecosystems" component and the "Resilient food production" component.

## Promoting green and innovative initiatives

Euroclima+ aims to support the formulation and implementation of effective climate change mitigation and adaptation policies and mechanisms by promoting a regional political dialogue on climate issues and providing technical and financial assistance.

### EUROCLIMA+ IN FIGURES

#### DONOR

EUROPEAN UNION WITH COFINANCING BY THE GERMAN FEDERAL MINISTRY FOR ECONOMIC COOPERATION AND DEVELOPMENT (BMZ) AND THE FRENCH AND SPANISH GOVERNMENTS

#### BENEFICIARIES

18 LATIN AMERICAN COUNTRIES

#### PARTNERS

AECID, AFD, FIIAPP, GIZ, UN ENVIRONMENT, ECLAC

Start-up year

2017

Budget

€88m

including €13m for Expertise France

Calls for projects will allow strategic and well-coordinated local actions to be identified and financed. They will be implemented by various types of actors, which will generate tangible benefits, likely to be replicated at regional level.

For example, the call for projects launched in the context of the "Forests, biodiversity and ecosystems" component aims to promote the experimentation and implementation of innovative approaches to sustainable forest management, by protecting forest biodiversity and ecosystems and taking into account the multi-functional nature of forests and their integration into the management of territories, as well as the local communities which are dependent on them, especially indigenous peoples.

*"Generate tangible benefits, likely to be replicated at regional level"*



## Interview

**PHILIPP SCHÖNECKER**  
GIZ ADVISOR AT THE EUROCLIMA+ SECRETARIAT

### WHAT IS THE MAIN CHALLENGE FOR EUROCLIMA+?

The main challenge is the complexity of the programme: we work in 6 sectors and on transversal issues (Climate Governance component) with 18 quite heterogeneous Latin American countries. In addition, the programme is jointly implemented by 5 European Member State Agencies and 2 UN agencies. Therefore coordination and communication is key to assure coherence and achieving the objective of the programme.

### WHAT IS THE ADDED VALUE OF EUROPEAN EXPERTISE IN THIS PROGRAMME?

The complexity is at the same time the great strength of the programme: The joint implementation by 5 European Member State Agencies provides complementary expertise for tackling such a complex, multifaceted challenge as climate change and sustainable development for the benefit of our partners. Euroclima+ is a pilot for improving synergies of EU activity in Latin America, in line with the spirit of the new EU Consensus on Development. The programme can build on the strengths and diversity of experiences as well as on existing programmes, experiences, structures and trustful cooperation relationships with local partners from all actors involved.

### HOW DO GIZ AND EXPERTISE FRANCE WORK TOGETHER ON A DAILY BASIS?

The success of Euroclima+ with its innovative approach depends on the spirit of team-work among all partners involved. Therefore the close coordination is crucial. This is something we are already doing and what we will definitely continue. The cooperation on a daily basis among Expertise France and GIZ is very close and efficient and based on mutual trust and respect.



## Crosscutting focus

# Green innovations in Africa

In 2013, the European Union hosted almost 50% of the 370,000 mobile African students. An increasing number of these students see entrepreneurship as a path to vocational integration and want to set up a company in their country of origin, thereby putting to use the skills they have acquired during their studies.

MEETAfrica – or European Mobilisation for Entrepreneurship in Africa –, a pilot project supported by the Steering Committee of the Rabat Process, is therefore banking on the know-how and potential for innovation of African diasporas who graduated in Europe so that they become drivers for the development of their countries of origin.

The project, coordinated by Expertise France and implemented by Campus France, GIZ/CIM and the Research Institute for Development, and with support from public agencies in the six partner countries, is therefore assisting 80 entrepreneurs selected in 2016 in the development of their business plan (consolidation of the project, demonstration of the technical and economic feasibility, assistance in networking and access to financing, etc.).

In addition, some of them are taking up the challenge of not only creating wealth by innovating from a technological perspective, but also of contributing to the ecological transition. Recycling, sustainable energy, organic farming... Among the 80 innovative projects selected in 2016, 30 projects have a green dimension. The start-up SANUVA in Mali has developed a comprehensive range of waste management services for local authorities, companies and event organisers: installation of waste sorting bins, awareness-raising for staff, waste collection with cargo bicycles, recycling in a sorting centre made available by Municipality 4 in Bamako, environmental readings for monitoring by the client. The start-up Elum Africa, for its part, has mobilised technology for renewable energies and inaugurated its first smart solar energy storage and management site in Tangiers in October 2017.

A second phase of the project, which is under preparation, should – subject to financing – allow a second call for projects to be launched in 2019, thereby contributing to modelling a European model to support innovate start-ups by African diasporas.

### DONOR

EUROPEAN UNION / ICMPD AND FRENCH MINISTRY OF EUROPE AND FOREIGN AFFAIRS (MEAE)

### BENEFICIARIES

ALGERIA, CAMEROON, MALI, MOROCCO, SENEGAL, TUNISIA

### PARTNERS

CAMPUS FRANCE, GIZ-CIM, IRD

Start-up year

2016

Duration

28 months

Budget

€1.7m

80 ENTREPRENEURS  
SELECTED

30 PROJECTS WITH  
A GREEN DIMENSION

7 LEADING PUBLIC  
AGENCIES IN THE  
COUNTRIES OF ORIGIN

### ALGERIA

National Agency for the Promotion of the Results of Research and Technological Development (ANVREDET)

### CAMEROON

Small and Medium-Sized Enterprises Promotion Agency (APME)

### MALI

Agency for the Promotion of Youth Employment (APEJ)

### MOROCCO

National Centre for Scientific and Technical Research (CNRST)

### SENEGAL

Small and Medium-Sized Enterprise Development and Supervision Agency (ADEPME)

### TUNISIA

Agency for the Promotion of Industry and Innovation (APII)

## Strengthening health security in Guinea

In late 2014, faced with the scale of the Ebola epidemic and at the request of the Guinean health authorities, France and the European Union entrusted Expertise France with the PREPARE project, with the aim of strengthening epidemiological surveillance and the response to epidemics in Guinea.

The objective: respond to the crisis and ensure international health security, but also and above all, sustainably strengthen the Guinean health system. To this end, Expertise France has worked on three main components for action: detect, prepare and respond.

### A mobile regional mechanism for rapid intervention

In practical terms, PREPARE has contributed to the response to the health crisis caused by Ebola by training, equipping and deploying 8 multi-skilled regional epidemic alert and response teams, called ERARE. The aim of setting up these teams is to contribute to the early detection and rapid treatment of infectious diseases with epidemic potential (haemorrhagic fever – yellow fever, Ebola virus fever, etc. – , measles, cholera...), before they reach the epidemic threshold.

*"Sustainably strengthen the Guinean health system"*

In the context of PREPARE, 207 members of ERARE were identified by the Guinean Ministry of Health, then trained by Bioforce and Santé Publique France on the four intervention modules: awareness-raising, surveillance and alert, investigation, response. The ERAREs were equipped with rolling stock and medical equipment and benefited from premises rehabilitated or built by the project.

They were subsequently deployed in the country's 8 health regions with support from French Civil Security and the Guinean Red Cross.

### A long-term rationale

The ERAREs are now a sustainable tool available to the Guinean authorities to fight against epidemics.

They are exclusively made up of Guinean health staff and are firmly established in Guinea's 8 health regions. They are therefore part of Guinea's national health surveillance and safety system, supervised by the new National Health Safety Agency (ANSS). This agency should soon be participating in the creation of EPAREs, prefectural epidemic alert and response teams.

#### DONOR

FRENCH MINISTRY OF EUROPE AND FOREIGN AFFAIRS (MEAE), EUROPEAN UNION

#### BENEFICIARY

GUINEA

#### PARTNERS

BIOFORCE DEVELOPMENT INSTITUTE, FRENCH CIVIL SECURITY, SANTÉ PUBLIQUE FRANCE, GUINEAN RED CROSS

Start-up year

*2015*

Duration

*32 months*

Budget

*€5.8m*



## Interview

**DR. MARION ADLER**  
TOBACCO ADDICTION SPECIALIST,  
ANTOINE-BÉCLÈRE HOSPITAL (APHP)

In Burkina Faso, a smoking cessation unit has been set up in Ouagadougou in the context of Voussongo, a project which contributes to strengthening the tobacco prevention and control policy, and provides support for cessation of tobacco use.

### WHAT IS THE INTEREST OF THIS SMOKING CESSATION UNIT?

Tobacco addiction is one of the serious chronic diseases, which kills millions of people every year in every country. In a number of developing countries, there are few laws to protect populations and there are often insufficient possibilities for treatment to be cured. The creation of a centre to help people quit smoking, with the organisation of consultations and the provision of treatments, is therefore extremely useful in helping people in Burkina Faso to stop smoking. Since it was commissioned in early 2017, some fifteen people have been working in shifts to receive patients and train the nursing staff in the entire hospital.

### WHAT IS YOUR ROLE IN THIS PROJECT?

The objective was to train the medical staff of this unit in the treatment of smoking cessation (motivational interviews, practical use of treatments, complementary therapies, etc.). Special attention was paid to methods to sensitise and train the other hospital services – maternity, cardiology, surgery... – so that they are also mobilised, as tobacco cessation facilitates the treatment of other diseases. The team in charge of the unit is very professional and extremely motivated and we have worked together on practical cases which have allowed us to exchange our views on common issues.



## Fight against HIV/AIDS, tuberculosis and malaria: the 5% Initiative scaled up

Over the previous decades, France has stood out for its commitment in the fight against HIV/AIDS, tuberculosis and malaria. Expertise France is firmly committed on these global health issues *via* the 5% Initiative.

The 5% Initiative is France's indirect contribution to the Global Fund to Fight AIDS, Tuberculosis and Malaria and provides its expertise – especially Francophone – to eligible countries for the preparation and implementation of programmes financed by this Fund.

This support is provided using two methods: a short-term method, which rapidly mobilises high-level technical expertise to meet ad hoc needs; and a long-term method, which finances more long-term operations *via* an annual call for projects process. This is complementary to the grants of the Global Fund.

### A relevant mechanism

In 2017, the French Ministry of Europe and Foreign Affairs (MEAE) commissioned a strategic evaluation of the 5% Initiative with the aim of enhancing public action and accountability towards French taxpayers.

The evaluation was conducted by an independent consulting firm and highlights the relevance of this mechanism in terms of strengthening health systems in beneficiary countries. It also emphasises the complementarity of its actions with regard to Global Fund programmes and its effectiveness in improving access to Global Fund grants and their management. In addition to these successes, areas for improvement were formulated to strengthen this mechanism and ensure it is sustainable.

### New prospects

Scaling up the 5% Initiative, whose budget has been increased from € 18 million to € 25 million a year, requires a renewed effort by Expertise France to meet the 3 objectives set for 2017-2019:

- Build the capacities of national actors to access, manage and implement Global Fund grants;
- Contribute to improving the environments in which the grants are implemented, with a focus on action to strengthen the health system;
- Promote the adoption of innovative approaches supported by conclusive data for the fight against pandemics.

#### DONOR

FRENCH MINISTRY OF EUROPE AND FOREIGN AFFAIRS (MEAE)

#### BENEFICIARY

MULTIZONE

Start-up year

2011

Total budget

€25m  
a year



In the context of the "Resistance" call for projects launched in 2015, the 5% Initiative is financing REACT, an operational research project on new strategies to fight against malaria vectors in Burkina Faso and Côte d'Ivoire. This project is led by the Institute of Research for Development (IRD) and is studying the benefits of the implementation of 4 new vector control strategies on the transmission of malaria and the onset of the disease. Since 2016, 57 villages have been participating in epidemiological and entomological surveys.

The crosscutting evaluation of the operational research projects selected by the 5% Initiative highlighted the very strong impact that some of them have on the treatment of pandemics, and commended the position of France, which has decided to support innovative projects with results that have led to major developments in the treatment of patients. Building on these dynamics, the 5% Initiative launched a call for projects dedicated to operational research in August 2018.

*"A strong complementarity of actions with regard to Global Fund programmes"*



## Improving basic education quality and access in Sudan

Expertise France is taking action to ensure inclusive, equitable and quality education, and promote lifelong learning opportunities. In Sudan, with EQUIP, the agency is working on the initial teacher training component.

### DONOR

EUROPEAN UNION

### BENEFICIARY

SUDAN

### PARTNER

CIEP

Start-up year

2018

Duration

36 months

Budget

€4m

### Training teachers

In the context of the Education Quality Improvement Programme (EQUIP), Expertise France is more specifically helping the Sudanese Ministries of Higher Education and General Education to improve teacher training curricula and strengthen pre-service teacher training.

The objective is to contribute to improving the education system, in particular at primary level. Furthermore, as Sudan has been experiencing a significant increase in displaced persons and refugees on its territory for several years, EQUIP is especially focusing on certain vulnerable groups, in particular migrants and girls.

### A two-step approach

As Sudan lacks statistical data on education, the project has initially worked on the identification of needs in the sector: a field survey conducted in 2018 targets 9 Sudanese States where primary enrolment and completion rates are particularly low. Expertise France is working in close partnership with CIEP to conduct the survey, in particular for the mobilisation of French public expertise in education.

In the second phase, EQUIP will be devoted to training teacher trainers and trainee teachers, based on an updated training curriculum – then to evaluating this training. In order to link theory and professional practice, Expertise France will work in close partnership with the British Council, which is responsible for the “In-service Training” component of the EQUIP programme.

*“A close partnership with the members of the French Team”*

## Interview



**JEAN-NOËL BALÉO**  
COOPERATION  
AND CULTURAL  
ACTION ADVISOR /  
KHARTOUM

### HOW WAS EQUIP SET UP?

The French Embassy in Sudan asked Expertise France and CIEP to present a project designed by the Cooperation and Cultural Action Service (SCAC), concerning the overhaul of the initial teacher training curriculum. We called on CIEP for its technical expertise and the lead contractor Expertise France, not just because it is an agency accredited by the EU, but also because it has a budget agility and rapid decision-making circuits which effectively met all the constraints of the project. This project is today being implemented working closely with SCAC and has now become one of the components of our cooperation.



**MUINATÉ SAÏD-ALI**  
GEOGRAPHICAL  
COORDINATOR,  
CENTRAL AND EAST  
AND SOUTHERN  
AFRICA /  
EXPERTISE FRANCE

### WHAT IS YOUR ASSESSMENT OF THIS PARTNERSHIP?

In a highly competitive context, the partnership between the Embassy, Expertise France and CIEP has allowed us to show a united and complementary stance by the “French Team” towards the technical and financial stakeholders working in Sudan. The synergy between the three entities has led to the development of a high-quality range of services tailored to national needs, for which the Embassy has brought its knowledge of the field and institutional partners, Expertise France has provided its expertise in the engineering and preparation of cooperation projects with European financing, and CIEP has provided its technical expertise in the education sector.



## Supporting the social protection reform in China

The Chinese social protection system is marked by the major challenges posed by the rapidly ageing population and a wide diversity of schemes, which leads to inequalities – between rural and urban workers, between men and women... To extend the level of social protection, the Chinese State has taken an interest in Europe's experience.

### Strengthening equity and social cohesion

This project, financed by the European Union, is being implemented by a consortium of 10 European public institutions and is assisting the Chinese authorities in the reform of their social protection system. It is in particular supporting the planning and implementation of structural reforms to the social protection system, capacity building for the financial management of the contributions received by the State, and the harmonisation of social assistance programmes.

### Sharing good practices

This project has firstly contributed to conducting an assessment of the situation in China. It has also informed about the various European

experiences *via* studies and the organisation of visits and training in a number of Member States (Belgium, Spain, Italy, France, Czech Republic...), on a diversity of subjects: financing pensions, the evaluation of the effectiveness of public policies, the economics of ageing, access conditions to social services, fraud prevention...

*"Inform about the various European experiences"*

#### DONOR

EUROPEAN UNION

#### BENEFICIARY

CHINA

#### PARTNERS

ITALIAN INSTITUTE FOR SOCIAL SECURITY (LEAD PARTNER) AND 8 OTHER EUROPEAN PUBLIC INSTITUTIONS

Start-up year

2014

Duration

4 years

Budget

€6.7m

### Pilot reforms at local level

On the basis of the work conducted, it was possible to support the implementation of pilot reforms at local level back in 2016: a preliminary visit of six provinces was organised to establish an action plan with them, and implement cooperation actions in 2017-2018.

Other activities followed in 2017 – with, for example, the design of an awareness-raising programme for workers in Qingyuan on social protection issues, and the organisation of an exchange of good practices with the city of Shanghai on care for the dependent elderly.



## Crosscutting focus

# Gender as a vehicle for social cohesion

Despite undeniable progress in education, employment and parity, gender inequalities are still very marked in Latin America. The Gender component of the EUROsociAL+ programme consequently aims to strengthen public policies for gender equality in 18 Latin American countries in order to strengthen social cohesion.

It is the first time that the EUROsociAL programme, which is in its third phase, is devoting a component and a budget – € 8 million – exclusively to gender issues. *“It is an acknowledgement of the contribution that gender equality makes to development”*, explains Marie-Dominique de Suremain, coordinator of the Gender component, which Expertise France is implementing. *“Gender is a magnifying glass, a social analysis tool which provides a more accurate vision of social concerns”*, she adds. And this must make it possible to define appropriate public policies to tackle gender inequalities.

### A programme geared to demand

EUROsociAL is designed as a pathway to support partner institutions, starting with a dialogue phase based on the identification of needs and the expected change. This serves as a basis for the definition of a coherent set of activities enabling a new tool or mechanism to be created that improves the design or implementation of a given public policy.

2017 was mainly devoted to identifying the needs expressed by national or regional public institutions in Latin America. The result: over 50% of demands concern issues related to violence at home, in the workplace, in the exercise of power, in public spaces...

### Combating gender-based violence

The programme consequently supports the implementation of public policies to combat violence against women, which contribute to strengthening the three “autonomies” – physical, economic and political. *“Latin America is conceptually quite advanced on the issue of gender-based violence. For example, the concept of femicide has been set out in legislation by 18 countries”*, says Marie-Dominique de Suremain.

However, the texts are not always applied due to bottlenecks in the justice system and the difficulty of gathering evidence, because women do not systematically file a complaint or because they are not listened to. They also need to be put in a safe place, find a job and accommodation, protect their children. For EUROsociAL+, it therefore involves supporting structural policies, working with a group of stakeholders, with a holistic approach and in order to improve interinstitutional work – services for women’s rights in ministries, judicial institutions, and including the police, but also with a social and local approach, which plays a key role in supporting and protecting victims of violence.

In 2018, EUROsociAL+ worked with the Inter-American Association of Public Ministries (AIAMP) to implement in several countries the survey protocol on femicides developed under the aegis of UN Women with the Mexican Women’s Institute (INMUJERES) to improve a regional femicide alert mechanism, and with a network of shelters in the Buenos Aires province to strengthen access to work for victims.

*“Gender is a magnifying glass, a social analysis tool”*

### Mainstreaming gender

Mainstreaming is another priority which has been identified, in other words developing gender policies in the various ministries and doing so whenever possible, in relation to the two other components of the programme – Democratic Governance (implemented by FIIAPP) and Social Policies (implemented by the Istituto Italo-Latino Americano).

For example, this may involve a gender working group in a Ministry of Health (like in Colombia) or the development of gendered statistics (in Costa Rica) and gender-responsive budgeting (in Uruguay) – subjects on which Europe has a great deal to contribute, and which involve analysing what the State does for equality, and what the impact is in terms of the equality of the budget allocated to a public policy. *“As it is only by a real and substantial mainstreaming of gender into all public policies that the action of States will be really effective in terms of gender equality”*, concludes Marie-Dominique de Suremain.

#### EUROSOCIAL+ IN FIGURES

##### DONOR

EUROPEAN UNION

##### BENEFICIARIES

18 LATIN AMERICAN COUNTRIES

##### PARTNERS

FIIAPP (LEAD PARTNER), IILA, SISCA

Start-up year

2016

Duration

60 months

Total budget

€32m

including €8.1m  
implemented by  
Expertise France





**2017  
results**

03

## Assets

€	Financial year 2017			
	Gross	Depreciation provisions	Net	N-1 Net
<b>Intangible assets</b>				
Start-up costs				
Research costs				
Concessions, patents	1,679,713	872,160	807,553	668,088
Goodwill				
Other intangible assets	488,174	-	488,174	146,596
Advances on intangible assets				
<b>Tangible assets</b>				
Land				
Constructions				
Technical facilities	10,902	3,365	7,537	9,717
Other tangible assets	2,441,508	1,338,205	1,103,303	1,461,428
Tangible assets in progress				
Advances and prepayments	-	-	-	-
<b>Financial assets</b>				
Investments valued				
Other investments				
Receivables from investments				
Other long-term securities				
Loans				
Other financial assets	511,743	-	511,743	562,282
<b>TOTAL (I)</b>	<b>5,132,040</b>	<b>2,213,730</b>	<b>2,918,310</b>	<b>2,848,111</b>
<b>Stocks and receivables</b>				
Raw materials and consumables				
Production goods in progress				
Production services in progress	-	-	-	-
Intermediate products				
Goods (for resale in the same condition)				
Advances and deposits received on current orders	10,487,535	-	10,487,535	9,683,367
<b>Debts</b>				
Accounts receivable	202,879,371	1,386,199	201,493,172	138,244,388
Other receivables	7,195,725	13,187	7,182,538	9,614,987
Subscribed capital called				
<b>Securities</b>				
Own shares				
Other securities	95,055,926	-	95,055,926	195,035
<b>Liquid assets</b>				
Prepaid expenses	54,348,148	-	54,348,148	87,721,536
	14,722,797	-	14,722,797	13,014,698
<b>TOTAL (II)</b>	<b>384,689,502</b>	<b>1,399,386</b>	<b>383,290,116</b>	<b>258,474,011</b>
Deferred charges (III)				
Bond redemption premiums (IV)				
Translation differences Assets (V)				
<b>OVERALL TOTAL (0 to V)</b>	<b>389,821,542</b>	<b>3,613,116</b>	<b>386,208,426</b>	<b>261,322,122</b>

For its third year of operation, Expertise France's turnover stands at € 148 million, up 23% compared to 2016.

This level of activity confirms the agency's growing weight at the European and international level.

The agency's activity continues to mainly concern contracts awarded by the European Union (44%) and focuses on Sub-Saharan Africa (50%).

While continuing its development, the agency respects all the performance indicators for 2017 defined in its Contract of Objectives and Means negotiated with the State.

## Liabilities

€	Financial year 2017	
	Balance end N	Balance end N-1
<b>Capital</b>		
Share capital (a)	-	
Issue/merger premium	10,171,899	10,171,899
Revaluation differences (b)		
<b>Reserves</b>		
Legal reserves (3)		
Statutory reserves		
Regulated reserves		
Other reserves	660,000	660,000
Retained earnings	-1,159,696	-358,266
Result of the financial year	-2,065,903	-801,430
Investment grants		
Regulated provisions		
<b>TOTAL (I)</b>	<b>7,606,300</b>	<b>9,672,203</b>
Income from holdings		
Conditional advances		
<b>TOTAL (II)</b>		
Provisions for risks	1,876,828	2,082,860
Provisions for charges	5,752,387	5,060,138
<b>TOTAL (III)</b>	<b>7,629,215</b>	<b>7,142,998</b>
Bond issues	-	-
Other borrowings	-	-
Borrowings and debts with credit institutions	72,665	39,650
Borrowings and financial debts	-	-
Advances and deposits received on current orders	306,323,493	194,530,553
Trade payables	47,683,226	38,398,261
Tax and social debts	4,927,664	4,035,154
Debts on fixed assets	362,707	122,208
Other debts	6,057,463	2,931,085
Deferred income	5,545,693	4,450,010
<b>TOTAL (IV)</b>	<b>370,972,911</b>	<b>244,506,921</b>
Adjustments liabilities (V)		-
<b>OVERALL TOTAL (I-V)</b>	<b>386,208,426</b>	<b>261,322,122</b>
Incl. bank borrowings	72,665	39,650
Incl. paid-up capital (a)	-	-
Incl. 1051 (b)	-	-
Incl. 1052 (b)	-	-
Incl. 1053 (b)	-	-



# Income Statement

€	2017	2016
<b>Operating revenue</b>		
Sale of services	138,709,341	110,800,709
<b>Net turnover (a)</b>	<b>138,709,341</b>	<b>110,800,709</b>
Operating grants	11,055,437	12,536,438
Writebacks on provisions and transferred expenses	406,499	564,242
Other income	43,188	9,458
<b>Total operating income</b>	<b>150,214,465</b>	<b>123,910,847</b>
Operating costs:		
Procurement goods	-	-
Change in stocks	-	-
Procurement raw materials	-	-18,319
Other procurement	111,179,905	96,323,507
Taxes, duties	1,988,064	1,403,095
Salaries & wages	25,446,034	18,108,893
Social charges	8,935,712	6,826,064
Depreciation charges	780,053	653,688
Provisions for fixed assets	-	-
Provisions for current assets	777,324	259,038
Provisions for risks and charges	3,042,633	2,395,926
Other charges	46,410	119,533
<b>Total operating costs</b>	<b>152,196,135</b>	<b>126,071,425</b>
<b>(1) OPERATING INCOME</b>	<b>-1,981,670</b>	<b>-2,160,578</b>
Other interest & income	45,281	80,183
Reversals/provisions & transfers	-	-
Differences + exchange	144,617	87,645
Net income/sale of securities	-	-
<b>Total financial income</b>	<b>189,898</b>	<b>167,828</b>
Financial charges:		
Interest & charges	555	89
Difference - exchange	239,994	88,731
<b>Total financial charges</b>	<b>240,549</b>	<b>88,820</b>

€	2017	2016
<b>(2) FINANCIAL INCOME</b>	<b>-50,651</b>	<b>79,008</b>
<b>(3) CURRENT INCOME</b>	<b>-2,032,321</b>	<b>-2,081,570</b>
Exceptional income:		
On management operations	-	-
On capital operations	57,270	1,304,455
Reversals/provisions & transfers	-	-
<b>Total exceptional income</b>	<b>57,270</b>	<b>1,304,455</b>
Exceptional charges:		
On management operations	-	257
On capital operations	90,851	24,057
Exceptional depreciation and provisions	-	-
<b>Total exceptional charges</b>	<b>90,851</b>	<b>24,314</b>
<b>(4) EXCEPTIONAL INCOME</b>	<b>-33,581</b>	<b>1,280,141</b>
Employee profit-sharing		
Taxes/profits	-	-
<b>Total profit-sharing/taxes</b>	<b>-</b>	<b>-</b>
<b>Total income</b>	<b>150,461,634</b>	<b>125,383,129</b>
<b>Total charges</b>	<b>152,527,536</b>	<b>126,184,560</b>
<b>Profit or loss</b>	<b>-2,065,902</b>	<b>-801,431</b>



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