



# Results & Outlook

## 2021-2022



Know-how in common

**Expertise France** is the French interministerial agency in charge of international technical cooperation, the second-largest of its kind in Europe. As a subsidiary of Agence Française de Développement Group (AFD Group), Expertise France designs and implements projects that durably strengthen public policies in developing and emerging countries. It operates within key sectors of development such as governance, security, climate change, health, and education. Alongside its partners, it contributes to achieving the Sustainable Development Goals. For a World in Common.



# CONTENTS

## FOREWORD

<i>"A benchmark development operator"</i> by <b>Catherine Colonna</b> .....	<b>P. 2</b>
<i>"A vector of France's economic influence"</i> by <b>Bruno Lemaire</b> .....	<b>P. 3</b>
<i>"With AFD, a unique palette of tools"</i> with <b>Jérémie Pellet</b> and <b>Rémy Rioux</b> .....	<b>P. 4</b>

## CHARTS

Expertise France is... ..	<b>P. 6</b>
---------------------------	-------------

## KEY MOMENTS

At the service of the SDGs .....	<b>P. 8</b>
----------------------------------	-------------

## RESULTS

Supporting human development .....	<b>P. 10</b>
Strengthening governance and innovation .....	<b>P. 12</b>
Taking action for biodiversity.....	<b>P. 14</b>
Building resilience in the face of crises .....	<b>P. 16</b>

## OUTLOOK

Alongside Teams France and Europe .....	<b>P. 18</b>
Present on five continents .....	<b>P. 20</b>



EDITORIAL

# “A benchmark development operator”

By **CATHERINE COLONNA**, French Minister for Europe and Foreign Affairs

**O**ur policy of inclusive development is a full-fledged pillar of France’s diplomatic response to the new international order, which is marked by the brutalization of the world and the rise of daunting challenges endangering our common welfare. It’s for this reason that the policy was given new impetus during our legislature’s last term by my predecessor Jean-Yves Le Drian.

We face multiple challenges, such as the vaccinal and health needs created by the Covid-19 pandemic, the threat of a global food crisis weighing on the most fragile countries because of Russia’s war on Ukraine, protection of biodiversity in the Indo-Pacific, and the need to restore a sense of future for the peoples of the Sahel. We must make long-term commitments, alongside our partners of the South, to building pragmatic solutions to the global issues that we all face together.

In August 2021, the French Parliament passed a law on inclusive development and the fight against global inequalities, thereby enabling an unprecedented increase in our resources devoted to official development assistance (ODA). In fact, this year we met the goal to raise the ODA budget to 0.5 % of national wealth, according to the commitment made by the President of France.

This law also marked an additional step in boosting our technical expertise mechanism on the global stage. To increase our presence in the field, we had already started to double the number of experts deployed around the world. And, to strengthen synergies between our development operators and improve the clarity of the French offer abroad, Expertise France joined AFD Group on January 1, 2022.

Not only does Expertise France play a key role within Team France for development, but it’s also set to become a benchmark development operator for Team Europe initiatives, as confirmed by the renewal of its accreditation to manage EU delegated funds. To weigh in on the course of globalization using the strength of its humanistic model, Europe must assert itself even more as what, in many respects, it already is: a development power. This was one of the major issues of the French Presidency of the EU, which just ended. This year, it is also on behalf of our European commitment that I want to once more express my gratitude to the teams of Expertise France, whose skills, professionalism, and mobilization significantly contribute to expand France’s credibility and influence on the development stage. **C.C.**



EDITORIAL

# “A vector of France’s influence”

By **BRUNO LE MAIRE**, French Minister of Economy, Finance, and Industrial and Digital Sovereignty

**E**xpertise France has reached the objectives set by the French Government in terms of volume, geographic priorities, themes, and impact in the field. The project the agency spearheaded in several African countries is a testimony to these achievements: By facilitating the mobilization of domestic public resources with the support of the ministry, the project concretely tackled structural issues highlighted by the Summit on the Financing of African Economies in May 2021.

Expertise France plays a growing role in the implementation of EU projects. This is a sign of recognition of the quality of its work and, more broadly, of the French expertise that the agency is able to project on the global stage. I am pleased that this dynamic was foregrounded during the French Presidency of the Council of the EU.

I wish to stress the importance of Expertise France as a vector of France’s economic influence — one of the priorities advanced by the Ministry. This long-term policy of influence is a powerful tool for the promotion of France’s interests. The decision made during the previous five-year term to double the number of our international technical experts serves that very task.

Expertise France must make its decisive contribution to policy by selecting and deploying the best experts throughout our priority regions.

The end of 2021 also saw the consolidation of Expertise France’s economic model, the condition for lasting impact. This process illustrates the importance of efficient and effective operational management.

The decision to integrate Expertise France into AFD Group, effective since January 2022, should strengthen the coherence, visibility, and impact of development operations carried out by France. The resulting synergy and complementarity will facilitate the projection of French skills throughout emerging and developing countries in the face of major challenges such as the ecological transition, the fight against illicit financial flows, and public finance governance, especially in Africa.

Expertise France’s results and its increasing visibility stem from the commitment and professionalism of its staff. I wish to acknowledge their work, especially knowing that they conduct their missions in difficult geographic or health conditions. I know I can count on them to support France’s ambitions for development and the diffusion of our skills. **B.L.M.**

# “Together with AFD, a unique palette of tools

The integration of Expertise France into AFD Group went into effect with the law on inclusive development and the fight against global inequality passed in 2021, thereby strengthening the French global technical expertise mechanism. Here, we look back on these major reforms.

With **JÉRÉMIE PELLET**, CEO of Expertise France, and **RÉMY RIOUX**, CEO of AFD Group

What is your outlook on the current state of French global technical cooperation?

**J.P.** These past few years, France has embraced an ambitious international development policy that is built on a new narrative — and that has been provided with more efficient tools. We now have the capacity to mobilize expertise internationally, thereby allowing us to meet increasingly urgent global challenges. The approach to French technical cooperation has also undergone in-depth renewal: It now gives priority to partnership-based operations that are even closer to the countries we support and that put people and a balanced dialogue at the heart of that relationship.

Expertise France joined AFD Group on January 1, 2021. How does this enhance the Group’s offering?

**R.R.** Thanks to the integration of Expertise France into AFD Group, we now possess a unique palette of tools in the development world and can provide a considerably enhanced “French service.” AFD Group now has the capacity to offer its clients and partners — public as well as private — a comprehensive range of financial, technical, and

operational solutions, ranging from design, financing, and technical assistance to research and innovation. The government places its trust in AFD Group: This comes as a tribute to us, but it’s accompanied by obligations. This trust helps make France’s implementation policies clearer, which is essential in a context marked by a very high demand.

What major orientations do you foresee for 2022?

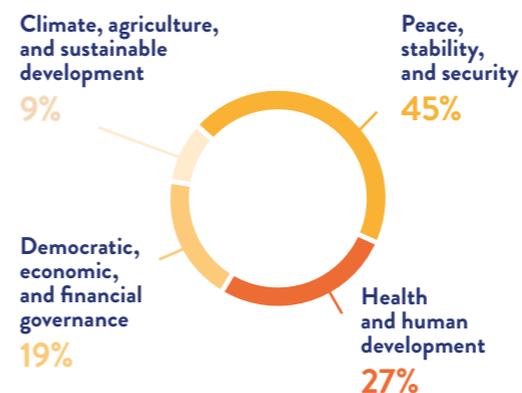
**J.P.** While furthering Expertise France’s integration process, we will continue operations in our priority regions, especially in Africa, the Indo-Pacific, and, due to the Ukrainian crisis, Eastern Europe. To meet France’s far-reaching goals in international technical cooperation, we initiated a transformation process in 2022, which will continue over the next three years. We’ll strengthen our deployment capacities by giving our operational staff in the field the best support we can and structuring our activities locally. An additional objective will be to continue diversifying our activities by conducting operations under new themes. These latter will include “fair transition,” which seeks to associate inclusive development and sustainable



↑ Françoise Lombard, CEO of Proparco; Rémy Rioux, CEO of AFD Group; and Jérémie Pellet, CEO of Expertise France.

## SUPPORTING PUBLIC POLICIES

Distribution of Expertise France’s activity by theme (2021)



preservation of natural resources, and the digital sector, via use of spatial database management. Finally, we’ll continue to play the partnership card, especially within Team Europe, with other European technical operations agencies within the Practitioners’ Network.

What role will Expertise France play in AFD’s strategy?

**R.R.** Expertise France’s role and its contribution to global development are central to AFD’s new strategy — which is still being developed with the Government — to implement the law on inclusive development unanimously passed by Parliament in 2021. Expertise France will have a key part to play in it, especially in enhancing and mobilizing partnerships with the French stakeholders that contribute to our development policy, such as administrations, local communities, corporations, NGOs, and public entities. Expertise France will also help us to better understand the territories and communities France cooperates with, as well as to accelerate the advancement of the Sustainable Development Goals, hindered by the multiple crises we must all deal with. ■

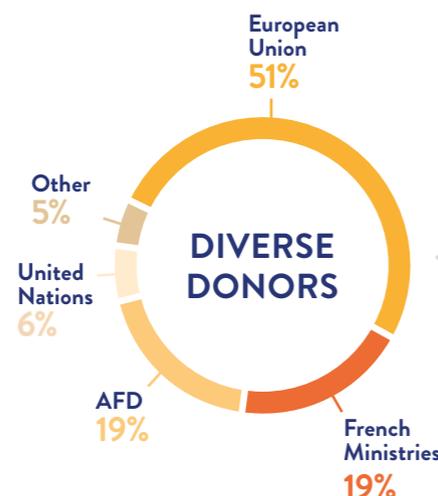
# Expertise France

# IS...

A VOCATION:  
INTERNATIONAL  
TECHNICAL  
COOPERATION



2021 DATA



**17**  
operational  
research  
projects  
to fight pandemics  
through L'Initiative

Over  
**550**  
employees at  
headquarters

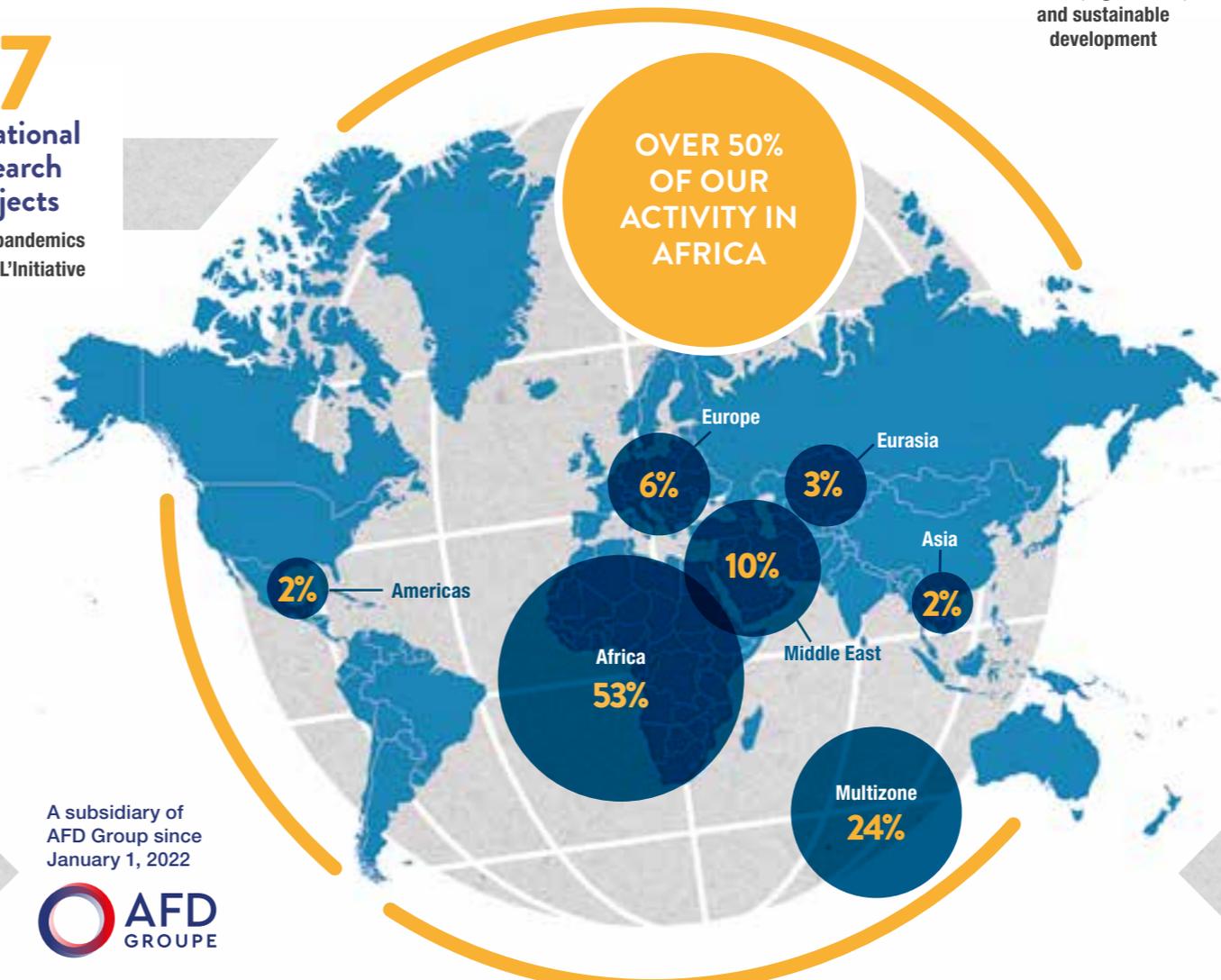
Over  
**920**  
staff in the field

**CONTINUITY OF OPERATIONS  
DESPITE THE CRISIS**

Activity volume



A subsidiary of  
AFD Group since  
January 1, 2022



**350**  
projects currently  
implemented

**78,118**  
person-days of  
mobilized expertise

# At the service of the **SDGs**

With its multisector expertise, Expertise France continues its commitment to the Sustainable Development Goals. A few key moments of 2021-2022 are highlighted below.

## ACTING FOR THE CLIMATE AND BIODIVERSITY

During the UN Climate Change Conference (COP26) held in November 2021 in Glasgow, Expertise France presented several projects implemented in the context of the Paris Agreement, with a stronger focus on Africa and Latin America. In the summer of 2022, we also worked alongside the European Commission during the negotiations at the UN Biodiversity Conference in Kunming. The goal is to build the future framework context for biodiversity.

[bit.ly/climate-cop26-2021](https://bit.ly/climate-cop26-2021)

## UNITING THE DEVELOPMENT ASSISTANCE COMMUNITY

The first International Cooperation Conference was held in February 2021, under the high patronage of French president Emmanuel Macron. A second edition will take place in fall 2022. It will bring the development assistance community together, providing a stage for observers, actors, and beneficiaries. The conference will be an occasion to reflect on international cooperation and development through theme-based sessions.

[rencontres-expertisefrance.com](https://rencontres-expertisefrance.com)



## WITH EXPERTISE FRANCE, A MORE HOLISTIC AFD GROUP

Expertise France joined AFD Group on January 1, 2022. This integration will make it possible to build a comprehensive and unmatched range of offers for development, along with AFD and Proparco, the group's branch dedicated to the private sector. Technical assistance is a complement to financial assistance and represents an essential tool for France's ODA.

[bit.ly/afd-group-2022](https://bit.ly/afd-group-2022)

## L'INITIATIVE: A DECADE OF COMMITMENT TO GLOBAL HEALTH

On November 18, 2021, L'Initiative marked its ten years of fighting HIV/AIDS, TB, and malaria. Created by Expertise France, its mission consists in helping countries apply for, implement, and monitor the Global Fund's grants. Its activities strengthen the capacities of governments, nonprofit stakeholders, and researchers by mobilizing high-level expertise and financial support for catalytic projects.

[linitiative2021.fr/en](https://linitiative2021.fr/en)

## A RESOLUTELY EUROPEAN AGENCY

During the French Presidency of the Council of the EU, Expertise France highlighted its actions on European soil. On March 4, 2022, we organized a high-level event in Paris for the EU-financed EUROsociAL+ project, inviting over 20 ministers from Europe and Latin America with the aim of boosting women's economic empowerment. This past June also marks ten years of cooperation with Greece.

[bit.ly/european-union-2022](https://bit.ly/european-union-2022)

## REINVENTING AFRICA-FRANCE RELATIONS

The New Africa-France Summit for developing renewed French-African partnerships was held in Montpellier on October 8, 2021. It brought together actors of change, including youths, entrepreneurs, researchers, artists, and athletes. This was an opportunity for Expertise France to present its activity, 50% of which takes place in Africa. These projects are the result of cooperation between governments, national and European institutions, the private sector, and civil society.

# Supporting human development

Health, well-being, reduced inequalities... many SDGs are about human development. Expertise France provides responses thanks to a huge diversity of projects, from the fight against pandemics to the strengthening of social protection.

*In the face of the health crisis, L'Initiative stepped up its support*



With **STÉPHANIE SEYDOUX**, French Ambassador for Global Health

In 2021, L'Initiative celebrated its ten years of existence. What are your takeaways after this decade of fighting HIV/AIDS, TB, and malaria?

**S.S.** Since it was created, L'Initiative, a facilitation tool funded by the Ministry for Europe and Foreign Affairs, has undergone remarkable operational, financial, and human growth: Over 600 expertise missions have been deployed and over 150 projects funded. Beyond these results, L'Initiative's ability to complement the Global Fund

should be commended: it has helped strengthen the coherence of France's investments in global health. Moreover, in the face of the health crisis, L'Initiative was able to step up its support rapidly: 41.7 million euros were spent in 2020, including 9.5 million euros

on technical assistance. In 2021, 29 technical assistance missions made it possible to mobilize 500 million euros of Global Fund grants dedicated to the Covid-19 response. Beyond figures, L'Initiative succeeded in creating a rich ecosystem of stakeholders from the French-speaking world, who work together for global health.

**17**  
operational research projects were funded through L'Initiative in 2021

**What are L'Initiative's greatest assets?**

**S.S.** L'Initiative's added value lies in its detailed knowledge of the field, key populations, and those who empower these latter the most: community workers. By supporting these actors, L'Initiative helps them better structure their actions. This collaboration also helps measure the actual impact of

*L'Initiative's added value is to be found in its detailed knowledge of the field, key populations, and those who empower these latter the most: community workers. By supporting these actors, L'Initiative helps them better structure their actions.*

**STÉPHANIE SEYDOUX**, French Ambassador for Global Health



↑ In 10 years, L'Initiative enabled the deployment of over 300 expertise missions and the funding of over 150 projects.

the Global Fund's grants, to which France contributes massively. L'Initiative also makes sure that the supported projects are sustainable, helping countries take ownership.

**What do you think are the challenges of the coming decade?**

**S.S.** L'Initiative can continue to bring complementary support by keeping up the deployment of on-site experts throughout countries and at the side of government officials. Countries will then better take ownership of the issues involving the fight against the three diseases and the strengthening of their health systems. Indeed, one of the biggest challenges in the next decade will be to strengthen the various pillars supporting health systems, including community systems. ■

Read the full interview of Stéphanie Seydoux: [bit.ly/LInitiative-2021](https://bit.ly/LInitiative-2021)

## Strengthening social protection in Jordan

Jordan's national strategy for social protection seeks to break the inter-generational cycle of poverty and to create a basis for social protection. To boost these efforts, Expertise France is conducting a project supporting civil society organizations (CSOs) and the deinstitutionalization of people living with a disability. This initiative is implemented in partnership with the country's Ministry of Development, through the EU's program to assist the development of social protection in Jordan.

Launched in Amman in 2019, the project seeks to develop the role of civil society in Jordan's social protection reform by promoting a participatory approach. Capacity building was proposed to CSOs and public institutions, and ties between them were strengthened. A funding program targeting inclusive projects — e.g., those that promote the financial independence of women, youths, or people with disabilities — allows civil society stakeholders to strengthen their contribution to the development of social protection in the field. The project should help consolidate the involvement of over 250 CSOs in the design, monitoring, and evaluation of public social protection policies in the country. ■

Read the interview of Marie Keirle, Project Manager at Expertise France: [bit.ly/CSOs-Jordan-2021](https://bit.ly/CSOs-Jordan-2021)

# Strengthening governance and innovation

Governance, as a vector for innovation and growth, as well as justice and political stability, is a lever that cannot be ignored in trying to achieve the Sustainable Development Goals. Expertise France makes it a key theme of its actions.

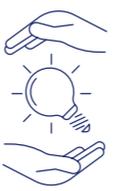
*“The Tunisian innovation ecosystem needs to unite”*



With **ZEINEB MASSAOD**, Director of The Dot

**How can innovation and entrepreneurship be improved in Tunisia?**  
**Z.M.** Innovation has a decisive role to play in the shift from a centralized economy to a more open, knowledge-based economy. The Government did decide on institutional reforms and innovation-friendly policies, but the lack of coordination among public organizations and cumbersome administrative requirements hinder their deployment. Besides, capital influx is decreasing, and access to financing in the private sector remains insufficient. Therefore,

the nascent innovation ecosystem in Tunisia needs to unite to better structure itself and grow. Inaugurated in June 2021 as a public-private partnership, The Dot is an anchoring point for all the stakeholders of this ecosystem.



**19**  
**start-ups**  
 have been hosted and guided by The Dot since 2021

The Dot is currently in its pilot phase. What kind of support does Innov’i – EU4Innovation, implemented by Expertise France, provide you?  
**Z.M.** Innov’i combines financial and technical support. It helps mobilize financial and human resources needed to deploy our programs and activities targeting youth entrepreneurship and innovation. Thanks to this initiative, over 300 person-days of expertise have already been made available to Tunisian entrepreneurs in various domains: fundraising, accounting, tax law, sales management, marketing, law, and others. Innov’i is boosting the dynamics of the entire Tunisian innovation ecosystem.



←  
 With the integration of JCI, Expertise France is increasing its actions in the justice sector.

**Justice, a growing sector for actions**  
 Justice Coopération Internationale (JCI), France’s operator in the “justice” sector, joined Expertise France on January 1, 2021. This new development makes Expertise France an operator of the French Ministry of Justice. While we have already carried out cooperation projects in the justice sector, this expansion allows us to broaden our actions on this theme.

## Supporting judicial cooperation in the Sahel

**T**errorism and organized crime have a major impact on the stability of countries in the Greater Sahel. To fight these transnational threats, a coordinated and efficient judicial response is necessary. This is the objective of the project aiming to support mutual legal assistance in criminal matters in the region, launched by Expertise France in June 2021 and funded by AFD. This initiative’s goal is to help countries in the region implement and strengthen international mutual legal assistance services.

The personnel providing these services will receive training, equipment, and tools to better handle criminal cases with complex ramifications in neighboring countries. A platform will be created to list legislation and operational guidelines. In its second stage, the project will strive to consolidate existing relationships between partner States. International conferences and seminars will be organized to strengthen their connections and enable the sharing of practices before considering the creation of concrete interconnections between these services. Public campaigns will be launched to raise public awareness on the importance of mutual legal assistance and key role victims and witnesses play in the fight against impunity. ■

In one year, The Dot hosted and guided 19 start-ups, supported over 100 innovation entrepreneurs through its different programs, and participated in the development of about 20 partner support structures, such as entrepreneur associations, incubators, and accelerators. Innov’i also contributes to improving the business environment in Tunisia. The project helps public authorities and private stakeholders navigate regulation and financing reforms of entrepreneurship and innovation. It also helps promote Tunisia as an innovation hub. ■

Read the full interview of Zeineb Massaoud: [bit.ly/Innovi-2021](https://bit.ly/Innovi-2021)

Read the project description: [bit.ly/judicial-cooperation-Sahel-2021](https://bit.ly/judicial-cooperation-Sahel-2021)

# Taking action for biodiversity

**Biodiversity is a key issue in sustainable development. From international strategy to local actions, Expertise France contributes to transforming the governance of biodiversity and making its contribution to SDGs be recognized more broadly.**

## COP15: for a new ambitious framework

**H**ow can the international community act efficiently and durably to preserve global biodiversity? In summer 2022, representatives from over 150 countries will meet in Kunming at the UN Biodiversity Conference (COP15) to outline the future global framework for biodiversity. The resulting strategic plan will serve as a fundamental tool for achieving the Sustainable Development Goals.

Since 2018, through the Post-2020 Biodiversity Framework – EU Support project, funded by the EU, Expertise France has been assisting the European Commission in negotiations preparations. From 2018 to 2021, the first phase of the project helped define objectives that are both ambitious and feasible. Initiated at the beginning of 2022, the second phase consists in finalizing the last steps leading up to Kunming and will enable the swift and efficient implementation of the future agreement.

### Learning lessons from the Aichi Biodiversity Targets

It is crucial to learn lessons from the past, including analyzing weaknesses inherent to the previous framework adopted in 2010 at COP10 in Nagoya. The international community had agreed on 20 strategic objectives, the so-called Aichi Biodiversity Targets; however, to this day, none have been fully reached. In fact, scientific evaluations conducted in recent years show that global pressure on biodiversity is not decreasing, but on the contrary increasing. This experience shed light on the necessity to choose targets that are more realistic, strategic, and also more measurable.



**40,084**  
animal and plant species  
a round the world are threatened with extinction

### A collaborative process

Besides the technical assistance provided to 10 countries to determine and operationalize their

commitment to biodiversity, the Post-2020 Biodiversity Framework – EU Support project relies on a partner-based approach. Various actors are mobilized on common objectives to build ambitious coalitions in anticipation of COP15 and implement the future global framework. Expertise France works with not only central governments, but also towns, cities, and local governments through ICLEI. We also worked together with international NGOs such as WWF International as well as youth organizations and movements such as GYBN. ■

“*Biodiversity is a human concern. Keeping the planet healthy means taking care of nature while preserving the well-being of present and future generations.*”

Post 2020 Biodiversity Framework – EU Support project slogan



Read the project description:  
[bit.ly/Post-2020-Biodiversity-Framework](https://bit.ly/Post-2020-Biodiversity-Framework)

↑ Since 2018, with the Post-2020 project, Expertise France has been assisting the European Commission in the preparation for COP15 negotiations.

## Preserving marine ecosystems in the Caribbean

**A**s is the case for 40% of the global population, the livelihood of many inhabitants of countries and territories in the Caribbean depends on the health of marine ecosystems. Healthy oceans promote tourism and fishing. They also protect shore communities from storms' impact. However, the region's marine biodiversity is under threat. Many factors are to blame, including climate change, plastic waste, marine debris, and the depletion of fish stocks.

spearheaded by local organizations: management assistance for the six protected marine areas of Anguilla, revitalization and conservation of coral reefs in the Cayman Islands, protection of Turks and Caicos Islands' *Strombus gigas* (a sea mollusk and species threatened by overfishing), and others. Simultaneously, the program has also contributed to modernizing the facilities of the Cayman Islands' Central Caribbean Marine Institute and training its staff. The objective is to secure the continuity of its operations during the Covid-19 crisis and strengthen its resilience after similar crises. ■

The ReSEMBiD program, implemented by Expertise France with European funding, brings the conversation about marine biodiversity front and center. Since its launch in 2018, it has supported projects

Read the program description:  
[bit.ly/ReSEMBiD-2021](https://bit.ly/ReSEMBiD-2021)

# Building resilience in the face of crises

Because it's an agency that takes action in the field, Expertise France can deploy rapidly in volatile areas to avert or respond to crisis situations. To do so, we rely on assistance from actors of civil society in particular.

## Supporting local NGOs in Lebanon

Since the beginning of the Syrian crisis in 2011, Lebanon has taken in over a million refugees. The human, social, economic, and political repercussions of this influx are tremendous. The question: how can we meet people's needs and prevent future crises?

### For "aid localization"

With the Shabake project, funded by AFD and Danida, Expertise France participates in the "aid localization" approach aiming to respond to crises more efficiently and sustainably. This project's goal is to strengthen the capacities of seven Lebanese NGOs so they can efficiently work at a local scale and contribute to countries' resilience. Following the Beirut port explosion in 2020, six additional NGOs were supported for the implementation of projects aiming to respond to the population's urgent needs. Being close to vulnerable populations and well established in the affected areas, CSOs play a key role in the response to the current crisis. But

their lack of financial and technical resources creates a dependence on international NGOs, threatening the sustainability of their actions. The operation will move on to a second phase which will target up to 65 local partners.

### A concerted and inclusive approach

The Shabake project relies on inclusive and participative governance, directly involving partner NGOs. A capacity-building plan is designed and implemented for each one. Expertise France also supports them in implementing a project to reduce crisis vulnerability, with the goal of more efficient responses to current and future crises. Finally, a plan promoting aid localization was developed. It includes networking between NGOs and donors and helps with Lebanese NGOs' integration into the assistance ecosystem. ■



Nearly  
**2,500**  
families

were supported following the Beirut port explosion

Read the interview of Samer Sfeir, Founder of the NGO ShareQ: [bit.ly/Shabake-2021](https://bit.ly/Shabake-2021)

“

Thanks to the Shabake project's support, our organization was able to bring a holistic solution to the challenge of including people with disabilities in Lebanon.

SAMER SFEIR, founder of the Lebanese NGO ShareQ



## Contributing to the stabilization of Northeast Syria

From 2013 to 2017, much of the Northeast region of Syria was under ISIS control before gradually reverting to the Syrian Democratic Forces. In the devastated governorates of Raqqa and Deir ez-Zor, access to basic services has been impossible. Since 2019, Expertise France has supported the redeployment of health services through the HERNES project.

### Improving access to health care

Funded by the EU and the French Ministry for Europe and Foreign Affairs, the HERNES project aims to improve people's living standards and contribute to the socioeconomic recovery and stabilization of the region. It is being implemented in partnership with a local NGO specializing in medical assistance and mobilizes experts in numerous domains, from general medicine and pediatrics to logistics. The project focuses on access to primary health care, maternal and child care, and emergency obstetrical

services. It also contributes to the training of medical staff and coordination between local health actors.

### Positive initial results

During the first phase of the project, between 2019 and 2021, Expertise France carried out operations for emergency obstetric care services and built an emergency plan to cope with the Covid-19 pandemic. With more than 6,000 births, half a million consultations, and 530 trained health workers, the project results are positive. Significant improvement in care was observed in the field, especially in terms of maternal and child care: For example, 80% of polled patients declared having had at least four prenatal consultations during their pregnancy, up from the previous 57%. The second phase of the project started in September 2021 for 18 months. ■

Read the project description: [bit.ly/HERNES-2021](https://bit.ly/HERNES-2021)

↑ The Shabake project supports Lebanese NGOs so they can efficiently work at a local scale and contribute to the country's resilience.

# Alongside teams France and Europe

Expertise France works across several French ministries to mobilize French expertise for partner countries. We are also resolutely European and work closely with our European counterparts and institutions.

“Bringing together European cooperation forces



With **KOËN DOENS**, Director-General of International Partnerships (INTPA), European Commission

The EU is Expertise France’s top financial partner. What is your view of the role Member States’ cooperation agencies should play in Europe’s development policies?

**K.D.** Development agencies have showcased the added value and skills of our Member States in the implementation of the European development agenda, for instance through European regional programs with high political visibility, during the 2014-2020 period. They made Team Europe before its time!



Expertise France joined AFD on January 1. What are your thoughts about this integration?

**K.D.** The European Commission has been following this French integration process with great

interest. This strategy echoes Team Europe’s search for more concerted methods. Both developments exist in the context of a more strategic approach and reflect our conviction that working together delivers more efficiency and results. The enlargement of AFD Group will enable the Commission to cooperate with a stakeholder operating holistically. AFD Group will be able to boast a palette of valuable tools: a robust experience in development, complementarity between operation instruments (technical and financial), multisector skills, a significant presence in the field, and in-depth knowledge of our partner countries.



← May 11 and 12, 2022, in Vilnius, the Practitioners’ Network general assembly.

## A network for European cooperation players

Expertise France is an active member of the Practitioners’ Network. Created in 2017, this exchange platform is composed of 22 European development and cooperation organizations. It is a place to share operational experiences, ideas, and methodologies to guarantee that European assistance has an impact. The network is also a means to amplify the members’ voices within the European community.

## Projecting French expertise internationally

Using the international technical expert (ITE) mechanism launched in 2016 by the French Ministry for Europe and Foreign Affairs, we manage technical assistance missions over the long term. Expertise France has been notified that about 223 positions are needed to meet assistance demands in the priority sectors for French ODA, with a goal to fill 290 positions by 2023.

As an integral part of French assistance, these missions are a key cooperation tool. For each of them, Expertise France oversees the expert’s recruitment, deployment in the field, and the monitoring of their work. We are also responsible for coordinating the ITE network worldwide.

In January 2022, the French Ministry of the Economy, Finance, and Industrial and Digital Sovereignty launched its own ITE mechanism. Its expertise missions are also a key cooperation tool: they set the stage for bilateral dialogue and showcase French skills in the economic and financial fields in various domains, including the ecological transition, public investment project management, entrepreneurship promotion, and tax collection efficiency. The mechanism aims to fund the deployment of about 40 experts, who will be overseen by Expertise France. ■

# Present on five continents

Expertise France operates in about 100 countries. Our multisector expertise allows us to adapt our strategy to the challenges of each region while remaining consistent with French and European development assistance policies.



AFRICA

## Addressing the priorities of our partners

In 2021, over two-thirds of the total amount of contracts signed by Expertise France was allocated to African countries. This commitment is consistent with the development assistance policy orientations of both France and the EU that make Africa the priority area for our operations.



**173**  
projects currently implemented in Africa

◆ **Facilitating the stabilization of fragile areas**

Expertise France particularly focuses on fragile areas. In the Sahel for instance, our various operational departments have launched complementary projects aimed at responding to a crisis at once political, economic, and social. The objectives of this approach are multidimensional: to help restructure public authorities,

restore trust between States and populations, strengthen local NGO capacities, support economic recovery, and improve access to essential services. In a complex security and diplomatic context, our operations are managed as close to the ground as possible by a special regional coordinator based in Ouagadougou, Burkina Faso.

◆ **Boosting the economy in North Africa**

As North Africa represents another key area, a regional coordinator was also assigned to Tunis. Over 30 projects are currently being implemented in the region, especially on the issues of employment and professional training, as a support to national economies. In Tunisia, Expertise France is assisting the government in fighting youth unemployment through entrepreneurship: that is the purpose of the Innov'i – EU4Innovation project, but also that of the Patrimoine 2030 project, dedicated to boosting

the tourism sector. Innovation and entrepreneurship are also at the heart of our operations in Libya. In Algeria, operations target the blue economy. We also provide technical assistance to the Kingdom

of Morocco in its efforts to promote employment. Finally, diaspora entrepreneurship is encouraged in North and Sub-Saharan Africa, through the MEET Africa Program. ■



EUROPE

## Preparing for the future to deal with emergency situations

In 2021, Expertise France implemented 26 projects on the European continent. These operations covering different needs are adapting to the 2022 challenges brought on by the Ukrainian crisis.

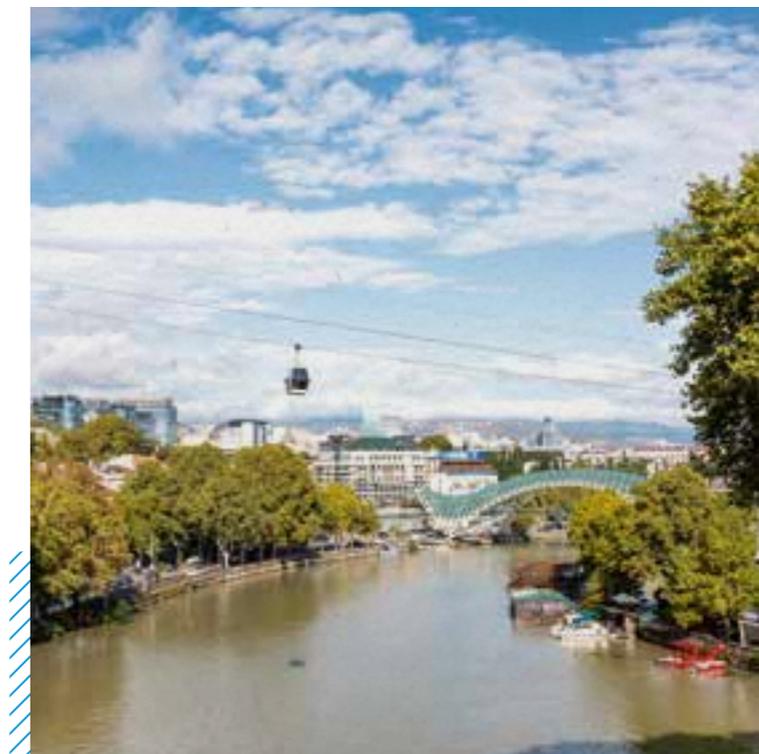
displaced populations, by providing legal assistance to Ukrainian refugees, among other services. Now the project also contributes to documenting the exactions and war crimes committed in the country. ■

◆ **Ten years of cooperation with Greece**

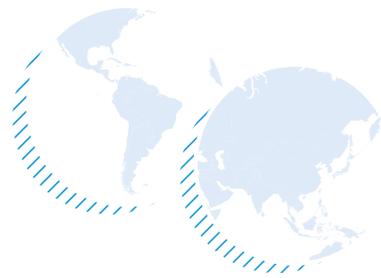
A decade ago, as Greece was going through a serious economic crisis, France committed to working by its side to modernize its administration. Since 2013, French technical assistance has been a key factor to fulfill this commitment. With funding from the EU, we support the Greek authorities in several aspects of its administrative reforms: regulations, human resources management of public services, public finances, digital transformation, strengthening of public health services, and others. An office dedicated to this long-term support was opened in Athens in 2016 to coordinate about 50 experts deployed in the field each year.

◆ **Support for Ukraine**

In Ukraine, Expertise France has been historically present in the sectors of justice, governance, transportation, health, and social protection. The Pravo-Justice project, launched in 2017 with European funding, has helped reform the country's judicial system. With the Russian invasion, this project was immediately repurposed to respond to not only the urgent needs of the judiciary sector but also those of



↑ In Georgia, Expertise France implements a twinning project seeking to improve evaluation practices for health impact and environmental health.



ASIA AND THE AMERICAS

## For sustainable and inclusive policies



**I**n Latin America and Asia, Expertise France supports the design and implementation of public policies. Sustainability and social inclusion remain a key aspect of our assistance.

◆ **Promoting sustainable development...**

In Southeast Asia, a region particularly impacted by marine pollution, Expertise France is helping to implement the European strategy for plastic waste. We help the Singaporean authorities work toward more sustainable public purchases. In Vietnam, we support the Ministry of the Environment in developing its environmental legislation. We are also about to launch an ambitious assistance project for biodiversity in Papua New Guinea with EU funding.

Sustainable development is also a feature of Expertise France's action in Latin America. From 2019 to 2021, we helped Colombian authorities design their new climate strategy, with financing from AFD. Presented in November 2021, this strategy should allow the country to become carbon-neutral by 2050. Expertise France and AFD now assist in its effective implementation.

◆ **...and gender equality**

At the same time, Expertise France coordinates and manages the "Gender" component of EUROsociAL+, an EU coordination program for social cohesion in Latin America. For 15 years, EUROsociAL+ has been providing help to develop and implement public policies aiming to reduce inequalities in the region. Using this framework, we work to enhance public policies furthering gender equality. We also promote a cross-cutting vision of gender to improve women's rights and promote their physical, socioeconomic, and political empowerment. ■

←  
In Southeast Asia, Expertise France is helping to implement the European strategy for plastic waste.



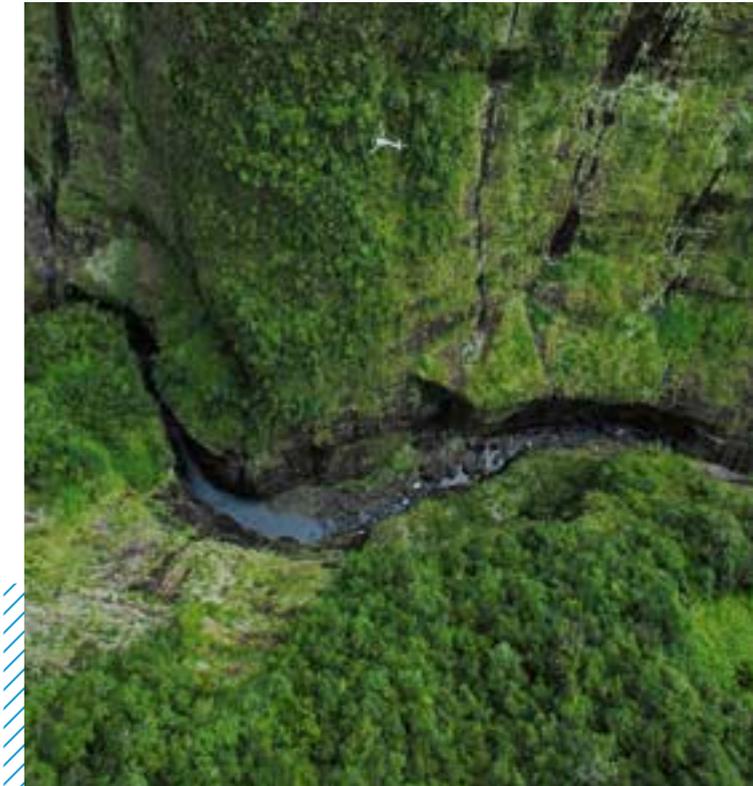
INDO-PACIFIC

## The major arena of the 21<sup>st</sup> century

**F**rance is an Indo-Pacific country in its own right, with over 1.6 million French citizens living in its territories located in the region. Three-quarters of the exclusive French economic space — ranked second globally — is also there.

◆ **A priority area for cooperation**

The Indo-Pacific is a crucial region for the Sustainable Development Goals as well as a priority region for French development assistance and cooperation. France's strategy for the region rests on four pillars: security and defense, economy, the promotion of efficient multilateralism, and the commitment to common goods. The Indo-Pacific is also one of the priorities of France's European agenda. A strengthened European presence will allow a better response to the challenges of this vast region, where Europe has already fostered robust partnerships.



↑  
Through the Varuna program, Expertise France contributes to preserving biodiversity in southwest Indian Ocean hotspots.

### Diversified activity in the Middle East

Expertise France is spearheading 27 projects in the Middle East on risk reduction, social protection, support to civil society, and the fight against terrorism. We are particularly active in Lebanon but also operate in Jordan, Egypt, Iraq, Yemen, as well as in Palestine, through a historic partnership with the Palestine Public Finance Institute. Since 2013, we are also the only European operator present in Syria, along with GIZ.

◆ **Two main themes: security and biodiversity**

Within AFD Group and Team Europe, Expertise France is helping to implement the French and European strategy for the region. We operate mostly in the fields of security cooperation and biodiversity protection. Two illustrative projects we have put into motion are the European project CRIMARIO, which seeks to strengthen marine safety and security in the Indian ocean, and the AFD-financed Varuna project, which contributes to preserving the biodiversity of hotspots in the southwest Indian Ocean. ■

# See you online!

This year, the  
*Results & Outlook*  
is also available  
**ONLINE** and in  
**VIDEO** version.



Watch the  
**editorial** from  
our executive  
management  
on **YouTube**



**WANT TO KNOW MORE?**  
Visit us at [rapport-annuel.expertisefrance.fr/en](https://rapport-annuel.expertisefrance.fr/en)  
You'll find an **interactive map** of our partner countries  
and a **series of exclusive interviews**.

## Abbreviations and acronyms

- **AFD:** Agence Française de Développement
- **COP:** Conference of the Parties
- **CSO:** Civil Society Organization
- **Danida:** Danish International Development Agency
- **DGINTPA:** Directorate-General for International Partnerships
- **EU:** European Union
- **GIZ:** German Corporation for International Cooperation
- **GYBN:** Global Youth Biodiversity Network
- **HIV:** Human Immunodeficiency Virus
- **ICLEI:** International Council for Local Environment Initiatives
- **ITE:** International Technical Experts
- **JCI:** Justice Coopération Internationale
- **NGO:** Non-governmental Organization
- **ODA:** Official Development Assistance
- **SDG:** Sustainable Development Goals
- **WWF:** World Wildlife Fund

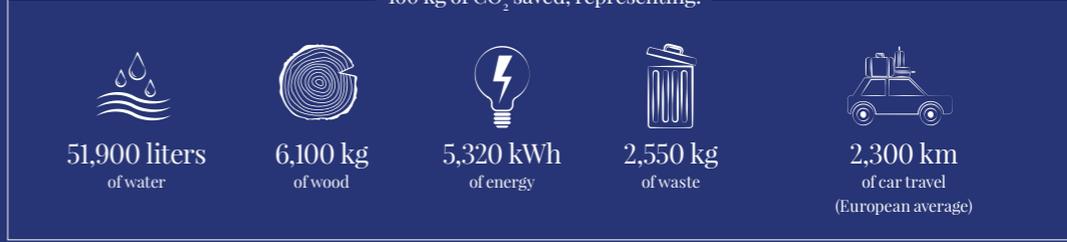
## Photo credits

- |   |   |   |  |
|---|---|---|--|
| <i>Cover:</i><br>Cybèle Andrei, Laetitia Barth, Le Thi Thao Trang, Ruwwad, Rodrig Mbock/AFD, J.B. Russel Panos/Global Fund<br><i>P. 7:</i> Matahati Productions | <i>P. 2:</i> French Minister for Europe and Foreign Affairs<br><i>P. 3:</i> French Minister of Economy, Finance, and Industrial and Digital Sovereignty<br><i>P. 5:</i> Marcella Barbieri | <i>P. 10:</i> Judith Litvine<br><i>P. 11:</i> Olympia de Maismont<br><i>P. 12:</i> all rights reserved<br><i>P. 13:</i> Pierre Terdjman<br><i>P. 15:</i> Nick Garbutt<br><i>P. 17:</i> ShareQ | <i>P. 18:</i> all rights reserved<br><i>P. 19:</i> Practitioners' Network<br><i>P. 21:</i> Marie Tihon<br><i>P. 22:</i> Morgan Ommer/NOI Pictures<br><i>P. 23:</i> Pierre Marcha/Anakaopress |
|---|---|---|--|

## Environmental impact

This *Results & Outlook* was printed on FSC-certified recycled paper. This choice allows Expertise France to reduce its environmental impact.

160 kg of CO<sub>2</sub> saved, representing:



Issued by the Forest Stewardship Council, FSC certification aims to promote responsible forest management globally. Products made of wood from FSC-certified forests are controlled from their origin, all through the fabrication process and their distribution.

Director of Publication: Anaïs Rieu

Editorial coordination and copywriting (Expertise France): Nicolas Jacquemard

Graphic design, editorial advice and copywriting: ANIMAL & PENSANT

Our acknowledgments to the teams of Expertise France's executive management, Operations Division, Cross-Functional Activities Division and the Strategy and Partnerships Division, as well as to all our partners, for their contributions.

Printed in France by HandiPRINT on recycled paper.

HandiPRINT is a disability-friendly company established in 2010. Of its 98 employees, 88 are people living with a disability.





**Contacts:**

40, boulevard de Port-Royal  
75005 Paris, France  
+33 (0)1 70 82 70 82

[communication@expertisefrance.fr](mailto:communication@expertisefrance.fr)  
[www.expertisefrance.fr/en](http://www.expertisefrance.fr/en)

**Find us on:**

