



PROJECTS,  
SOLUTIONS, IMPACTS

# Results & Outlook

2018/2019

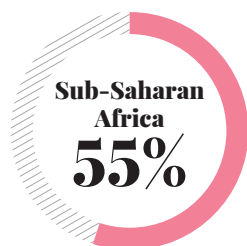


EXPERTISE  
FRANCE



# €191m of a

Expertise France is continuing its growth. Its volume of activity is expected to reach EUR 230m in 2019.



## Our activities

**36%**  
Contribute to the stabilisation of fragile countries and to security

**33%**  
Strengthen democratic, economic and financial governance

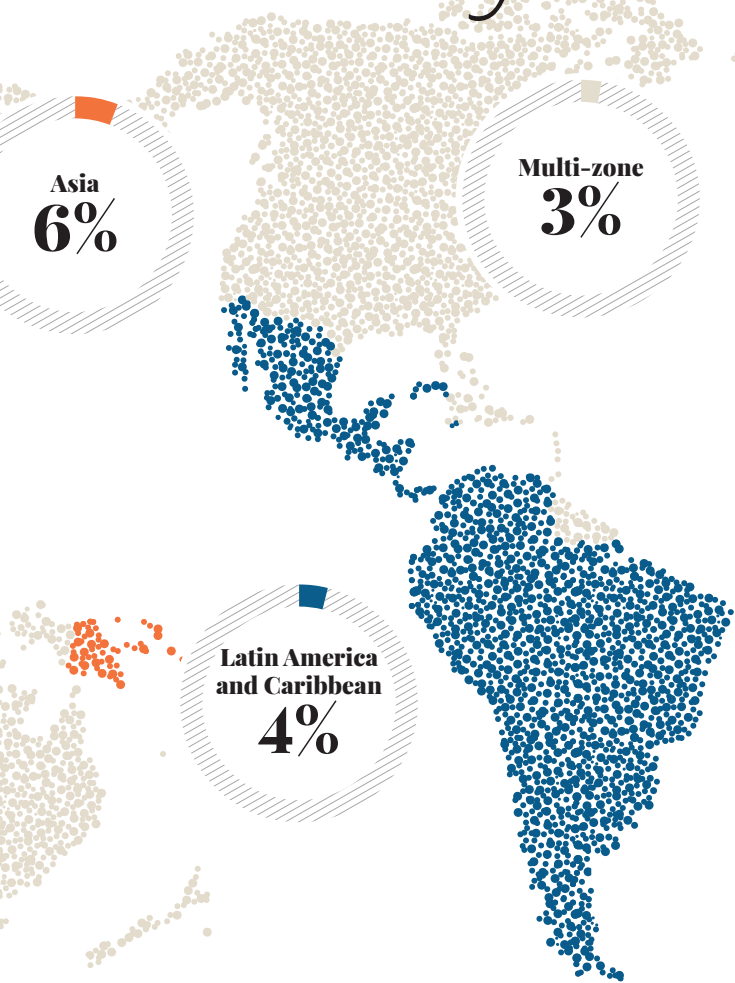
**23%**  
Strengthen health systems, social protection, employment and education

**8%**  
Fight against climate change and support sustainable urban development



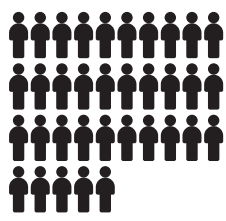


# activity in 2018

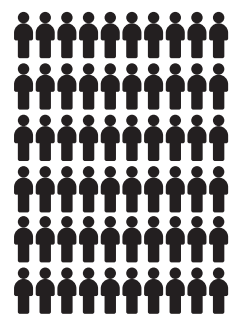


**+ 300**  
partners, public  
and private  
operators, from all  
over the world

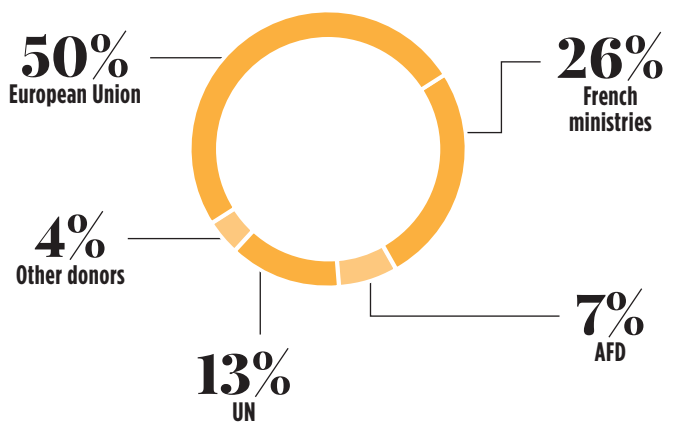
**+ 350**  
employees at  
headquarters



**+ 600**  
staff around  
the world



## Our donors



**+ 500**  
projects

**63,000**  
days  
of expertise



**100**  
countries



## **Expertise France**

is a public agency and a key actor in international technical cooperation. It designs and implements projects that sustainably strengthen public policies in developing and emerging countries. Governance, security, climate, health, education... It operates in key areas of sustainable development and contributes alongside its partners to the implementation of the 2030 Agenda.



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# “Working for sustainable and inclusive development”

*Laurence Tubiana,  
Chair of the Board of Directors  
of Expertise France*



The years 2018 and 2019 mark a significant step forward for France’s international development and solidarity policy. France’s support for Official Development Assistance in 2019 was revised up following the Interministerial Committee on International Cooperation and Development (CICID) held meeting in 2018. The programming law on inclusive development and the fight against global inequalities should be submitted to the French assemblies by the end of the year, thereby contributing to an overhaul of our development policy.

Expertise France has a key role to play in this project for renewal and adaptation and in addressing the emergency of ecological and climate crises, whose increasingly serious impacts undermine the fight for development and against inequalities. In an extended AFD Group, Expertise France needs to take its place as the platform for French expertise, offering solutions for sustainable and inclusive development compatible with France’s international commitments, providing appropriate technical assistance, and contributing to building the capacities of partner countries.

At a time when social movements are being seen on the streets every week around the world to call for more action for climate and social justice, developing a successful partnership with non-governmental actors and civil society will be a major issue for Expertise France.

The agency is taking a new direction by joining its big sister AFD, actively working for France’s development policy and seeking to adapt in order to make the best possible contribution to reducing global inequalities.

The teams have proved that they were able to address ambitious challenges: the past four years are there to show us this. They are now ready to address this new challenge, one of the most important for the history of Expertise France! 📢



# “A strengthened position in France and Europe”

*Jérémie Pellet,*

*Chief Executive Officer of Expertise France*

In 2018, Expertise France continued its development, with a growth in our activity of close to 30%. The agency's operations continue to be fully in line with the priorities of France's international cooperation and development policy, as shown by the programmes highlighted in this report.

In four years of existence, Expertise France's position in the French technical cooperation mechanism has also been strengthened. Framework agreements have been signed with French ministries, including the ministries of Justice, the Interior and Agriculture, and in February 2018, the Government decided to integrate our agency into AFD Group.

While maintaining the legal personality of Expertise France and its public service mandate, this integration will allow AFD Group to offer our partners a full range of financial, operational and capacity building solutions and expertise services to meet their expectations and address the global challenges that concern us all.

On the European stage, we have just completed our presidency of the Practitioners' Network. During our term, we made the theme of “working better together” central to our action to promote the implementation of the 2030 Agenda via improved coordination and greater consistency. This presidency ended on a high note with the signing of a new partnership agreement between Member State agencies and the European Commission. We have just turned over the reins to Spain's AECID.

However, the year ahead of us is crucial for the consolidation of our agency. We



need to continue our internal structuring, negotiate a new objectives and means contract for 2020-2022 with the State, while preparing our integration into AFD Group.

Faced with these challenges, I am extremely honoured to head this agency and all its employees, who show an unfailing commitment and work every day for the benefit of France and Europe's external policy for development cooperation, influence and economic diplomacy. 🌍

# 2018 – 2019 Highlights

*Projects, partnerships, conferences...  
A number of highlights have marked  
2018–2019. A look back  
at a few key events.*

● Project news   ● Institutional news



DECEMBER  
2018

## Closer ties with AFD materialise

A framework agreement was signed between Expertise France and Agence Française de Développement (AFD). The objective: facilitate the award of projects financed by AFD Group to Expertise France.



OCTOBER  
2018

## Enhanced cooperation with Tunisia

An agreement between France and Tunisia gives legal recognition to Expertise France. This recognition will allow it to more effectively implement its projects and step up the exchange of know-how between the two countries. With 26 projects ongoing in 2018, Tunisia is the agency's main country of operation.

NOVEMBER  
2018



## Supporting open data in Francophone Africa

In Tunis, 180 people gathered for the first seminar of the Open Government Support Programme in Francophone Africa (#PAGOF). The participants, who came from 15 countries, represented administrations and civil society.



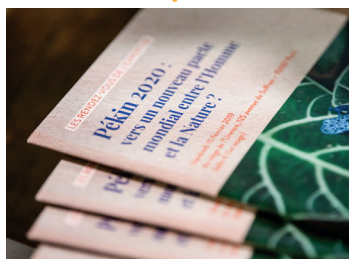
JANUARY  
2019



## Climate: nine projects in Latin America

Nine projects have been selected in the context of the “Forests, biodiversity and ecosystems” component of the European Euroclima+ programme. They will improve resilience to climate change in Latin America.

FEBRUARY  
2019



## COP15: What challenges for the international community?

To contribute to the preparation of an ambitious agreement on biodiversity in 2020, a Rendez-vous de l'Expertise meeting gathered a high-level panel on a key question: “What conditions could make COP15 organised in China a success?”. The conference was jointly organised by the European Union, UNESCO, Expertise France and Entreprises pour l'Environnement.



## Supporting the recovery of the Central African Republic

Expertise France brought to a close the pilot project Recovery & Stabilisation in the Central African Republic. Between 2016 and 2019, this project supported the redeployment of decentralised services, the strengthening of social cohesion and the prompt recovery of the country.



## An incubator for Tunisian start-ups

Expertise France and the Tunisian Foundation for Development organised a workshop with Tunisian actors in the ecosystem of start-ups. The meeting led to the definition of the model of the future IBDA3 business incubator.

MARCH  
2019



## Mali: healthcare for peace

The PARSANTE project was officially launched in Bamako. It aims to improve healthcare provision for civilian populations in Mali's central regions by using the health service of the Malian armed forces.

APRIL  
2019



## Jordan: social protection for all

Expertise France launched a project in Amman to support the creation of an inclusive social protection system in the country. The initiative is financed by the European Union.

JULY  
2019

JUNE  
2019

# **A PLATFORM OF INTERNATIONAL TECHNICAL COOPERATION**





## Expertise France

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## Focus on thematic areas

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# An agency promoting French expertise

*Expertise France is a public agency whose operations fall within the framework of France’s external action. Working with all the French actors active at the international level, it is committed to the implementation of the 2030 Agenda.*

**F**rance is fully committed to the implementation of all the Sustainable Development Goals (SDGs) and the Paris Agreement. It will develop its action in sectors where it has high added value: crisis areas, education, climate, gender equality and health. Expertise France fits in with these five priorities. It supports partner countries seeking to improve the quality of their public policies in order to address the environmental, social, economic or security challenges they are facing.

## 2030 AGENDA

The 2030 Agenda is a sustainable development programme for 2030 that identifies 17 Sustainable Development Goals (SDGs). These goals were adopted in 2015 by 193 United Nations Member States.

## PROMOTING FRENCH EXPERTISE ABROAD

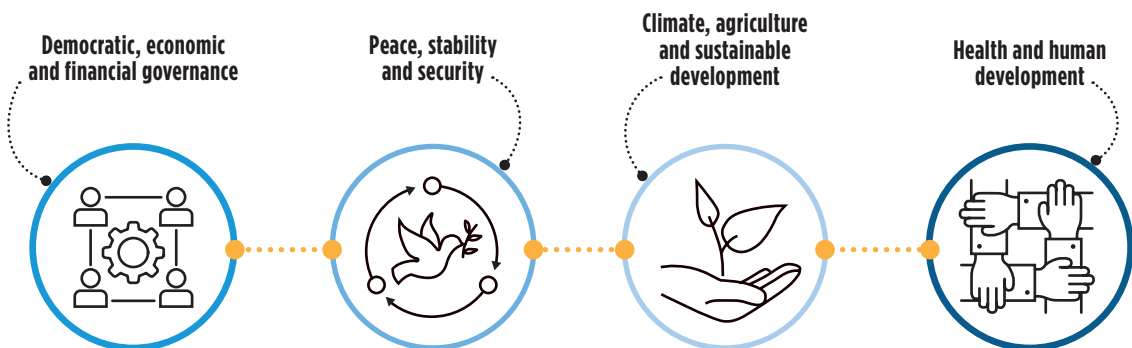
Under the dual supervision of the Ministry for Europe and Foreign

Affairs (MEAE) and Ministry of the Economy and Finance, Expertise France works closely with all the French public administrations and institutions. It involves administrations in the design of development projects and benefits from privileged access to the pools of public expertise.

To mobilise skills tailored to the needs of partner institutions, it also works in coordination with the French diplomatic network and France team, in Paris and in the field. 🌍

## A comprehensive approach to development

*Thematic areas of Expertise France’s operations*







## “Building innovative public policies”

**Jean-Yves Le Drian**, Minister for Europe and Foreign Affairs

Since its launch in 2015, Expertise France has managed to double its volume of activity, reach a critical size and establish itself as a leading French and European agency in the field of development, influence and economic diplomacy. As such, it plays a key role in the implementation of our strategy to fight against global inequalities, as expertise is an essential tool in meeting the expectations of our partners and helping them build innovative public policies to serve the Sustainable Development Goals.

Expertise France will shortly join AFD Group. These closer ties, decided by the CICID of 8 February 2018, will enhance the effectiveness of our international solidarity policy, by contributing to the coordinated mobilisation of all our drivers for action. It will be set out in the draft programming law on development which I will have the honour of submitting to Parliament in the coming months. I will ensure that the specificity of Expertise France is maintained, in particular its public service mandate and its capacities to operate in strategic sectors for the State, in our neighbourhood and beyond.

I wish to commend all the staff members who have contributed to the growth of Expertise France and ensure them that they have the full support of my ministry in this new decisive stage.

## “A broad field of expertise”

**Bruno Le Maire**, Minister of the Economy and Finance

In 2019, Expertise France will celebrate its fifth anniversary. It came about through the merger of operators reporting to the Ministries of Economy and Finance, Foreign Affairs, Health and Social Affairs and is today clearly positioned within the French technical cooperation mechanism.

The agency operates in a broad field of expertise which can include modernising tax and customs policies and administrations, strengthening regional statistical cooperation, and facilitating business climate.

To strengthen its capacity to mobilise and promote public expertise from administrations under the Ministry of Economy and Finance, Expertise France will need to continue to fit in fully with their strategic priorities, in line with its next objectives and means contract. Expertise France will also be a stakeholder in the reorganisation of AFD, by joining the extended Group. This integration will provide France with an overhauled, innovative and coherent national cooperation mechanism. This mechanism will enhance the effectiveness and clarity of the bilateral mechanism for the implementation of France’s development policy and will contribute to strengthening partnerships with French actors.



# Closer ties with AFD materialise

*The integration of Expertise France into AFD Group will embody the ambition of greater and more effective French cooperation. The new group will contribute to overhauling France’s development and solidarity policy.*



## “Do more and better together”

**Rémy Rioux,**  
Chief Executive Officer of AFD Group

**T**he integration of Expertise France into AFD Group – which we have been working on together since the CICID decision in February 2018 – marks a new stage in the process to streamline French cooperation launched in 1998. The new Group, made up of AFD,

*Proparco and Expertise France, will provide France with an optimised, innovative and coherent national mechanism, unequalled in the world of international cooperation, at a time when the provision of financing is increasing globally and new actors emerging, shaking up former balances.*

*The expansion of the Group will provide all our public and private partners with a full range of solutions – financial, operational, capacity building and expertise services – to meet their expectations and promote the development of complementary and phased approaches, particularly in crisis countries. It will also enhance the effectiveness and clarity of the French mechanism and act as a driver to significantly increase the French contribution to the achievement of the Sustainable Development Goals.*

### IDENTITIES TO BE PRESERVED

*To do even more and better together, the integration of Expertise France into AFD Group needs to be carried out by respecting the identity of each institution, staff, mandate and operating method. Each Group entity brings its specificity, its culture and its wealth. This unique Group will be formed by capitalising on the respective strengths of the three institutions.*

*The complementarities between our three entities can already be seen both at headquarters and in the network. They will be essential for strengthening the scope, impact and effectiveness of our range of services to support France’s development policy, as the Government has encouraged us to do. I am enthusiastic and confident in our ability to make this integration a great success together, both for the Group and for Expertise France and its staff.*

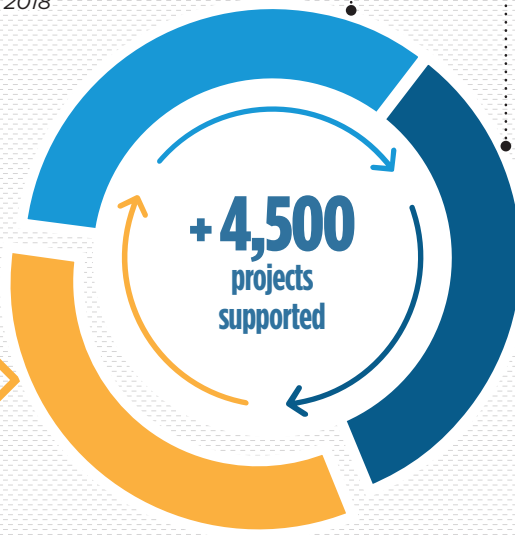




*AFD, a public and inclusive financial institution, is the central actor in France's development policy. It commits to projects that make a real improvement to the daily lives of people, in developing and emerging countries and in the French overseas territories. AFD operates in a number of sectors – energy, health, biodiversity, water, digital technologies, training – and supports the transition towards a safer, fairer and more sustainable world, a world in common.*



**€ 9.8 bn**  
of financing  
committed in 2018



# TOWARDS A FRENCH DEVELOPMENT PLATFORM



*Proparco is AFD's private sector financing arm. For forty years, it has been financing and supporting the projects of companies and financial institutions of all sizes – from small and medium-sized enterprises to regional banking groups, and including microfinance institutions – in developing and emerging countries. It plays a key role in AFD Group and the French cooperation mechanism.*



**€ 1.6 bn**  
of financing  
approvals in 2018



**EXPERTISE  
FRANCE**

*Expertise France is a public agency and a key actor in international technical cooperation. It designs and implements projects that sustainably strengthen public policies in developing and emerging countries. Governance, security, climate, health, education... It operates in key areas of sustainable development and contributes alongside its partners to the implementation of the 2030 Agenda.*



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



**+ 500**  
projects  
implemented

# Committed alongside the European Union

*In 2018, Expertise France carried out 50% of its activity with European Union financing. The agency has confirmed its status as a leading operator at the European level.*

**W**ith over 55% of global aid financed in 2018, the European Union and its Member States are the world's largest donor of Official Development Assistance. In 2017, they adopted a common approach to external development policy, to ensure complementarity

and effectiveness, and in accordance with their respective competences and roles.

## COORDINATED EFFORTS

At its level, Expertise France contributes to the Government's efforts to increase the coordination between France and European

institutions. In the French Permanent Representation to the European Union, the agency's office in Brussels contributes to including Expertise France in reflection on the implementation of European development cooperation. The agency also contributes to strengthening coherence between the French and European development

## DELEGATED MANAGEMENT

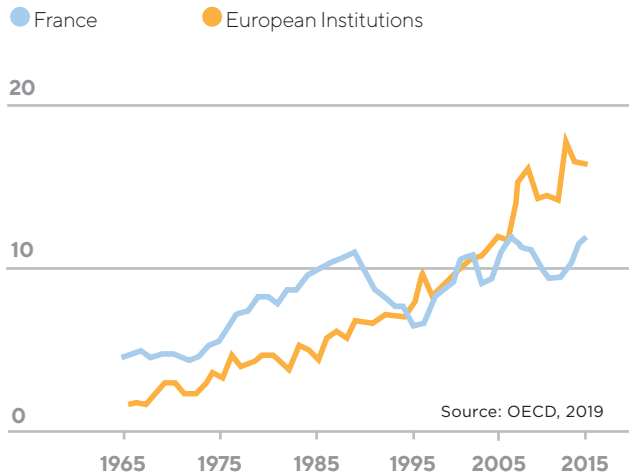
In the context of cooperation projects, the European Commission can decentralise the management of its funds by entrusting it to an accredited body whose procedures have been audited beforehand. This mechanism optimises the use of European financing. It also ensures a more efficient implementation of projects.



*In 2018, the European Union financed more than half of Official Development Assistance worldwide. A key partner for Expertise France.*

## Europe and France, two key donors

Trends in French and European Official Development Assistance (in billions of USD)



policies by mobilising French expertise for European projects, but also by providing an increasing amount of cofinancing.

### IN-DEPTH KNOWLEDGE OF THE EUROPEAN INSTRUMENTS

Expertise France has been a partner of the European Union for nearly five years and is able to operate in all the priority geographical and thematic areas of the European development policy. Its knowledge of the European instruments makes it a reliable partner for the implementation of projects financed by the EU. Expertise France is accredited for the delegated management of European funds, a symbol of the European Commission's confidence in the quality of the implementation of projects by the agency. Expertise France is an active member of the Practitioners' Network and also works alongside seventeen other operators to promote the effective implementation of European aid. 🇪🇺



**€ 82 bn**  
Commitments  
of European institutions for development from 2014 to 2020



### “Partners pursuing shared objectives”

**Stefano Manservigi**, Director-General of the Directorate General for International Cooperation and Development (DG DEVCO), European Commission

**T**he European Union is the world's leading aid donor and a major actor in the push to achieve the 2030 Agenda. To address these challenges, we need to scale up our efforts and increasingly work in partnership, as emphasised by the new European Consensus on Development.

Expertise France is a trusted partner. It has demonstrated this by effectively chairing the Practitioners' Network, a network that optimises our impact and our visibility in the field. The agency is also a valuable partner for mobilising public expertise on sensitive issues, such as migration, security and public finances. Finally, in the field, our cooperation demonstrates the benefits of joint implementation. For example, in a context as complex as in the Central African Republic, our good relations allow us to maintain dialogue and have the operational flexibility that is essential for meeting the needs of local populations. I therefore welcome the fact that the dialogue and cooperation are continuing to grow between the European Commission and a partner as committed as Expertise France, with which over twenty new contracts have been signed since 1 January 2018.

Dialogue, universal values, multilateralism and partnerships, combined with a strong financial commitment: our development policy embodies the spirit of European solidarity to support our external action.



# Practitioners' Network: the strength of the network

*From May 2018 to May 2019, Expertise France chaired the Practitioners' Network. This network, which was set up in 2007, gathers eighteen European agencies. It is today the world's leading technical cooperation platform.*



**T**he Practitioners' Network, which is now chaired by the Spanish Agency for International Development Cooperation (AECID), is a platform for exchanges and operational cooperation between Member State agencies that implement European or bilateral development assistance. The European Commission has observer status in it.

## FROM THE FIELD TO BRUSSELS

The members of the network implement projects with European financing in the field. In return,

they report their observations and recommendations to the Commission on the operational implementation of aid. This dialogue promotes the sharing of good practices at European level and makes the Practitioners' Network a key intermediary for the Commission.

Most of the members of the Practitioners' Network are accredited for the delegated management of European funds and have contributed to the preparation of a new type of contract with the Commission. This framework agreement was signed during the General

*In May 2019, the Practitioners' Network General Assembly was held in Paris.*

Assembly in 2019 and is a step forward in the strategic partnership with the European Union.

## ENSURING AID EFFECTIVENESS

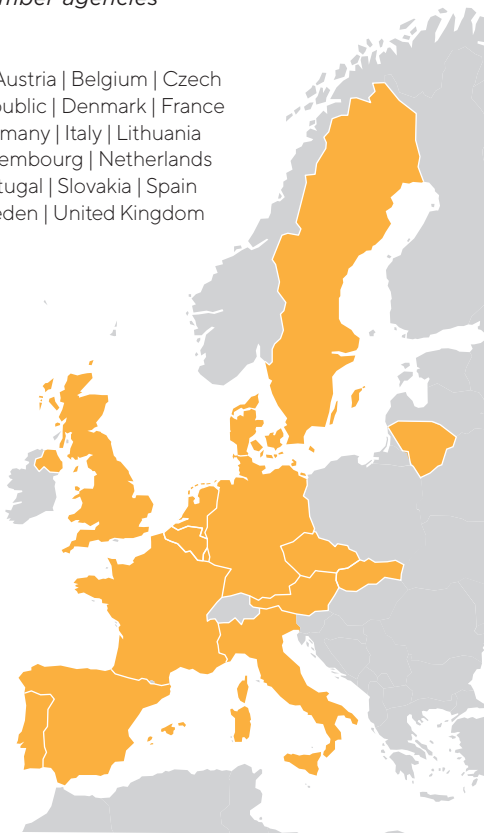
The dialogue in the working groups aims to improve the coordination and harmonisation of procedures between Member State agencies. In the event of joint implementation, as is

the case for EL PACCTO, the combination of their know-how, associated with work on coordinating tools and working methods, contributes to the smooth implementation of the project. An analysis conducted from 2018 to 2019, based on six case studies, indicated that inter-agency cooperation more effectively supported the priorities of European development assistance, stimulated the dialogue with partner institutions and mobilised a wider range of European expertise, while promoting a more efficient use of the resources allocated to the project. 📍

## A network of 18 European agencies

*Origin of the Practitioners' Network member agencies*

● Austria | Belgium | Czech Republic | Denmark | France | Germany | Italy | Lithuania | Luxembourg | Netherlands | Portugal | Slovakia | Spain | Sweden | United Kingdom



## “ An excellent example of joint implementation ”

**Cécile Bande,**  
Co-Director of the Europe Latin America Assistance Programme Against Transnational Organised Crime (EL PACCTO)



### What is EL PACCTO?

EL PACCTO covers the entire penal chain (police, justice, prisons). It aims to fight against transnational organised crime and strengthen institutions responsible for ensuring the safety of citizens in eighteen Latin American countries. Four European countries are involved in the implementation of this programme financed by the European Commission. Expertise France and the International and Ibero-American Foundation for Administration and Public Policies (FIIAPP) jointly manage EL PACCTO, with help from Italy, Portugal and Civipol (France) for the thematic components.

### How do you work together?

We have harmonised our procedures and working methods as much as possible so that the team (25 people, mainly in Madrid, as well as in Paris and Rome) can effectively implement the project on a daily basis. As the leaders, Expertise France and FIIAPP have drafted together a handbook on procedures defining common rules for the management of the programme, at the operational, logistical and financial levels.

We have also set up common tools for monitoring and sharing information to ensure good coordination. The custom-built online operational monitoring software can be accessed by all the partners from any country. We have even proposed a connection to the European Commission so that it can follow the progress of the programme in real time.

### What are the results at this stage?

After two years of implementation, the results are very positive. In 2018, we implemented over 130 activities together, including twenty or so cross-component activities and two major events with over 150 participants: the kick-off in Buenos Aires in April and the programme's annual meeting in Quito in July. EL PACCTO is today an excellent example of the success of a jointly led programme. However, we will continue to improve our tools and develop our procedures based on the recommendations of the respective auditors of the programme.



# DESIGNING AND IMPLEMENTING PROJECTS

## Our activity

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### Focus on activities

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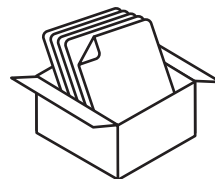


# Technical cooperation in practice

*Expertise France's role is to design and implement development projects. Its operating methods vary but have the same objective: advise and support the strengthening of public policies.*

## WHERE DO THE EXPERTS COME FROM?

Expertise France operates in the main fields of public action (see page 8) and often makes use of the knowledge and know-how of French and European public experts. They can be from administrations, regional and local authorities, public agencies... Depending on the needs of projects, the agency may also call on expertise from the private sector, associations and the research community.



## Financing



### MOBILISATION OF FUNDS

When a State needs to develop or strengthen a public policy, a donor can mobilise the funds required to support it. It may involve a government, an international organisation, a development bank...



### SELECTION OF AN IMPLEMENTING AGENCY

The donor calls on an operator to design and implement the project. If it decides to publish a bid invitation, Expertise France prepares a detailed project proposal. The project implementation may also be entrusted to it directly by the donor by private contract.



## Design



### DIAGNOSTIC

To identify more precisely the country's needs and the specificities of the context of the operation, Expertise France can conduct a diagnostic alongside the beneficiaries. This stage allows it to devise solutions tailored to the situation on the ground.



### PLANNING AND ORGANISING ACTIVITIES

Expertise France defines a methodology and a programme of activities for each project objective. It bases this on a detailed timetable and budget. The content and methods of the operation are tailor-made and validated by the partner country.



### ESTABLISHMENT OF THE PROJECT TEAM

Expertise France sets up an experienced team to work with the partner country. It is made up of a team leader and sectoral experts (see page 26).



### MOBILISATION OF PARTNERS

Expertise France may work in partnership with other organisations with specific expertise: cooperation agencies from other countries, NGOs, private sector... Their cooperation makes it possible to provide a comprehensive response to the partner country's expectations.

## Implementation



### COORDINATION OF ACTIVITIES

Expertise France coordinates the implementation of activities: advice, training, calls for projects, provision of equipment... The agency can mobilise short-term experts for very specific issues. It ensures that the partner country takes ownership of the skills transferred and the methodologies proposed by the experts.



### MONITORING

At the same time, Expertise France handles the administrative and financial management of the project. It regularly informs the donor about the progress of the implementation.



## Evaluation



At the completion of the project, before closing it, Expertise France and the partner country conduct a feedback review. The objective: ensure the sustainability of the actions implemented and the expertise of the stakeholders, and identify good practices.

# Innovative operational solutions

*Since 2015, Expertise France has been developing a crosscutting expertise offer that allows it to set up and coordinate a comprehensive range of activities, combining technical assistance, the provision of goods and services, and the coordination and supervision of work done under contract.*

**T**he integrated solutions provide for complementary services in order to cover all the aspects of an issue: the provision of equipment or the supervision of infrastructure meets material needs, while technical assistance (advice, training...) builds the capacities of beneficiaries on subjects related to these needs.

This solution meets the expectations of the partner institution, which is given comprehensive support, but also the requirements of donors which, by entrusting the project management to a single organisation, reduce the risks of insufficient coordination.

## A COMPREHENSIVE APPROACH

Expertise France provides assistance from the start to the completion of projects (negotiations, contractual arrangement, implementation,

financial monitoring...), while coordinating the public and private stakeholders. For example, in the Sahel region, the agency supervises projects to strengthen the security of the camps of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). It does so by working with companies able to supply high-quality goods and services (construction, defence

electronics...) in a deteriorated security situation, while relying on the French institutional network (foreign affairs, economy and finance, defence).

Since 2017, along the same lines, Expertise France has been managing part of the European Union's assistance to the G5 Sahel Joint Force (Burkina Faso, Chad, Mali, Mauritania, Niger). 🌐

*In Mali, Expertise France contributes to securing the MINUSMA camps, for example, by implementing surveillance solutions.*

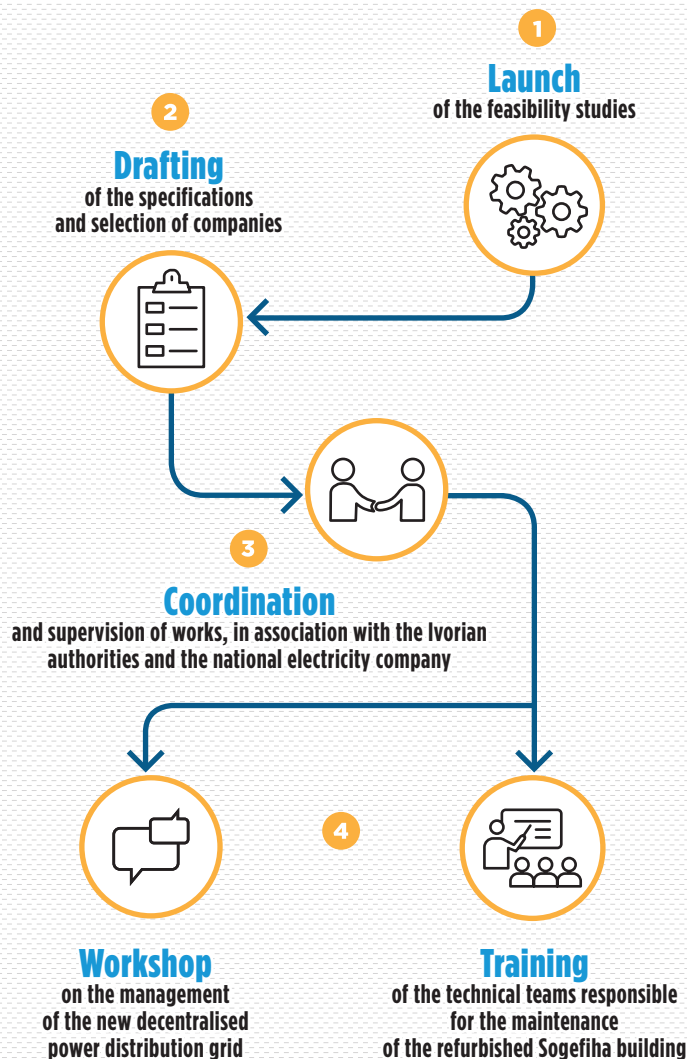






## IN CÔTE D'IVOIRE, A COMPREHENSIVE RANGE OF SERVICES IN THE ENERGY SECTOR

The ECLER IVOIRE project is financed by the European Union for the period 2017-2021. It aims to improve access to electricity for rural communities and improve energy efficiency in public buildings. It provides for the electrification, using solar power, of 39 rural sites which are currently not connected to the power grid, as well as the refurbishment of the Sogefiha building in Abidjan. These two construction sites will be coordinated by Expertise France, working with the Directorate General for Energy and CI-Énergies.



**“ The entire agency  
is involved in the  
implementation**

*Sabrina Maspoli,  
public procurement legal  
expert, Expertise  
France*



**What are the  
legal issues  
of the ECLER  
IVOIRE project?**

This project provides for the award of a number of highly technical public contracts with significant financial volumes: a EUR 5m works contract is planned for the electrification of rural communities. Specific legal support has therefore been planned. I have been involved in the negotiation of the offer with the European Union and am today responsible for the legal follow-up of ECLER IVOIRE. This gives me an overall vision of the project and its specific issues so that I can give a clear answer to the questions of the field team mobilised by Expertise France.

**What was the purpose of your mission  
in Côte d'Ivoire in October 2018?**

I trained the field team in the public procurement rules that the agency applies as a public operator. I was also able to hold discussions with the team and national parties to explain our procurement procedures to them in practical terms. This support in the field helps ensure the proper application of our rules of procedure, while taking the constraints of the project into account.

**What is the interest  
of this type of mission ?**

It raises the awareness of the teams in terms of the legal procedures and feeds into a virtuous circle: we are there, they call on us, and this creates ties between the headquarters and the field thanks to the complementary expertise on both sides. We really work in an effective project mode, and this shows our partners that the entire agency is actually involved in the implementation.

# A partnership-based approach

*Expertise France, acting as a contractor, works with partners with complementary expertise, which contributes to sustainably building the capacities of partner countries to define and implement high-quality public policies.*

**T**o implement the projects that are entrusted to it, Expertise France relies on an extensive network of partners and a pool of experts from the public sector, but also from the private sector and civil society. These professionals cover a wide range of sectors: environment, health, security, education, training... This diversity of skills makes it possible to combine complementary expertise that is necessary for the proper implementation of activities.

## PROMOTING FRENCH EXPERTISE

For example, the agency works in close coordination with French central or local administrations, whose expertise is recognised and very much in demand for public policy reforms. Involving administrations right from the project design stage improves the match between Expertise France's activity and France's priorities. These administrations can subsequently provide institutional support in the



field via the diplomatic network and mobilise their technical expertise in the context of projects.

## STRENGTHENING COOPERATION BETWEEN PRACTITIONERS

Expertise France is also strengthening its cooperation with the other French and European public operators, with the aim of

**“Working together to better achieve France’s objectives**

**Philippe Boutinaud,**  
*Head of the Regional Issues Service in the Directorate General for International Relations and Strategy (DGRIS) of the Ministry of Armed Forces*



### **Which subjects can Expertise France and DGRIS work on together?**

We can work together on any project that touches on military cooperation actions, for example, the study for the infrastructure construction project of a regiment in Lebanon. We also cooperate in the context of European programmes, such as the programme on security in Asia, for which Expertise France will manage two components: maritime safety and cybersecurity. The agency can also indirectly be the operator for European projects which we have contributed to launching. In this context, we may be led to work together to better achieve France's political and strategic objectives.

### **How are the teams of Expertise France and DGRIS coordinated?**

Expertise France's teams abroad are generally coordinated with the defence missions, which are housed in the embassies





## #PAGOF: PROMOTING OPEN GOV IN FRANCOPHONE AFRICA

The Open Government Support Programme in Francophone Africa (#PAGOF) is financed by Agence Française de Développement (AFD) and is assisting three Francophone African countries (Tunisia, Burkina Faso, Côte d'Ivoire) in the achievement of the commitments they made under the Open Government Partnership. Expertise France and CFI involve administrations and civil society – including the media – in activities, with the aim of developing their capacities to cooperate and build together more effective and more transparent public policies that are more receptive to citizens' expectations. In May 2019, the two agencies released a guide on good practices and successful experiences in open government in Francophone Africa, a resource which is now available to all countries in the region.

maximising the impact of technical cooperation projects. In addition to exchanges of good practices, this collaboration leads to partnership agreements and cooperation in the field. For example, in May 2019, an agreement was signed with CFI, the French media development agency. CFI works with Expertise France on certain projects, such as #PAGOF. 📱

*In Burkina Faso, 35 open data sets were published following training and data extraction workshops conducted in the context of #PAGOF.*



and report to DGRIS. The coordination can also take place directly at central level for certain projects of common interest, such as the support for the G5 Sahel Joint Force.

***Expertise France has also worked with your teams on maritime safety issues. Could you tell us a bit more about this?***

Our unit under the orders of the ministerial coordinator for the safety of maritime areas works in synergy with Expertise France's teams to coordinate our actions in the Gulf of Guinea. This allows us to exchange our visions on the operationalisation of coordination centres in terms of maritime safety in this region. This complementarity enhances the effectiveness.

*To strengthen maritime safety in the Gulf of Guinea, Expertise France works with the French Navy.*

# Deploying French expertise abroad

*In the context of France's international cooperation mechanism, Expertise France is mandated by the Ministry for Europe and Foreign Affairs and AFD to manage long-term technical assistance missions.*

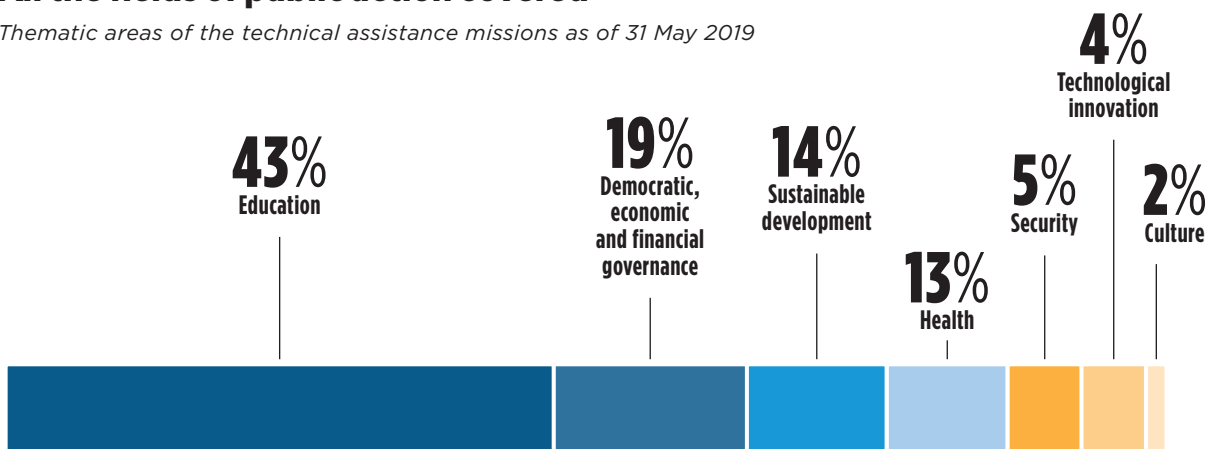
**T**he French experts mobilised in the context of this cooperation mechanism play a role for technical assistance, advice and influence in the agency's sectors of operation, in line with the priorities of French diplomacy. They are posted in national institutions or multilateral organisations and work with our partners abroad on a daily basis to help build the capacities of beneficiaries. Since 2016, Expertise France has managed over 230 technical assistance missions in over 75 countries. 🌐



*Almost a third of the experts mobilised by Expertise France are posted in international institutions: UN agencies, World Bank, European Commission...*

## All the fields of public action covered

*Thematic areas of the technical assistance missions as of 31 May 2019*



## TESTIMONIES

### “Close cooperation with national media”



**Marie Varloteaux**, technical expert at the National Agency for Research on AIDS and Viral Hepatitis (ANRS)

With prevalence estimated at 3.4%, HIV infection remains a public health problem in Cameroon. The ANRS-Cameroon site has been conducting innovative research in this field for over 15 years, based on the actual needs of populations infected by HIV. My role is to act as an intermediary between these research teams and the national and international institutions, in particular by exploiting the results of this research.

We work closely with the national media to disseminate accurate and clear information to the general public. Time for sharing and discussions is organised for each study to present the results of this research to the national authorities, which can thereby take better ownership of the findings.



**Yaoundé**  
Cameroon

### “Using knowledge to feed into the dialogue”



**Véronique Ancey**, expert in livestock raising and poverty reduction in pastoral areas at the Food and Agriculture Organization of the United Nations (FAO)

Pastoral communities in Africa, which are today given media coverage from the perspective of crises, are dependent on long-term public policies. The mobility of pastoralists develops territories through soil fertilisation, trade, animal product supplies to cities and labour migration. Recognising and guaranteeing their land, social and civic rights is necessary for economic production, the social reproduction of pastoral communities and the future of their youth.

At FAO, I supervise knowledge production to feed into the political dialogue, for example, on the share of pastoral mobility in the local development of Sahelian and coastal countries and on the needs for institutional support to young people of pastoral origin.



**Rome**  
Italy

### “Awareness-raising and advocacy work”



**Hélène Molinier**, Senior Policy Advisor at UN Women's Innovation Unit

New technologies can be a driving force for change, but they sometimes contribute to increasing gender inequalities. To limit this risk, it is important for women to have greater access to technological professions, for innovations to take existing inequalities into account and, finally, for them to meet the needs of women in all countries, both developed and developing.

In addition to awareness-raising and advocacy work on these three subjects, my unit assists the teams of UN Women in the design and implementation of their initiatives, which integrate new technologies, in order to reconcile gender and innovation as much as possible.



**New York**  
USA



# Teams in touch with the field

Expertise France today operates in almost 100 countries around the world, as part of over 500 projects. Several hundred experts are mobilised to ensure the impact of these initiatives.

**T**his extensive field presence allows Expertise France to identify more clearly the needs of partner institutions, gain a better understanding of their constraints and build a relationship of trust with them. The agency actively involves them in the implementation of activities, a prerequisite for the success and sustainability of projects.

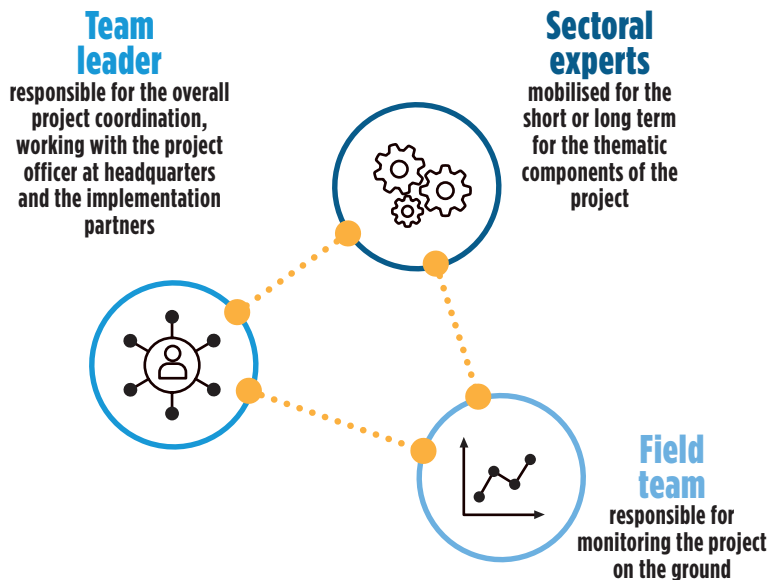
## OUTREACH WORK

The experts are mobilised for a short or long term and are in direct interaction with their counterparts in partner institutions. These peer-to-peer exchanges enhance the effectiveness of the skills transfer. They also contribute to defining relevant solutions for sustainably strengthening public policies.

In addition to this sectoral expertise, teams in the field ensure the smooth implementation of the project: coordination, administrative and financial follow-up, monitoring-evaluation, communication... Expertise France is continuing to structure its activity in the field and launched its first pooled support unit in Tunis in June 2019. It will provide crosscutting support to the teams of projects implemented in Tunisia, the agency's main country of operation.

## Alongside partner institutions

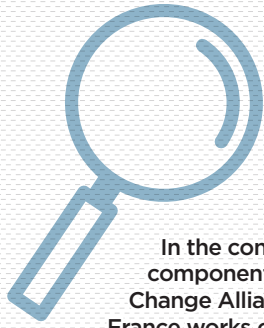
Standard organisation of an Expertise France team in the field



## FROM LOCAL TO GLOBAL

In return, through its detailed knowledge of each operational context, Expertise France contributes to overall reflection on the effectiveness of development assistance and international cooperation. This positioning on two levels makes it possible to

establish a dialogue between theory and practice in order to define both ambitious and realistic objectives. It also contributes to promoting local initiatives and bringing about innovative actions. 🔄



## WITH ECOWAS, AN EXEMPLARY PARTNERSHIP

In the context of the West Africa component of the Global Climate Change Alliance (GCCA+), Expertise France works closely with the Economic Community of West African States (ECOWAS). The agency has helped structure a new project led by the regional organisation. Its ambition: create a regional financing mechanism for climate change initiatives. In 2019, this “West African Initiative for Climate Smart Agriculture” was one of the six projects selected in a competition organised by the Global Innovation Lab for Climate Finance.

*According to the diagnostic conducted in the context of GCCA+, over USD 340bn is required to implement the climate commitments of West African States.*



## “A proximity essential for project ownership”

*Cécile Vivien, technical assistant for the “West Africa” component of the GCCA+ programme, based in Togo*



### **What has been your career path at Expertise France?**

From 2014 to 2017, I was a project officer for Africa4Climate, which supported the national and local authorities of four African countries for climate policies. I supervised the project at the operational level (activities, expertise, deliverables, partnerships...) and administrative and financial levels. This allowed me to develop skills in both project management and climate planning.

### **And now?**

I work on the West Africa component of GCCA+, which aims to contribute to West Africa’s regional effort for the implementation of the Paris Agreement. After nine months devoted to the formulation of activities, since late 2018, I have been working with a project coordination unit of the ECOWAS Regional Agency for Agriculture and Food (RAAF). I handle the technical and operational management of the project along with five other people. Working as part of a team is very fulfilling: everyone has their own expertise and brings it to the group.

### **Headquarters, field: What are the differences?**

My mission is more operational: I work on the formulation and implementation of activities in a field I have been able to specialise in. Working in the partner institution of the project provides a better understanding of the issues and constraints on a daily basis. These are things which cannot be grasped in the same way from a distance. This proximity is also essential for the ownership of the project by our partner. Conversely, the fact that I come from headquarters allows me to be more familiar with the procedures, which is an essential component for the project implementation, and convey them to the field team.



# Security: exchanging good practices

*Administrations, public operators, NGOs... All entities whose staff go to sensitive countries are concerned by security issues. In 2018, Expertise France organised a series of meetings to contribute to reflection on these issues.*

**E**xpertise France, which is required to operate in risk areas (conflicts, political and social unrest, crime, natural disasters), set up a Safety Department in 2017. This department is responsible for implementing a security policy adapted to all the activities deployed by the agency. It is an essential mission, as no stable, sustainable and effective activity is possible without security.

## A SUBJECT OF COMMON INTEREST

Issues related to operations in risk areas go well beyond Expertise France and concern all stakeholders operating at international level, whether public, from the private sector or from civil society. The agency wished to organise moments for exchanges between NGOs and operators in order to share good practices. On 9 October 2018, over 80 people gathered in Paris for a first seminar on the theme: "Working in sensitive areas, what good practices?". This meeting addressed a number of subjects: implementation of tools and procedures (monitoring, security plans, geolocation of travel in red zones...), security measures (securing premises, escorts...), awareness-raising and training actions to prevent and minimise risks...

## A NETWORK UNDER CONSTRUCTION

However, security issues are not confined to field trips. With technological advances and the proliferation of connected objects, the security of information and

*Expertise France can operate in remote areas. In the context of the project to open up regions in the Central African Republic, two bridges have been installed in Lobaye Prefecture, southwest of the capital.*

communication systems is of increasing strategic importance for organisations. According to the 2017 statistics of the National Agency for the Security of Information Systems (ANSSI), a third of small and medium-sized enterprises do not recover from a ransomware cyber attack. This category of malicious software blocks access to the computer system (network, e-mails) and leads to a ransom demand.

Following on from the first conference, on 6 March 2019, three NGOs (ACTED, Care France and the French Red Cross) organised a half-day of exchanges on data



protection with Expertise France. The objective was to address a real issue of raising the awareness of development aid actors who sometimes feel that cyber threats do not concern them. The next security seminar aims to address the issue of the legal responsibility of organisations in terms of security. 🌐

## RECOGNISED TRAINING

Expertise France organises training on managing risks during missions for its teams at headquarters and in the field. In 2019, the sessions were opened to Agence Française de Développement (AFD) employees. Expertise France obtained Datadock certification in June 2019, meaning it can now offer the training to other development aid actors.



**7**  
training  
sessions

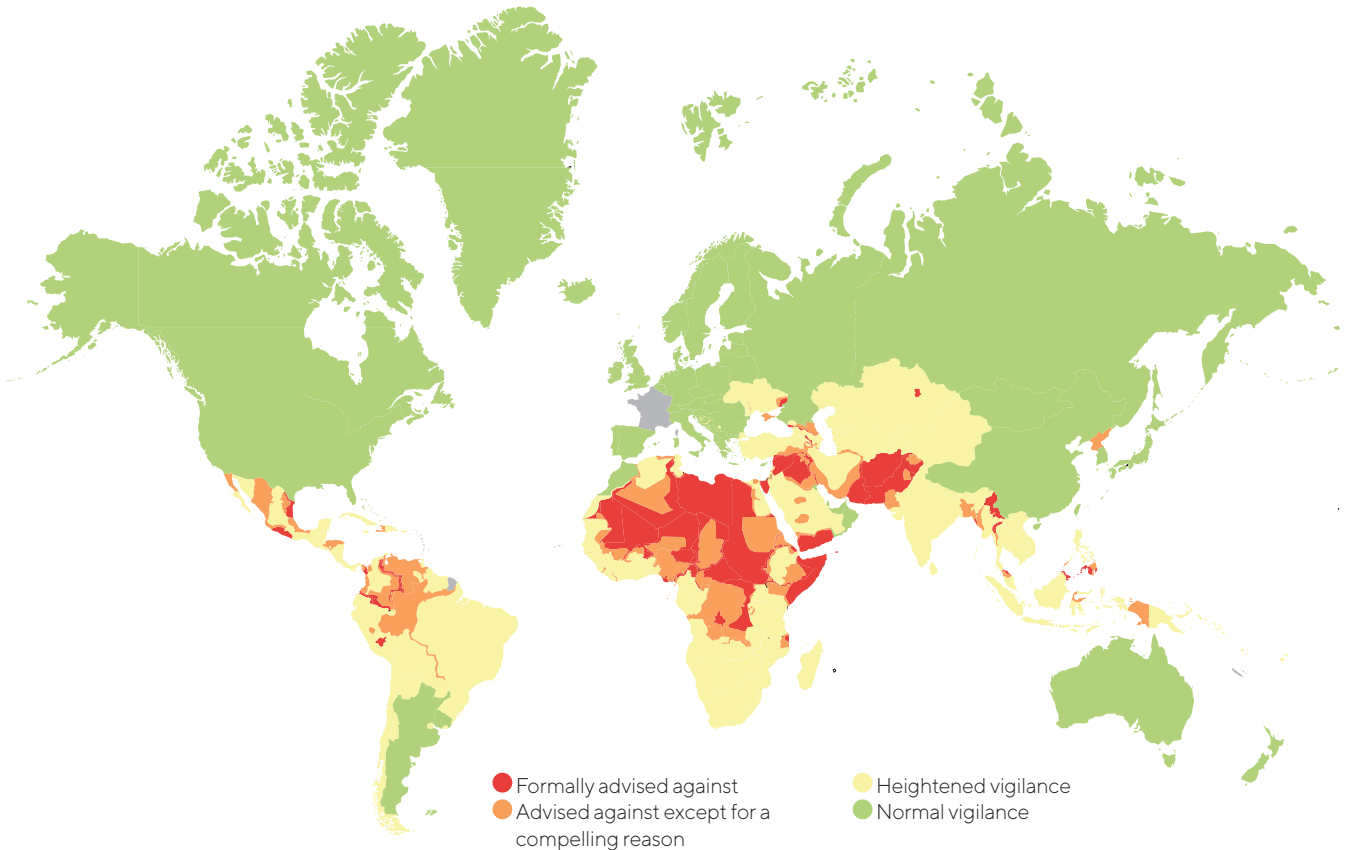
organised  
between  
2017 and 2018



**87**  
people  
trained during  
the period

## A world of tensions

Risk areas according to the Ministry for Europe and Foreign Affairs as of 16 April 2019





# **SOLUTIONS FOR A SUSTAINABLE AND INCLUSIVE WORLD**





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# Implementing the judicial reform in Ukraine

Since 2015, the Ukrainian Government has been implementing an ambitious judicial reform programme. The objective: strengthen the rule of law in accordance with European standards and restore the confidence of citizens in the judicial system.

**PARTNERS** JCI (France) CFI (France) DCAF CPMA (Lithuania)

**Donor:** European Union  
**Start-up year:** 2017  
**Duration:** 3 years  
**Budget:** € 15.29m (delegated management)



In 2019, the Rule of Law Index ranked Ukraine 77th out of 126 in the area of the rule of law. Transparency International has ranked the country 120th out of 180 in the area of corruption. These shortcomings affect the functioning of institutions, the business environment and the economic development of the country. Strengthening the rule of law is therefore a priority for the authorities.

**EUROPEAN UNION MOBILISED**

The strategy for the reform of the judicial sector was adopted after the Ukrainian revolution

in 2014. In 2016, it resulted in amendments to the Constitution, as well as a law on courts and the status of judges. These reforms aim to improve the independence of the judiciary. They go hand in hand with initiatives that target corruption and the reform of public administration. The challenge for the authorities now lies in achieving an effective application of these texts. In the context of the Association Agreement,



**2015**  
**Year of the adoption**  
*of the new strategy and action plan for the justice sector reform in Ukraine*

*In 2017, the Razumkov Centre estimated that less than 10% of Ukrainian citizens had confidence in judges and prosecutors. The Pravo-Justice project aims to restore this confidence by supporting the implementation of reforms.*

which entered into force in 2017, the European Union is assisting Ukraine in the implementation of its new legislative framework. It has entrusted Expertise France with the Pravo-Justice project for this purpose. The agency, with its partners, will assist the authorities in terms of:

- planning, coordinating, monitoring and evaluating the implementation of the reforms enacted, including at local level;
- strengthening the independence, effectiveness, quality, integrity and transparency of the judicial system, as well as access to justice and a fair trial;





- improving the enforcement of court decisions;
- developing e-justice.

### RESTORING THE CONFIDENCE OF CITIZENS IN THE JUDICIAL SYSTEM

In 2018, the project enabled an evaluation of the selection and assessment mechanisms for judges. These mechanisms were introduced to guarantee a more transparent choice and aim to ensure that Ukrainian judges have the qualifications for their functions. Over 6,000 judges and candidates for judicial appointment have been assessed. This should contribute to restoring the confidence of citizens in courts. 🇫🇷



**+ 6,000**  
judges  
and candidates  
for judicial  
appointment  
*assessed in 2018*

## “ Gaining a better understanding of the realities and constraints of everyone



**Caroline Gontran,**  
Head of the European and International Affairs Delegation (DAEI) of the French Ministry of Justice, magistrate

### **What is the French expertise provided for the Pravo-Justice project?**

The work carried out by Expertise France and the public interest group for International Justice Cooperation (GIP-JCI), right from the design stage of the Pravo project, is an important key to its success. GIP-JCI had already implemented the project to support justice reforms in Ukraine (2013–2017), which has facilitated the mobilisation of public expertise for the component on court management and the enforcement of civil court rulings.

### **How are the actions of the various cooperation actors coordinated?**

In early 2018, the French Ministry of Justice presented an international technical cooperation strategy giving details of its geographical and thematic priorities, as well as its objectives, in conjunction with the various cooperation actors in the area of justice and in association with the Ministry for Europe and Foreign Affairs. The political and technical bodies of the strategy help improve the coordination of their actions.

### **How will the agreements signed in late 2018 enhance the complementarity of actions?**

The signing of agreements between the Ministry of Justice, Expertise France and GIP-JCI has formalised the good practices that already existed between us. It reflects our excellent relations. Our dynamic and regular exchanges provide a better understanding of the realities and constraints of everyone, in the interest of projects. These agreements have also further promoted French public expertise abroad.

# Tunisia-Europe: working for mobility

*The Lemma project involves over three years of close cooperation with Tunisian institutions and the partners of Tunisian and European civil society on the theme of migration.*

 PARTNERS 

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<b>Donor:</b> European Union
<b>Start-up year:</b> 2016
<b>Duration:</b> 3.5 years
<b>Budget:</b> € 5m

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Lemma was designed as a concrete response to the Mobility Partnership established between

Tunisia and the European Union. It was based on three complementary thematic areas: international labour migration, the mobilisation of Tunisians around the world for the development of the country, and the reintegration of returning Tunisians.

### SUPPORTING INTERNATIONAL OCCUPATIONAL MOBILITY

Lemma has assisted the National Agency for Employment and Self-Employment (ANETI) and Tunisian Agency for Technical Cooperation (ATCT) in strengthening services to users, i.e. candidates for labour migration, but also Tunisian companies which recruit internationally. For example, the project has supported the dematerialisation of the service which grants work permits

and the creation of a mobile application to help companies follow the status of their requests when they recruit a foreigner. The new range of services was presented in June 2019 during a “Business Forum”, which gathered all the public and private actors involved in international occupational mobility.

### MOBILISING THE DIASPORA TO SUPPORT NATIONAL AND LOCAL DEVELOPMENT

Lemma has assisted the authorities in their reflection on ways to mobilise Tunisians around the world, who can contribute to the development of the country, well beyond the traditional

remittances. Nine quantitative and qualitative studies have provided a better understanding of their profile and identified good practices to get them effectively involved in the development of the country. In addition, community-based initiatives have been carried out to meet the



# 5%

## of Tunisia's GDP

*is made up of remittances from Tunisians residing abroad*






needs expressed in the field. For example, the project team has worked with eight civil society organisations, via “Lemma Invest”, to provide direct support to five economic development projects in Tunisia led by members of the diaspora. This initiative has led to the creation of a migration profile and the financing of local activities in Mahres by the diaspora.

### SUPPORTING THE REINTEGRATION OF RETURNING TUNISIANS

The French Immigration and Integration Office (OFII) has assisted the Tunisians authorities in their reflection on ways to support returning Tunisians in order to facilitate their socioeconomic reintegration. Nine workshops, focusing on a participatory approach and involving civil society, conducted reflection on the main lines of a national roadmap on this

**MAPPING TUNISIAN DIASPORA**

The study “Talent Abroad: A Review of Tunisian Emigrants”, conducted by the OECD in partnership with Lemma, was released in December 2018. It gathers data on the economic potential of Tunisians around the world (place of residence, age, level of education, etc.), which will be used to devise public policies to mobilise them more effectively.



**13%**  
of the Tunisian  
population  
*lives abroad*

subject. This roadmap was subsequently formalised by the relevant administrations, with support from Lemma’s expertise. This document based on law addresses concrete aspects of the return and reintegration: employability, recognition of diplomas and skills acquired,

portability of social rights, etc. Finally, a pilot reintegration project has supported the socioeconomic reintegration of 91 Tunisians returning from several European countries. 🇪🇺



*Six European Union Member States have contributed in the form of public expertise: Belgium, France, Italy, Poland, Portugal and Sweden.*

# Public-private partnerships in Brazil

Create high-quality public facilities and services in Brazil, with private sector participation: it is with this objective that Agence Française de Développement and Expertise France are supporting the Brazilian Government.

**Donor:** AFD

**Start-up year:** 2018

**Duration:** 3 years

**Budget:** € 1.5m



In 2017, France and Brazil signed a cooperation agreement to promote investments in public

facilities. This partnership is a response to a request from the Brazilian Government, which is interested in French expertise in the field of public-private partnerships (PPPs). The agreement is part of a longstanding tradition of bilateral cooperation based on the development of public policies in the field of the environment and urban planning, for example, water management at watershed level.

## SHARED PUBLIC SERVICE MANAGEMENT

“The programme supports the action of the federal government, the public bank Caixa and the regulatory agencies of public services (federal states and municipalities) to improve public service management at municipal level. It is not a question of

choosing between the public and private sectors, but of involving them for a shared management”, explains Nicolas Bourlon, Head of Mission for Expertise France and Project Manager for Latin America of the International Office for Water. “The aim of the use of PPPs is to make the public service more efficient, thanks to the means and know-how of the private sector, without any mention of privatisation, with the municipality retaining its role of oversight and regulation via the logic of public service delegation”, he points out.

**“Making public service more efficient without any mention of privatisation.”**

*Nicolas Bourlon, Head of Mission for Expertise France, Project Manager for Latin America of the International Office for Water*

Four priority sectors have been identified by the Brazilian authorities: urban waste management, water and sanitation, street lighting, and urban mobility. Expertise France is working with the federal government to help decentralise the management of public services associated with these sectors at local level.

## WASTE MANAGEMENT: A STRATEGIC CHOICE

The theme chosen for the pilot programme is waste management. It is a strategic choice: indeed, Brazil has adopted a modern legal framework for waste management, but wants to improve its implementation: “While household waste collection works quite well, there is little recycling and most of the waste goes directly to a controlled landfill, or even an unauthorised landfill”, explains Nicolas Bourlon. According to the association Albrepe, this affects the air, water and land, but also the health of the people who work in the illegal landfills or live around them.

## REGULATING PUBLIC WASTE SERVICES

The first project involves identifying good practices for the regulation of PPPs for waste management in





Brazil and abroad. Expertise France is working with the French company Egis and the Foundation School of Sociology and Politics in São Paulo (FESPSP) to identify the needs and propose contractual terms to prepare an overall regulation strategy. This should strengthen the capacity of regulatory agencies to regulate public waste services, in a context characterised by a great technical and legal complexity.

Based on this study, a pilot PPP project will be selected by the autumn of 2019, for which detailed recommendations will be given. For Nicolas Bourlon, "It involves choosing a pilot case that will provide the best lessons, which will subsequently make it possible to recommend a strategy that can be applied nationwide".

*Lixão da Estrutural, an illegal landfill near Brasília, was closed in January 2018. It contained almost 50 million tonnes of waste.*

## TESTIMONIES

**“Cooperation is a spirit, a working logic and an exchange”**

*Nicolas Bourlon, Expertise France/  
International Office for Water*



We work in a relationship of trust with institutions at the highest level of the federal State, which are both agile and mobilised. Cooperation is not purely technical: it is a spirit, a working logic and a two-way exchange. We start from lessons learned from positive or negative French experiences, to see how they can be applied in a different institutional context. In return, the experience gained from cooperation with Brazil can be useful for French actors and other countries, in the context of cooperation programmes developed with France's support.



# Modernising public finances in Guinea

*With PACCAF, Expertise France is continuing its support to improve financial governance in Guinea by assisting the mobilisation of domestic resources and strengthening public accountability.*

**o PARTNERS** DGFIP (France) | State Inspectorate General (Senegal)  
Court of Auditors (Senegal)

**Donors:** European Union, Ministry for Europe and Foreign Affairs (MEAE)

**Start-up year:** 2018

**Duration:** 3 years

**Budget:** € 3.8m, including 8% of MEAE cofinancing



The Control Corps and Tax Administration Support Project (PACCAF) addresses the needs expressed by the Guinean authorities in

terms of public accountability and the mobilisation and management of domestic resources, which are priorities to finance the development of the country. It is based on the achievements of the Project to Support the Reform of the Tax Administration (PARAF) and the Project to Strengthen the Control Corps (RECOR II) and will mobilise both French and Senegalese expertise.

## AN OPTIMISED FUNCTIONING

The aim of PARAF was to make the Guinean tax system functional and increase government revenues

by supporting the restructuring of the tax administration, in particular the National Tax Department (DNI). PACCAF is pursuing this objective to support DNI, with a focus on securing tax collection and widening the tax base.

The RECOR II project, for its part, has supported the creation and development of the competences of the audit institutions, which are responsible for inspection, internal audit and external control. Expert missions have in particular helped make the Court of Auditors operational. PACCAF will continue its support, including via “coached controls” during which an expert mobilised by Expertise France assists his Guinean counterparts

with the control of a public administration or body, from start to finish. This type of activity has already been tested with the Court of Auditors and will be extended to the General Inspectorates of the State and Finance.

## MORE TRANSPARENT PUBLIC FINANCES

With the support of the European Union, the Guinean State has carried out an inventory of its financial assets for the first time. The property and assets of the State are indeed dispersed between various entities, and certain financial investments were not traced in the general accounts of the Treasury. This inventory was finalised in April 2019 and marks the beginning of a process of transparency and securing the property and assets of the State in the context of a standardisation of their management.

## SUPPORTING THE DIRECTORATE GENERAL FOR CUSTOMS

Finally, still in the context of PACCAF, Expertise France will shortly be implementing the continuation of the European Union’s support to the Directorate



**8,000**  
companies

*given a permanent tax identification number*



*The informal economy accounts for about 50% of the added value created and over 70% of jobs, according to the Guinean National Plan for Economic and Social Development.*

General for Customs. Building the capacities of the officers of this directorate and improving control procedures will be two priorities for the support. The latter will mainly focus on two areas: business facilitation and revenue mobilisation on the one hand, and the strengthening of controls and security issues on the other. 🗣️

## **TAX REVENUES SECURED**


PACCAF has supported the creation of a permanent tax identification number for companies in Guinea. This number is combined with a geolocation and allows companies up-to-date with their tax obligations to carry out customs operations thanks to the customs-tax interconnection, participate in public tenders and be government suppliers. This reform will contribute to widening and securing tax revenues: forecasts project an increase from 2,000 to 10,000 professional taxpayers in the first year.

# Harmonised statistics in ASEAN countries

With an average annual growth of 5.1% since 2011, ASEAN is a free trade area with high economic potential. The strengthening of its community statistical system is today allowing it to continue its integration.

**PARTNERS** Artemis Ltd. | ICON Institut | National Institute of Statistics Romania | Statistics Netherlands | Statistics Norway

**Donor:** European Union  
**Start-up year:** 2014  
**Duration:** 4.5 years  
**Budget:** € 6m

 Trade statistics are a driving force for regional economic integration: it is based on them that appropriate policies can be defined. In the context of cooperation between the Association of Southeast

Asian Nations (ASEAN) and the European Union, the Compass project has assisted the Secretariat of ASEAN and its ten Member States (Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam) with the production and harmonisation of their statistics.

### UPDATED, RELIABLE AND COMPARABLE DATA

A team of experts has trained the authorities in how to use appropriate tools and

methodologies to collect, produce and disseminate quality data. Three key areas for economic integration have been targeted: foreign direct investments, international trade in goods and international trade in services. The ASEAN system for the transmission of statistics has been modernised to improve dissemination at the regional level.

ASEAN can now compile data from the statistical institutes of member countries and make them available to those who need them.

**“ Our data are of better quality by international standards ”**

**Julia Puspadezi Tijaja,**  
*Director of ASEAN’s Integration Monitoring Directorate*

### What is the main challenge for ASEAN’s community statistical system?



The challenge lies in managing to provide data that is relevant, updated and comparable (i.e. harmonised between ASEAN Member States and in line with the latest international standards), despite the disparities in the development and capacities in the region in terms of statistical infrastructure and human resources.






*Ho Chi Minh City, Vietnam. In early 2018, virtually all the customs duties on trade in goods were abolished between ASEAN countries.*

In 2018, 73% of users considered that these data were “good” or “very good”, according to the first satisfaction survey conducted by ASEANstats, the statistics office of ASEAN.

### **A VEHICLE FOR REGIONAL INTEGRATION**

Compass has also supported the monitoring and evaluation of the regional integration process, in particular by creating two dedicated databases. The Secretariat now independently handles the publication of a

half-yearly report, the ASEAN Economic Integration Brief. This approach of supporting regional institutions is a standard feature of the projects implemented by Expertise France in the field of statistics. The Pan African Statistics Programme, which the agency has been implementing since 2016, is also supporting the creation of STATAFRIC, the statistical institute of the African Union. It will play a leading role in harmonising continent-wide statistical production. 📊

  
**+ 70%**  
**of statistics**  
*produced in 2018*  
*meet ASEAN's*  
*quality criteria*

### ***How has Expertise France's support been put into practice?***

The agency's support has mainly consisted in building the capacities of the statistical institutes of Member States and ASEANstats. Several training workshops have been organised covering a wide range of thematic areas (conceptual frameworks, specific operational issues...). The main objective of these workshops was to build the capacities of Member States and ASEANstats to produce and disseminate accurate, updated and relevant data that is accessible and, especially, comparable.

### ***Four years after its launch, what is the project's main outcome?***

Our cooperation with Expertise France has significantly improved ASEAN's statistical capacity, at both national and regional level. The data submitted by Member States to ASEANstats are now of better quality by the latest international standards, but also in terms of the requirements set out in the Code of Practice of the ASEAN community statistical system. Their submission and dissemination have also been optimised.

# Gender equality central to projects

*Expertise France works for gender equality, a prerequisite for sustainable development, by focusing on a concrete and operational approach, as close as possible to the realities in the field and the needs of beneficiaries.*

**C**ombating gender-based violence in a practical and effective manner is a prerequisite for the achievement of the Sustainable Development Goals (SDGs), in particular Goal 5 on gender equality and the empowerment of women and girls. Expertise France has produced an ambitious crosscutting roadmap in line with France's commitments for equality: make gender a priority, both internally and in each of its projects.

## A KEY CRITERION FROM START TO FINISH

This integrated approach means considering gender equality at each level and stage of a development project. This provides a comprehensive response to gender inequalities by taking an overall and long-term approach to it. At the start of a project, a study of the context integrating data disaggregated by gender forms the basis for taking gender into account. The analyses are subsequently applied at every stage of the project cycle.

Expertise France uses the gender marker of the Organisation for Economic Co-operation and Development (OECD) to assess the level of integration of the


**“Our objective: achieve 40% of projects with a gender marker of level 1 or 2 by 2020.”**

**Laurence Lajoinie-Gnansia,**  
*Deputy Chief Executive Officer,  
responsible for Cross-Functional  
Activities*

gender dimension in the projects it implements. This composite indicator determines the extent to which gender is taken into account in the project objective. By identifying the differences between political commitments and financial support, the marker enhances the transparency and accountability of financing for gender equality and women's rights.

## SKILLS TO BE STRENGTHENED

Expertise France's other priority is to raise the awareness of the agency's internal employees, build their skills and provide operational tools to facilitate gender mainstreaming into projects.

To this end, the agency has set up a programme of generic and thematic training in each area of operation of the agency. Fifteen operational toolkits have been designed with the aim of meeting the needs of project officers. The development of these spaces for dialogue in the agency contributes to making gender issues a core aspect of Expertise France's activity. 

## A dedicated assessment grid

*Level of OECD gender marker*



**Level 2** Gender is the project's main objective



**Level 1** Gender is taken into account in a significant manner



**Level 0** Gender is not taken into account





## IN LIBYA, PROMOTING ENTREPRENEURSHIP AMONG WOMEN

The STREAM project, which is financed by the UK Government and implemented by Expertise France, is supporting the creation of an incubator in Tripoli. It aims to build the capacities of Libyan start-ups and companies by offering them a space where they can be received and get advice, training, as well as the possibility of creating prototypes thanks to the equipment of a fab-lab.

Gender is central to this project, which directly targets the empowerment of young Libyan women through access to employment and entrepreneurship. By disseminating entrepreneurial culture among women, STREAM contributes to deconstructing gender stereotypes and promoting gender equality. Concrete measures have been implemented to promote the active participation of women in the project, such as respect for parity as a selection criterion for participants, the choice of a secure location and the adaptation of opening hours to women's schedules. The project also wished to achieve full parity in the recruitment of the project team and in the choice of the expertise mobilised.



### Women, the first victims of unemployment in Libya

National average

19%

Men

16%

Women

25%

Unemployment rate of the working population

National average

49%

Men

41%

Women

Unemployment rate of 15-24 year-olds

68%

Source: ILO, 2012

*In Tripoli, Expertise France is making entrepreneurship a vehicle for women's empowerment.*

# Securing the seas to support the blue economy

*Seas are areas of trade and reservoirs of a number of natural resources. They are particularly vulnerable to piracy and other forms of crime, which are often cross-border. The only option to address this is regional coordination.*

**S**eas receive over 90% of global freight transport. They also hold major resources that promote the development of a “blue economy”. At the same time, illicit activities are developing, requiring coordinated responses at regional level.

## AN AMBITIOUS EUROPEAN PROGRAMME

Piracy has declined in the Indian Ocean, a seaway through which about 70% of the oil transported around the world transits. But the area continues to be affected by other forms of crime: human trafficking, drugs and arms trafficking, illegal fishing, illegal exploitation of marine resources... The Gulf of Guinea, where the two main oil producing countries in Sub-Saharan Africa are located (Nigeria and Angola), is, for its part, increasingly affected by maritime piracy.

Managing these issues, at the boundaries of waters under national sovereignty and international waters, requires an increased coordination of administrations and regional cooperation. To address these challenges and strengthen



maritime security and safety, in 2009, the European Union launched the Critical Maritime Routes (CMR) programme. This programme includes the CRIMARIO and GoGIN projects implemented by Expertise France. 🌐

*Modern maritime piracy indifferently targets merchant and fishing vessels or recreational craft.*



### ● Member countries of the GoGIN project

Angola | Benin | Cameroon | Cape Verde | Congo | Côte d'Ivoire  
Democratic Republic of Congo | Equatorial Guinea | Gabon  
Gambia | Ghana | Guinea | Guinea-Bissau | Liberia  
Nigeria | São Tomé and Príncipe | Senegal | Sierra Leone | Togo

### ● Member countries of the CRIMARIO project

Comoros | Djibouti | Kenya | Madagascar | Mauritius  
Mozambique | Seychelles | Somalia | Tanzania | Yemen



27

maritime centres

supported in the context  
of the GoGIN project

## Gulf of Guinea Maritime architecture strengthened

*The GoGIN project, which is financed by the European Union and Denmark, is providing technical assistance to the Yaoundé Architecture for Maritime Security and Safety. This latter is formed by 27 maritime centres, 19 of which are national. These centres are coordinated to secure seas and combat illegal fishing, trafficking, piracy and crimes at sea.*

*To this end, GoGIN proposes several initiatives to regional partners: creation of a secure web portal for information-sharing and incident management, courses and training promoting inter-administration and regional cooperation, organisational and legal diagnostics and audits... Thanks to these initiatives and tools, the centres will be fully operational and will contribute to securing the maritime domain in the Gulf of Guinea.*

## Indian Ocean Sharing maritime information

*In East Africa, the European CRIMARIO project assists coastal countries in developing knowledge about the maritime situation. It thereby contributes to identifying and analysing illegal activities that take place at sea and therefore to providing a more effective response to them.*

*Ioris, a secure web portal for information-sharing and the management of incidents at sea, has been launched in this context. This secure tool has been operational since July 2018 and has allowed five countries in the region to set up a collaborative work environment to improve their knowledge of the maritime domain and coordinate operations to respond to maritime incidents.*

*CRIMARIO has also been designed as a very comprehensive range of training provision. For example, a cycle has been opened on the analysis of data of maritime interest. It is intended for specialised personnel from civil and military administrations covering the State's action at sea.*

# A Euro-Mediterranean partnership to respond to disasters

*Earthquakes, floods, fires... The Mediterranean region is particularly exposed to the risk of disasters. The European PPRD South III project is helping eight partner countries address these common threats.*

**PARTNERS**

Civipol Conseil (France)	DGSCGC (France)
FIIAPP (Spain)	DGPCE (Spain)   DPCIT (Italy)

**Donor:** European Union

**Start-up year:** 2018

**Duration:** 3 years

**Budget:** € 5m



The disasters facing Mediterranean countries, whether natural or man-made, have a negative impact on the environment, populations, resources and infrastructure. In Morocco, 343 forest fires were reported by the National Centre for Climate and Forestry Risk Management in 2018: 5.5 hectares were destroyed on average per fire. In the Mediterranean basin, the figure stands at 16 hectares. Civil protection services have a leading role to play in addressing this risk, as well as many others.

**PREVENT, PREPARE, RESPOND**

The European PPRD South III project is based on the principle of cooperation to address risks and works to strengthen the

actions of civil protection services in southern Mediterranean countries. The objective: support cooperation opportunities between partner countries (Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia) for the development and implementation of an effective disaster risk prevention and management system.

**PPRD SOUTH III**

PPRD South III is the third phase of the Programme for the Prevention, Preparedness and Response to Natural and Man-made Disasters in southern Mediterranean countries. Phase 1 of this European programme was launched in 2009.

The general directorates for civil protection in France (DGSCGC), Spain (DGPCE) and Italy (DPCIT) are participating in this programme coordinated by Expertise France in partnership with Civipol Conseil and the International and Ibero-American Foundation for Administration and Public Policies (FIIAPP). In late 2018 and early 2019, the project team conducted fact-finding missions, which identified the priorities determined by the authorities of partner countries. 2019 will be devoted to the implementation of the first activities.

**A EURO-MEDITERRANEAN PARTNERSHIP UNDER CONSTRUCTION**

PPRD South III will also promote the creation of a regional cooperation mechanism which can be called on when a disaster affects one or several countries. This should contribute to gradually bringing Mediterranean countries closer to the EU Civil Protection Mechanism (EU CPM). This mechanism was set up in 2001 and allows a



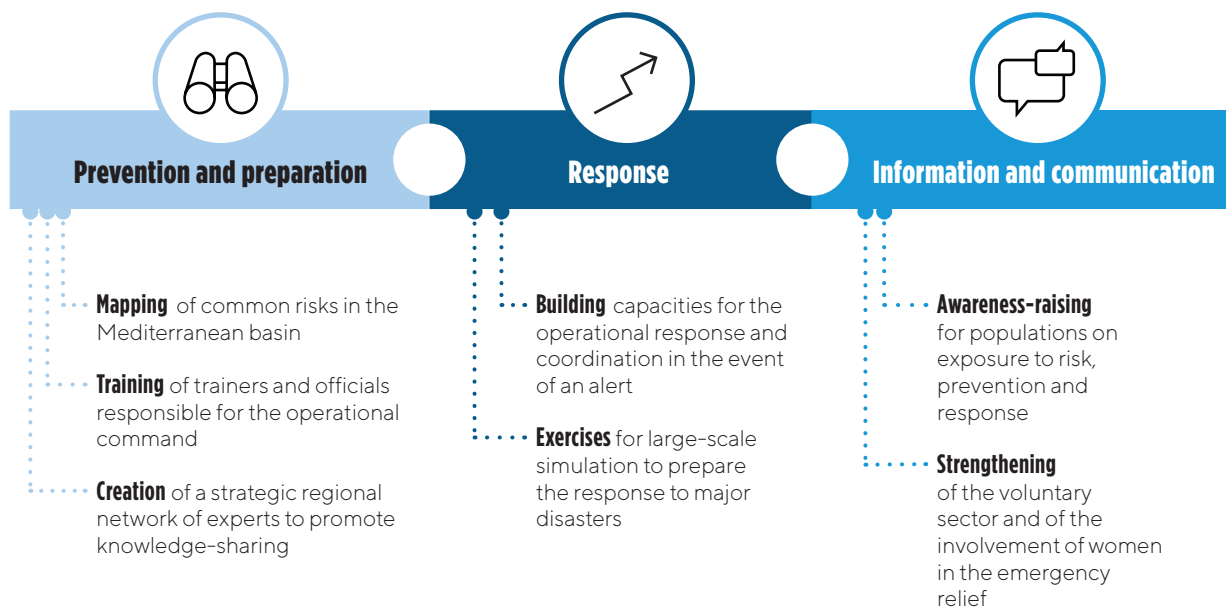


*Between 1981 and 2011, floods were the most frequent disasters in countries in the North Africa/ Middle East region.*

European Union Member State to request assistance if it is affected by a disaster. It also facilitates coordination between the countries that can provide assistance. To this end, PPRD South III will support cooperation opportunities between partners at a national, cross-border and regional level, in alignment with the EU CPM. 🗣️

## A holistic approach to risks

Components of the PPRD South III project



# Fragile areas: the development challenge

*In crisis or post-crisis countries, Expertise France takes action to support the restoration of the authority of the State, an improvement in access to basic services and economic recovery.*

**A** Most a fifth of the world's population live in contexts of fragility, conflict and violence. The increase in the number of violent conflicts, their protracted duration, including via the situation of forcibly displaced persons, and the multidimensional nature of crises require a collective and coordinated response by all actors in security and development.

## A HOLISTIC APPROACH

In the Sahel region, Middle East and Central African Republic, Expertise France promotes a holistic approach simultaneously covering security, stabilisation and development, in conjunction with diplomatic and humanitarian efforts. The agency is able to mobilise actors who are essential to the security-development contiguum with a partnership-based approach, respond quickly and effectively to complex demands, and deploy targeted activities in the field, tailored to the expectations of its partners and populations. The projects led by Expertise France also aim to ensure prevention in fragile situations by building the capacities of public institutions or civil society. 🌱



*In Lobaye (Central African Republic), some 120 people, both civilians and military personnel, have participated in the construction of two steel bridges. They have been donated to the Central African State by France.*



● **Sahel region**

Mauritania | Mali | Burkina Faso | Niger | Chad

● **Central Africa**

Central African Republic

● **Middle East**

Turkey | Lebanon | Jordan | Iraq

## Sahel region

### Reducing vulnerabilities

*Climate, governance, employment, health, demography... The Sahel region faces many challenges. Part of the region is especially confronted with a security situation which has deteriorated and undermines peace and long-term growth. Building on its knowledge of the situation on the ground, Expertise France is supporting Sahelian countries by mobilising its network of experts and proposing a range of operations combining technical assistance and the provision of equipment and services.*

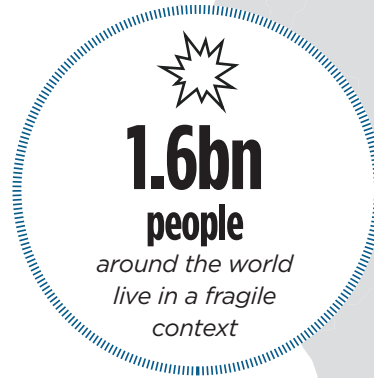
*For example, the agency is coordinating projects in central Mali: with European financing, it is working on strengthening the defence and security forces (PARSEC project) and improving healthcare provision (PARSANTE project).*

## Central African Republic

### Accompanying the crisis recovery

*Since 2016, in the context of the Recovery & Stabilisation in CAR project, Expertise France has been supporting the redeployment of decentralised services and the strengthening of social cohesion in order to mitigate the consequences of the 2012-2013 crisis. The multisectoral approach and the deployment of actions in regions make this project financed by the European Union a pilot initiative in the country.*

*Since 2018, the agency has been implementing a second project cofinanced by the European Union and France. It provides for the installation of steel bridges to open up regions, promote the return of public services and boost the economy.*



## Middle East

### Strengthening social cohesion to address the migration crisis

*According to the United Nations High Commissioner for Refugees, over 5.6 million people have fled Syria since 2011. The reception facilities of neighbouring countries struggle to host these populations, which can cause tensions.*

*The QUDRA programme is cofinanced by the European Union and Germany and, since 2016, has been aiming to strengthen the resilience of refugees and host communities. In this context, Expertise France has worked with four NGOs in Lebanon to implement protection activities for children and their families in social development centres. In Turkey, the agency has supported the implementation of educational and vocational integration activities in Istanbul and in regions to promote the participation and integration of refugees.*



# Fighting environmental crime

*While environmental crimes are increasing at an alarming rate worldwide, EL PAcCTO is supporting the strengthening of cooperation between countries to more effectively fight against this new trend in organised crime.*

**🔧 PARTNERS** | *FILAPP (Spain)* | *IILA (Italy)* | *Instituto Camões (Portugal)*

**Donor:** European Union

**Start-up year:** 2017

**Duration:** 5 years

**Budget:** € 19m



The profitability of environmental crime is constantly increasing: it is estimated that environmental damage is the third most profitable illegal activity after drug trafficking and smuggling. It is estimated that Peru loses some EUR 37m a day due to illegal gold mining. Colombia estimates that the illegal mining of gold and precious stones and the trafficking of protected species and timber in the country will be more lucrative than drug trafficking in 2019. In addition, the impact of this type of crime is not confined to natural resources. It is inextricably linked to offences related to organised crime: abductions, corruption, money laundering and tax evasion.

## MOBILISATION AT ALL LEVELS

This crime almost always has a transnational dimension: it is therefore necessary to improve cooperation among countries of origin, transit and destination in order to limit and prevent its impact. To strengthen it, the EL PAcCTO programme offers complex but efficient solutions, which have already yielded good results in Europe: setting up specialised multidisciplinary teams and joint investigation teams, composed of police officers, prosecutors and specialists, while promoting exchanges within countries and at the regional level.

Since 2018, this European cooperation programme against organised crime in Latin America has brought together the security services and public ministries of thirteen Latin American countries. Civil society also provides its own expertise on the issue. This has created a basis for an exchange of strategic information and a



coordination of public policies at the regional level.

## PILOT OPERATION AGAINST GOLD MINING

In addition, EL PACCTO provides operational support to the police authorities in Latin America for their fight against environmental crimes. This support is coordinated with Europol, the European Police Office, and Empact, the European multidisciplinary platform against criminal threats.

In this context, with support from the French National Gendarmerie, in 2018, representatives from Brazil, Panama and Peru participated in Harpie operations



# \$ 110bn

*This is at least what environmental crime is estimated to earn every year worldwide*

against gold mining in French Guiana. This pilot cooperation will be replicated in the autumn of 2019, again on illegal gold mining,

as well as on the trafficking of timber and protected species.

## EUROPEAN SUPPORT IN LATIN AMERICA

To ensure a comprehensive approach to the issue, good coordination is required, firstly between the beneficiaries and the donors and, secondly, between the cooperation projects working on environmental issues. It is in this spirit that, since March 2018, EL PACCTO has been organising regular meetings with EUROCLIMA+, the European Union regional programme to assist eighteen Latin American countries in addressing climate change, in which Expertise France is also involved. 🌱

*In conjunction with EL PACCTO, the Brazilian Federal Police is preparing an operation for the autumn of 2019 against timber trafficking in the Amazon Forest, which is threatened by deforestation.*



## TESTIMONIES

### “Environmental crime is transnational”

**Thiago Marcantonio Ferreira**, Head of the Repression of Environmental Crimes and Historical Heritage Division, Brazilian Federal Police



Environmental crime is typically transnational. Consequently, there is no means of effectively and seriously fighting against this type of crime without operational cooperation between countries. The division I manage is working to develop it with the European Union and the Jaguar network.

We have four priorities. Firstly, increase the exchange of information relating to the Archimedes operation against timber trafficking. Secondly, develop the investigations with the Nature Protection Service (Seprona) of the Spanish Civil Guard in a case related to wildlife trafficking. The third priority: develop exchanges with French Guiana in the context of the Harpie operation against gold mining. Finally, support the Naultinus operation against the trafficking of birds and reptiles, coordinated by Europol.



# A healthy environment in Gabès

For forty years, the Tunisian region of Gabès has been suffering the effects of severe industrial pollution. To reduce it, the PGE-Gabès project has assisted in strengthening local governance on environmental issues.

**Donor:** European Union

**Start-up year:** 2014

**Duration:** 4.5 years

**Budget:** € 5m



Gabès is a “pollution hotspot” in the Mediterranean. The intense industrial activity affects the flora, fauna and health of its residents. In the context of the PGE-Gabès project, two studies have documented the effects of this industrial pollution on human health. This information today provides a basis for devising new solutions.

## LOCAL ACTORS ARE MOBILISING

From public authorities to civil society organisations, and including industrialists, PGE-Gabès has mobilised and assisted local actors in strengthening local environmental governance. The emergence of a multi-stakeholder dialogue has materialised in the creation of the Local Chamber of Consultation (CCL). These participatory dynamics are a real model to be followed for



**68**  
local partner  
associations  
of PGE-Gabès

many other regions affected by pollution. The fact of involving everyone has allowed actions to be implemented promoting

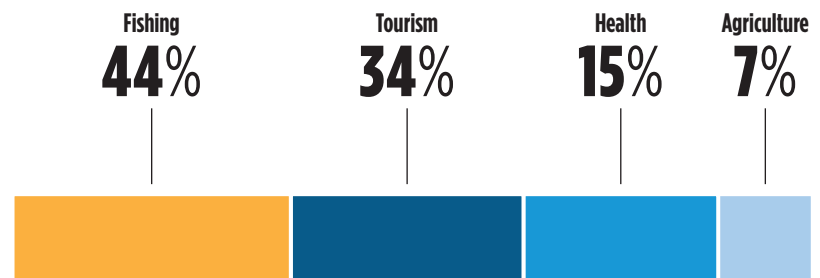
environmental awareness and sustainable economic development.

## AN OASIS COMES BACK TO LIFE

PGE-Gabès has allocated grants to nine projects submitted by local civil society: rehabilitation of several Mediterranean coastal oases, protection of biodiversity, measurement of air quality, environmental education in schools... “For example, I have been able to visit an oasis which was coming back to life thanks to the rehabilitation of the irrigation system and the introduction of specific plant seedlings that are not found anywhere else”,

## Fishing especially threatened

Sectors the most affected by pollution in Gabès (2015)



Source: PGE Gabès/Expertise France, 2017



*Planting of palm trees, replanting of fallow plots... The “Green Lung” project financed by PGE-Gabès has contributed to revitalising the oases.*

explains Sophie Vanhaeverbeke, from the Delegation of the European Union to Turkey.

Furthermore, the project has assisted five local companies in terms of CSR. They have committed to adopting a socially responsible attitude by becoming a member of the United Nations Global Compact. Following the project, the Gabès Governorate, which is aware of the difficulties that municipalities have in managing waste, has taken action to build the capacities of municipal actors. 📌

## TESTIMONIES

### “Gabès is in an environmental transition phase”

*Mongi Thameur, Governor of Gabès*



PGE-Gabès has been a catalyst for raising awareness of problems related to the environment in Gabès. By creating a forum for consultation, it has fed into reflection by civil society and the administration. A real circle of environmental quality has been established. It contributes to changing mentalities and introducing good environmental governance. This will mean that the tangible achievements

will gather pace. Thanks to everyone’s goodwill, Gabès is today in an environmental transition phase, with in particular the project to create a new industrial city far from the coast. There is an urgent need to put an end to the disposal at sea of 5 million tonnes of phosphogypsum a year, but also to give the coast back to the residents of Gabès, which was once a popular bathing site.



# More competitive businesses in Lebanon

To increase the competitiveness and profitability of microenterprises and small and medium-sized enterprises in the agricultural and wood sectors, the Private Sector Support Programme has offered them customised support.

**PARTNERS**

- Business Incubation Association in Tripoli
- ALI
- Fair Trade Lebanon
- Mada Association
- René Moawad Foundation
- Chamber of Commerce, Industry and Agriculture of Zahlé and Bekaa

**Donor:** European Union

**Start-up year:** 2016

**Duration:** 3.5 years

**Budget:** € 15m



Lebanon's economy is affected by regional instability and a major migration crisis related to the Syrian conflict. However, the

private sector remains dynamic and small and medium-sized enterprises play a vital role in the development of the local economic fabric. To help these enterprises tackle the problems of competitiveness they experience, the Delegation of the European Union to Lebanon and Expertise France have focused on building synergies between actors in the same sector. The aim is to optimise costs, pool strategic functions, benefit from common services, develop new markets and facilitate access to financing.



*Cherries and table grapes are two of the main agricultural products in the Bekaa region.*

## SUPPORT TARGETING FIVE VALUE CHAINS

The programme has especially targeted five value chains identified as having strong potential for job creation, income generation and innovation: the furniture and wood processing sector in Tripoli, the avocado and market gardening sector

in Akkar District and the cherry and table grape sector in the Bekaa Valley. Capacity building activities and support to improve access to markets and financing facilities were subsequently implemented with the aim of improving the performance and competitiveness of sectors, on both domestic and export markets. 🌱



## A FINANCING SOLUTION

Expertise France, in partnership with a guarantee fund and five financial institutions, offers actors in the five value chains an innovative solution to allow them to invest in their production equipment.

## Tripoli A label for furniture

*To help actors in the wood sector in Tripoli restore their competitiveness vis-à-vis imported products, Expertise France, the Tereca company and the Markits communication agency have developed Minjara, in partnership with the Association of Lebanese Industrialists (ALI).*

*Minjara is at the same time a brand, a quality label and a service platform bringing together suppliers, producers and designers in the same space, where they can benefit from support for the design, prototyping, pre-production and optimisation of purchase and sale processes...*

## Bekaa A sector observatory

*Expertise France has worked with the Chamber of Commerce, Industry and Agriculture of Zahlé and Bekaa (CCIAZ) to support the cultivation of cherries and table grapes, two of the main agricultural products in the Bekaa region. The many activities implemented include the creation of a mobile application, Agvisor. It collects information on the relevant sectors in order to facilitate decision-making for farmers and help them improve the quality and quantity of their production.*

## THREE REGIONS TARGETED

## Akkar Supporting the avocado and market gardening sectors

*Expertise France has worked with three NGOs to help reposition producers at the centre of the avocado and market gardening sectors. Fair Trade Lebanon has trained farmers, orienting them towards sustainable farming practices so that they can obtain an appropriate certification and diversify their marketing channels. Mada Association has promoted alternative farming methods to conventional farming via training and the development of demonstration plots with off-ground cultivation. Finally, the René Moawad Foundation has supported the structuring of the avocado sector by establishing a permanent connection among actors in the value chain, while building their technical knowledge, in order to ensure the quality and quantity of the avocados grown.*

# Caribbean: towards green growth

Expertise France, working closely with the authorities of twelve Caribbean overseas countries and territories, is coordinating the ReSEMBiD programme financed by the European Union. The objective: promote sustainable development in the region.

 PARTNERS 

**Donor:** European Union  
**Start-up year:** 2018  
**Duration:** 5 years  
**Budget:** € 40m, including € 36.7m managed by Expertise France



Despite their geographical remoteness and cultural specificities, the Caribbean Overseas Countries and Territories (OCTs) have a lot of similarities and are facing common environmental challenges.

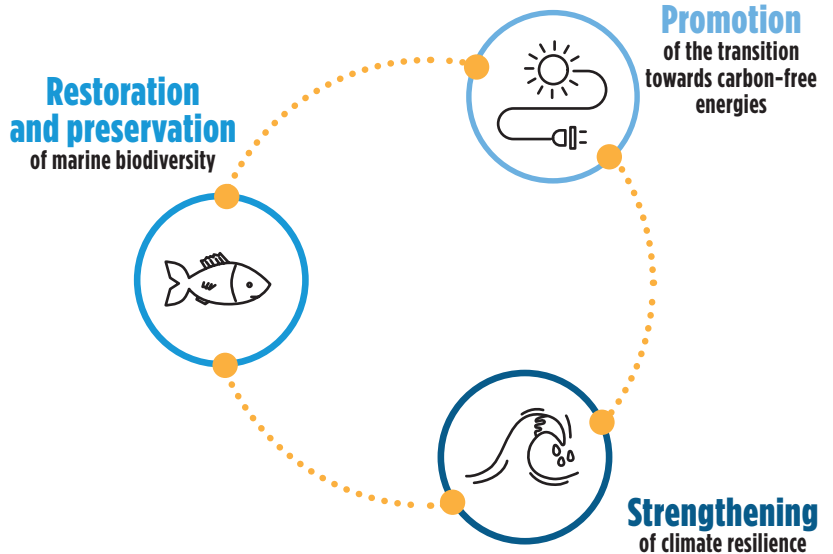
## BIODIVERSITY, ENERGY AND CLIMATE RESILIENCE

The marine biodiversity in the Caribbean region is unique in the world. It is the principle resource of the fisheries and tourism sectors and the main source of income for the region's inhabitants. However, it is today threatened by global warming and human activities.

Furthermore, the Caribbean energy sector is highly dependent on fossil fuel imports, whereas it has strong

## Three drivers for sustainable development

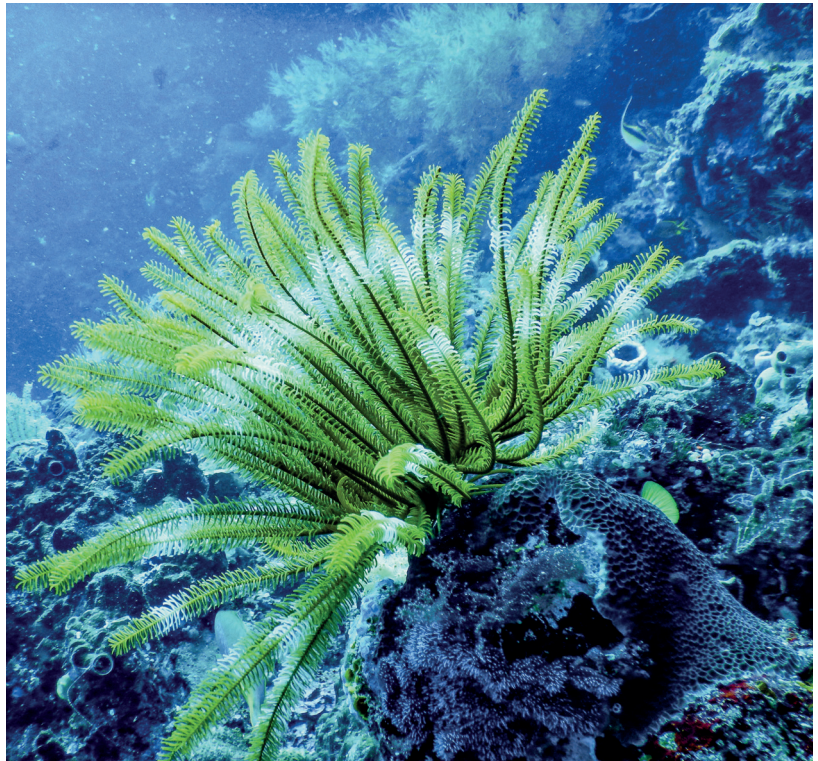
Components of the ReSEMBiD programme



sustainable energy potential. Oil products account for an average of 93% of energy consumption and are the main source of greenhouse gas emissions in the region. Finally, natural disasters (hurricanes, floods,

earthquakes...) are increasingly frequent and of growing intensity. In 2017, hurricanes Irma and Maria highlighted the importance of rapidly building the capacities of these territories to deal with them.

*The coral reefs, which are home to 25% of marine biodiversity, are threatened by human activities and global warming.*



## PROMOTING SYNERGIES

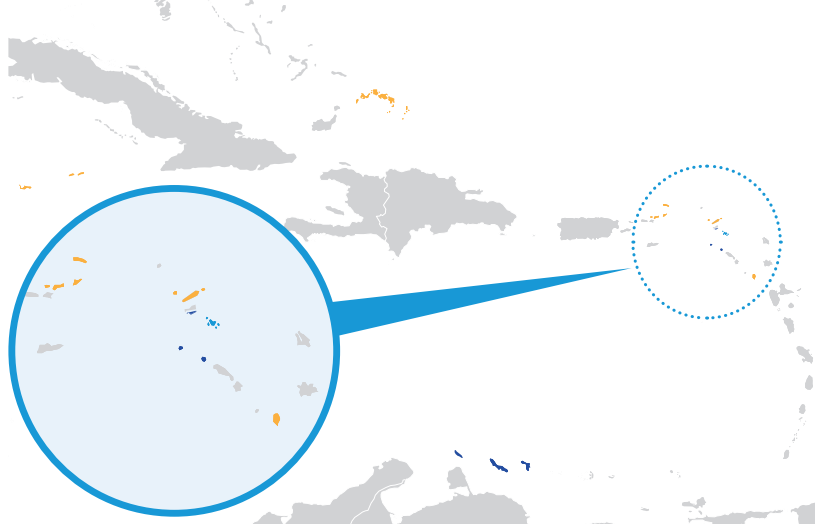
At the request of the 12 British, French and Dutch partner OCTs, the European ReSEMBiD programme aims to provide the best possible response to these issues (marine biodiversity, energy and resilience). The approach taken will promote synergies between these three thematic areas in order to maximise the positive impact of the programme on the sustainable economic development of the OCTs. In addition, the sustainability of the action will be strengthened by integrating crosscutting areas of operation that are gender and youth-specific.

## DIALOGUE AND EXPERIENCE-SHARING

Given the scale of the challenges and the geographical distance between the islands, cooperation between the 12 OCTs is essential in order to ensure the success of the programme. ReSEMBiD thereby aims to step up the dialogue and experience-sharing between the various stakeholders. A consultation process, involving all the local actors from government, civil society and the private sector, will bring about solutions adapted to local contexts, which will consequently be more sustainable. Sint Maarten, the representative authority to the European Union, will play a key role in coordination and information-sharing between the various authorities. 🗨️

## A vast region covered

*Participants in the ReSEMBiD programme*



- **British territories:** Anguilla | British Virgin Islands  
Cayman Islands | Montserrat | Turks and Caicos Islands
- **Dutch territories:** Aruba | Bonaire | Curaçao  
Saba Sint Eustatius | Sint Maarten
- **French territory:** Saint-Barthélemy



# Quality objective: the example of the 5% Initiative

*Monitoring, evaluation and capitalisation contribute to the results-based management approach and are essential processes for improving the quality of Expertise France's activities, in line with international standards.*

**T**he 5% Initiative is managed by Expertise France with financing from the Ministry for Europe and Foreign Affairs. It is France's indirect contribution to the Global Fund to Fight AIDS, Tuberculosis and Malaria. Its mission: assist eligible countries, especially Francophone countries, in the preparation and implementation of programmes supported by this fund. With an objective of both accountability and learning, the 5% Initiative has gradually structured an original monitoring, evaluation and capitalisation mechanism, which contributes to improving the quality of the assistance provided to partner countries. 📌

*A capitalisation workshop organised in Dakar in 2018 conducted reflection on the contributions that the training cycle organised by the 5% Initiative in 2016-2017 has made to sexual and reproductive health.*



# COMPLEMENTARY APPROACHES

## 1 Monitoring



**“Our monitoring goes well beyond the financial aspects”**

*Nèndia Dacney, responsible for monitoring-evaluation*



My mission involves strengthening the monitoring-evaluation system both for our technical assistance missions

and our long-term projects. This firstly involves producing collection and management tools and methodologies. For example, we have implemented a reporting tool with input from project initiators. Our monitoring goes well beyond the financial aspects: we have data on the activities conducted by category, by type of beneficiary, and others. This allows us to ensure 360° operational and financial monitoring of the activities of the 5% Initiative.

In addition, I help project initiators structure their monitoring-evaluation mechanism. For example, I led a live webinar session on the concepts that need to be known and on our reporting tools.

## 2 Evaluation



**“A continuous improvement in operations”**

*Elsa Goujon-Miguel, responsible for monitoring-evaluation*



I supervise the final and crosscutting evaluations of long-term projects selected in the context of calls for proposals

by the 5% Initiative. The projects are initially evaluated individually by collecting data, organising interviews, etc. They are subsequently grouped together by theme (drugs, key populations...) or by methodological approach (operational research, strengthening civil society, etc.) in order to draw crosscutting conclusions.

In addition to the accountability objective, these evaluations contribute to a learning approach: the good practices we identify can be useful to all project initiators. They also feed into our own capitalisation process with the objective of continuously improving our operations.

## 3 Capitalisation



**“Findings useful for everyone”**

*Perrine Duroyaume, responsible for capitalisation and exploitation*



Capitalisation, whether conducted a posteriori or during the project, allows lessons to be learned from project

experiences: it is the art of “how”. All capitalisation work requires a strategy, a method and resources. It is for this reason that we also provide technical assistance to our partners. For example, in 2018, we assisted Cameroonian NGOs with their process to analyse their strengths and weaknesses, etc.

Capitalisation makes it possible to bring together project initiators via collective workshops. For example, in March 2019, we led a workshop on the citizen and community monitoring observatories. While these occasions for exchanges benefit project stakeholders, we also disseminate their findings so that they are useful for everyone.

# Guinea: optimised hospital hygiene

Between 2014 and 2016, the Guinean city of Forécariah was on the front line of the Ebola epidemic. To more effectively control the risks of infection, Expertise France has assisted its hospital, as well as twelve other health facilities in Guinea and Liberia.

**PARTNERS**

- Hospices civils de Lyon
- Bordeaux CHU
- Strasbourg CHU
- Les Enfants de l’Air
- Solthis
- Geres
- WHA1

**Donor:** Ministry for Europe and Foreign Affairs

**Start-up year:** 2016

**Duration:** 3.5 years

**Budget:** € 3m



An Ebola epidemic broke out in the Guinea Forest region in late 2013, on an unprecedented scale. It highlighted the

role of healthcare facilities as an accelerator of epidemics in their initial spreading phase, as hospital staff are both victims and vectors of the virus. The TWIN2H project has assisted several health facilities, in Conakry and in regional areas, in strengthening the prevention and control of infections and reinforcing hospital hygiene. The team of experts and the hospital partners responsible for the implementation mobilised all the Guinean, French and international partners. 📍

## Restoring the confidence of patients

Components of the TWIN2H project







**1** Capacity building at the decentralised level is a decisive factor for success in the fight against epidemics. TWIN<sup>2</sup>H has assisted Forécariah Hospital in strengthening its governance and improving its operation.



**3** In Forécariah, the use of specific containers for waste has been made systematic, and the hospital has been equipped with an incinerator to dispose of contaminated materials.



**2** Hand-washing remains the main tool to fight against infections and epidemics. Expertise France has worked with health staff in order to make this standard practice.



**4**

Since TWIN<sup>2</sup>H started, the application of hygiene practices by health professionals has increased by over 25%. The hospital's interns now have a role of alerting when there are anomalies.



In a paediatric consultation room at Forécariah Prefectoral Hospital, families consult for their sick child.

# 2019, a decisive year for the fight against pandemics

France is the second most long-standing contributor to the Global Fund and has made the fight against AIDS, tuberculosis and malaria one of its priorities. Expertise France is firmly committed on these issues via the 5% Initiative.

**Donor:** Ministry for Europe and Foreign Affairs

**Start-up year:** 2011

**Budget:** € 25m in 2018

**F**ourteen billion dollars are needed to finance the 2020-2022 cycle of the Global Fund to Fight AIDS, Tuberculosis and Malaria. Despite the progress achieved against these three most deadly infectious diseases, new challenges have emerged: decline in financing, increase in the number of patients, resistance to drugs, inadequate infrastructure, lack of competent health human resources...

## NEED TO SPEED UP THE MOVEMENT


To avoid the risk of losing the benefit of the progress achieved in recent years and of seeing a resurgence of pandemics, there is an urgent need to continue the work to support, strengthen and improve the quality of programmes for prevention and access to healthcare, which are implemented as close as possible to communities, for and with those who need it the most. In

this context, France has decided to host the Global Fund's sixth Replenishment Conference for its resources, on 9 and 10 October 2019 in Lyon. The stakes are high, as a successful replenishment will bring fresh hope of eradicating pandemics by 2030. It will, at the same time, allow efficient and sustainable health systems to be built.

Expertise France, via the 5% Initiative, will be very active with its partners from the France team in promoting the results of France's commitment to the fight against pandemics and feeding into the advocacy for a Global Fund supported in line with the needs.

## SCALING UP THE IMPACT OF THE GLOBAL FUND

The 5% Initiative was launched in 2011 and is France's indirect contribution to the Global Fund. Its mission: assist eligible countries, especially Francophone countries, with the preparation and implementation of programmes supported by this Fund.

The action of the 5% Initiative is carried out through three channels. By mobilising short-term expertise, it provides "à la carte" technical assistance which builds the capacities of a partner country for a specific need: access, management and implementation for Global Fund grants... It also finances projects with a duration of two to three years. They are selected via calls for proposals and develop innovative or operational research activities to increase the effectiveness of the fight against pandemics. A third channel was created in 2018 - which the Presidential Initiative for Health in Africa (IPSA) is part of - to address strategic challenges related to developments in the needs and priorities of countries, the Global Fund and France. 




**+ 28%**  
**of financing**

for the 5% Initiative  
in 2019





*The 5% Initiative primarily targets the most vulnerable populations to pandemics. Here, we can see a consultation in a clinic in Phnom Penh specialised in receiving women who work in entertainment areas.*



**106**  
projects

have been financed  
by the 5% Initiative  
since 2011

**A STRATEGIC INITIATIVE**

In 2019, Expertise France has been entrusted with the implementation of the technical assistance of the Presidential Initiative for Health in Africa (IPSA). This pilot project provides enhanced technical assistance tailored to the needs expressed by the Ministers of Health of several Francophone countries in West and Central

Africa (Burkina Faso, Burundi, Central African Republic, Mali, Niger).

This bilateral initiative by France, which endeavours to make the link between the response to pandemics and strengthening health systems, provides a response to delays in the implementation of Global Fund grants and

the weaknesses of health systems in Africa. Depending on national contexts and needs, IPSA improves the governance of grants, fosters the integration of the fight against the three diseases into national health systems and explores opportunities for countries to increase the national budget earmarked for health.



# Improved healthcare for mothers and newborns

The maternal and neonatal mortality rates in Chad, estimated at 8.6 and 34 deaths per 1,000 live births respectively, are among the highest in the world. Expertise France and its partners are addressing this challenge by giving priority to in situ training, focused on practice.

**PARTNERS**

AP-HP Paris Hospitals (Cochin and Lariboisière), Quimper, Poitiers and Annecy  
 Actions Santé Femmes | French Family Planning Movement (MFPF)

**Donor:** AFD (Fonds Muskoka and I3S)

**Start-up year:** 2016

**Duration:** 4 years

**Budget:** € 10m, including € 3.4m for Expertise France



Women's health poses a real challenge in Chad, which ranks 186th out of 188 countries in

the Human Development Index. This precarious situation is due to a combination of sociodemographic, economic and health factors: high fertility rate, low use of healthcare services and particularly prenatal consultations, very low rate of assisted deliveries, low use of family planning services, and human poverty combined with a low level of education.

The persistence of sociocultural practices that hinder access to healthcare for women, as well

as the dysfunctions in the health system (lack of financial and human resources...), also play an important role in this.

### IMPROVING MATERNAL AND CHILD HEALTH

Strategies have been developed and implemented by the Chadian Ministry of Public Health and its partners to address this situation. In the context of the Health Sector Support Project in Chad - phase 2 (PASST2), Expertise

France has been mandated by the Chadian Ministry of Public Health for the implementation of a maternal, neonatal and child health programme.

The agency's intervention is based on two objectives. Firstly, improve maternal, neonatal and child health services in terms of quantity and quality. Secondly, raise the awareness of populations in order to increase the use and accessibility of these services.

### PEER-TO-PEER SUPPORT

The need for initial and continuous training for health workers is made difficult by the lack of qualified teachers and resources dedicated to education. To meet this need, since 2016, Expertise France has been developing partnerships with French hospitals and associations.

Professionals from these structures (gynaecologists-obstetricians, paediatricians,



**30**

### healthcare facilities

supported in N'Djamena, Moundou and Abéché

In 2018, 23 buddy system missions were conducted. They mobilised 71 professionals and benefited some 860 health workers.



midwives...) assist their Chadian counterparts in care practices in order to build the capacities of health staff in a work situation.

### LONG-TERM FOLLOW-UP

Following regular seven to ten-day missions, the French partners produce recommendations and draw up an action plan based on the priority needs identified. This allows the local health authorities to supervise the actions implemented and ensure their continuity. Building “peer-to-peer” trust allows health workers to acquire reflexes and good practices to reduce preventable mother and child morbidity and mortality. 📌

### TESTIMONIES



## “Work based on trust”

**Jean-Yves Redon**, gynaecologist-obstetrician and technical expert for PASST2

In Chad, many women give birth at home: often, they go to health facilities only if there are complications. Yet, when the project started, we observed that emergency obstetric and neonatal care (antibiotics, caesarean section, blood transfusion, neonatal resuscitation...) was not always carried out correctly. Consequently, to allow emergencies to be dealt with, we did not confine ourselves to theoretical reminders: French health professionals worked in immersion in delivery rooms, where they trained and advised their Chadian counterparts.

A real relationship of trust has been built during the missions and delivers results. For example, in N'Djamena, the midwives mobilised have worked on disseminating the use of the partograph, which identifies abnormalities during childbirth and allows rapid decision-making: the document brings together different variables that make it possible to follow the progress of the delivery, while monitoring the health status of the mother and foetus (heart rate, cervical dilatation, etc.).



# Burkina Faso: boosting local development

*In three regions in the north of the country, the European Union and Expertise France are working on sustainably improving the economic situation of young people and women.*

**PARTNERS**

Ministry of Youth and the Promotion of Youth Entrepreneurship (Burkina Faso)  
Regional Councils of the North, Sahel and Boucle du Mouhoun

**Donor:** European Union

**Start-up year:** 2017

**Duration:** 3 years

**Budget:** € 7m



In the North, Sahel and Boucle du Mouhoun, three remote rural regions in Burkina Faso, young people and women

are among the populations the most affected by insecurity, poverty and the lack of economic prospects. To professionalise their skills and help them set up sustainable microenterprises, the Employment Support Programme in the border and peripheral areas of Burkina Faso finances actions for vocational skills training and to support entrepreneurship.

**TAKING ACTION AS CLOSE AS POSSIBLE TO TERRITORIES**

To meet the specific needs of each region, Expertise France works with Burkina Faso's central and local authorities, as well as with civil society organisations from the vocational training



*In the Sahel region, fifty young people have been selected to benefit from training in solar energy activities.*

and employment sectors. In 2018, 33 projects were selected in the context of three calls for proposals. They were led by a variety of actors (local development associations, training centres, local authorities...) and reflect both the tradition and modernity of these border areas. They cover a wide range of sectors, from construction to livestock raising, and including the bakery sector, market gardening, weaving and solar energy production.

**STRENGTHENING CIVIL SOCIETY**

The initial field study had highlighted that Burkina Faso's civil society was very dynamic but faced a number of challenges: lack of training, delays in project financing, lack of post-project monitoring... The programme's team of experts, which combines skills in local development, training engineering, entrepreneurship and project management, supports project initiators from start to finish. 🌱



# “ Business clusters and incubators with a local base

**Minsita Traoré**, expert in business creation and entrepreneurship



## Why a call for projects for territorial authorities?

The objective was to support regions and municipalities in Burkina Faso for local economic development by setting up business clusters and incubators... with a territorial base. These are new concepts in Burkina Faso, especially in the regions. Our support has been decisive in structuring these projects.

## How did the selection of projects led by civil society take place?

Our first challenge was to make the call for projects accessible. In addition to a broad dissemination, we went in the field to present and explain its guidelines and answer candidates' questions. An independent firm subsequently handled the evaluation of the proposals to ensure the preselection was as objective as possible. Each regional council made its final choice based on its priorities and its knowledge of the field.

## What support has the field team provided to project initiators?

Each project has been followed individually to specify the content of activities and the expected outcomes. We subsequently trained their managers in project management procedures (accounting, human resources, monitoring-evaluation...). We are now focusing on post-financing and post-training support: we are maintaining an advice and training function, as many small entities need a close follow-up. We also produce support materials (articles, handbooks...) to disseminate this knowledge on a wider scale.

## Nord Women and children the priority

*Expertise France makes training and entrepreneurship vehicles for fulfilment. The project aims to train 150 childminders, set up a demonstration crèche and help childminders set up at home.*

Project initiator: **NGO Planète Enfants**

## Sahel Solar energy for employment

*Expertise France is supporting access to solar energy to improve the employability of young people. The project plans to conduct a mapping of the energy needs of several municipalities, train 50 young people in solar energy activities and support the creation of microenterprises.*

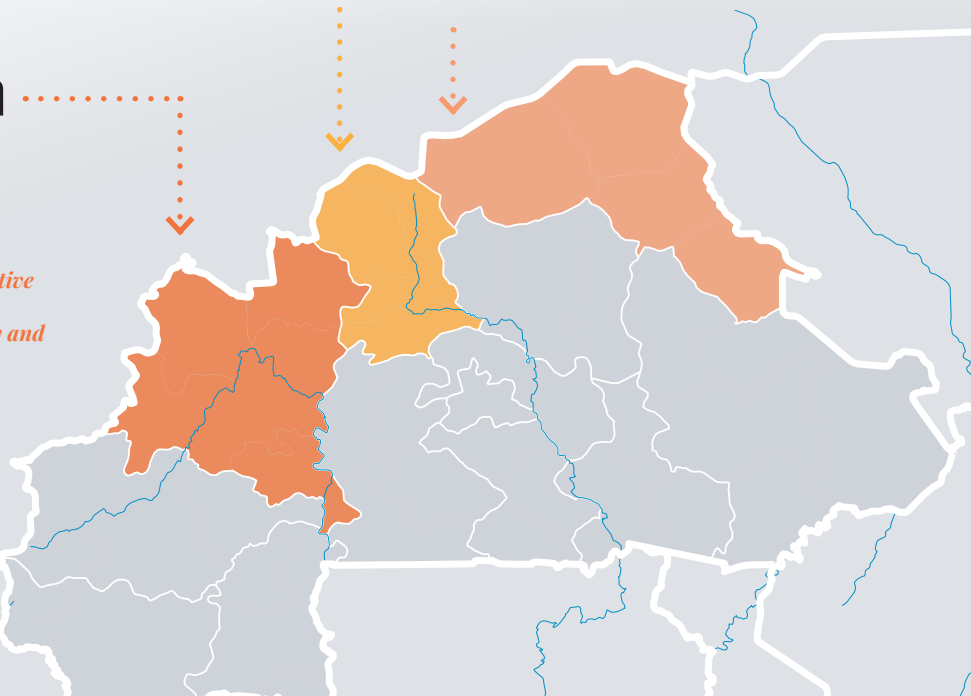
Project initiator: **Association Nodde Nooto (A2N)**

## Boucle du Mouhoun Supporting agricultural and pastoral innovation

*Every year, this project will assist 25 young and women initiators of innovative projects in the agro-pastoral field in improving their training in an activity and in creating their microenterprises.*

Project initiator: **Regional Council**

Examples of projects financed in the context of the programme



# More accessible healthcare in Azerbaijan

Since 2015, Azerbaijan has been setting up a mandatory health insurance scheme which should improve access to affordable and high-quality healthcare for its population. French and Lithuanian expertise is mobilised to support this reform.

**PARTNERS**

Sécurité sociale (France)

Ministry of Health (France)

National Social Insurance Fund (Lithuania)

CPMA (Lithuania)

**Donor:** European Union

**Start-up year:** 2016

**Duration:** 2 years

**Budget:** € 1.1m



While Azerbaijan's Constitution provides for free access to healthcare, it remains unequal in practice. The low level

of pay of doctors in particular affects patients, who must bear a significant direct cost for treatment.

## TOWARDS A MANDATORY HEALTH INSURANCE SCHEME

Azerbaijan wishes to adopt a national mandatory health

*In 2017, the number of consultations in healthcare facilities and hospital admissions rose by 40% and 17%, respectively, in the Mingachevir and Yevlakh regions.*



insurance (MHI) scheme by 2020 in order to facilitate access to healthcare for the population.

To support this reform, which is being led at the highest level of the State, Expertise France has coordinated a European twinning operation to build the capacities of the National Mandatory Health Insurance Agency to manage the future MHI system, with legal, institutional, financial and IT support.

### THREE PILOT REGIONS

A pilot test phase has been conducted in the Mingachevir and Yevlakh regions since 2016. It has raised the awareness of the population and medical staff about the interest of MHI in terms of improving access to healthcare, reducing the after-insurance cost and optimising health services.

This test phase has, for example, reduced the financial burden of health expenditure for patients. In 2018, over 85% of users in the two regions stated that they were very satisfied with the healthcare services received. After having extended the programme to the Yagdash region in 2018 with good results, the Government aims to deploy MHI nationwide.

### TOWARDS A SCALING UP

For this twinning operation, Expertise France has mobilised French experts from the network of the health insurance branch of the French Sécurité Sociale, as well as from the French Ministry of Health. It has worked in partnership with Lithuania, which has mobilised its own network of institutions. This was of major interest to Azerbaijan which, like Lithuania, has inherited the “Semashko” Soviet health system. This partnership has provided the Azerbaijani partners with dual and complementary support, between the experience of a country with a long history of

## EUROPEAN INSTITUTIONAL TWINNING OPERATIONS

Twinning operations are part of the European Union Neighbourhood Policy and aim to assist its partners with the adoption of European standards (“the Community acquis”). They are a cooperation mechanism between administrations and allow EU Member States to mobilise their public expertise in order to build the capacities of partner States to define and conduct their public policies.

France is today the main operator for twinning operations at European level. Expertise France, to which the management of twinning operations may be delegated by the French ministries, has developed specific expertise in the implementation of this demanding instrument for European and French international influence.



**+85%**  
of users

*satisfied in the Mingachevir and Yevlakh regions*

health insurance and a country with more recent experience.

The project has made it possible to formulate recommendations adapted to the context in Azerbaijan to ensure a sustainable reform of the health financing system. The main findings of the experts mobilised will be published in the summer of 2019. 📄

### TESTIMONIES



## “A success recognised by all the partners”

*Gediminas Cerniauskas, Resident Twinning Advisor, former Vice-Minister of Health of Lithuania*

The transition towards national health coverage and the introduction of financial incentives for healthcare providers has the potential of doubling demand, results and productivity in the health sector in Azerbaijan over the next five years. The involvement of the Azerbaijan authorities has been decisive in the smooth implementation of the project. If the twinning operation has been a success recognised by all the partners, and first and foremost the European Union, it is in particular because it was fully integrated into the health financing reform decided by the Government. Furthermore, the President of Azerbaijan signed a decree in December 2018 to extend MHI nationwide following the test phase.



# Banking on dialogue among peers

Since 2016, the missions conducted in the context of SOCIEUX+ have been closely involving the partner institutions. The objective: support the implementation of inclusive social protection systems and effective employment policies.

**PARTNERS** Belincosoc (Belgium) Enabel (Belgium) FIIAPP (Spain)

**Donors:** European Commission, France, Belgium, Spain

**Start-up year:** 2016

**Duration:** 4 years

**Budget:** € 8.75m



**192**  
experts

were mobilised by SOCIEUX from 2013 to June 2019

Since September 2016, Expertise France has been managing the partnership for the implementation of SOCIEUX+. It involves Belgian and Spanish international cooperation agencies: Belincosoc, Enabel and the Ibero-American Foundation for Administration and Public Policies (FIIAPP). 🌐

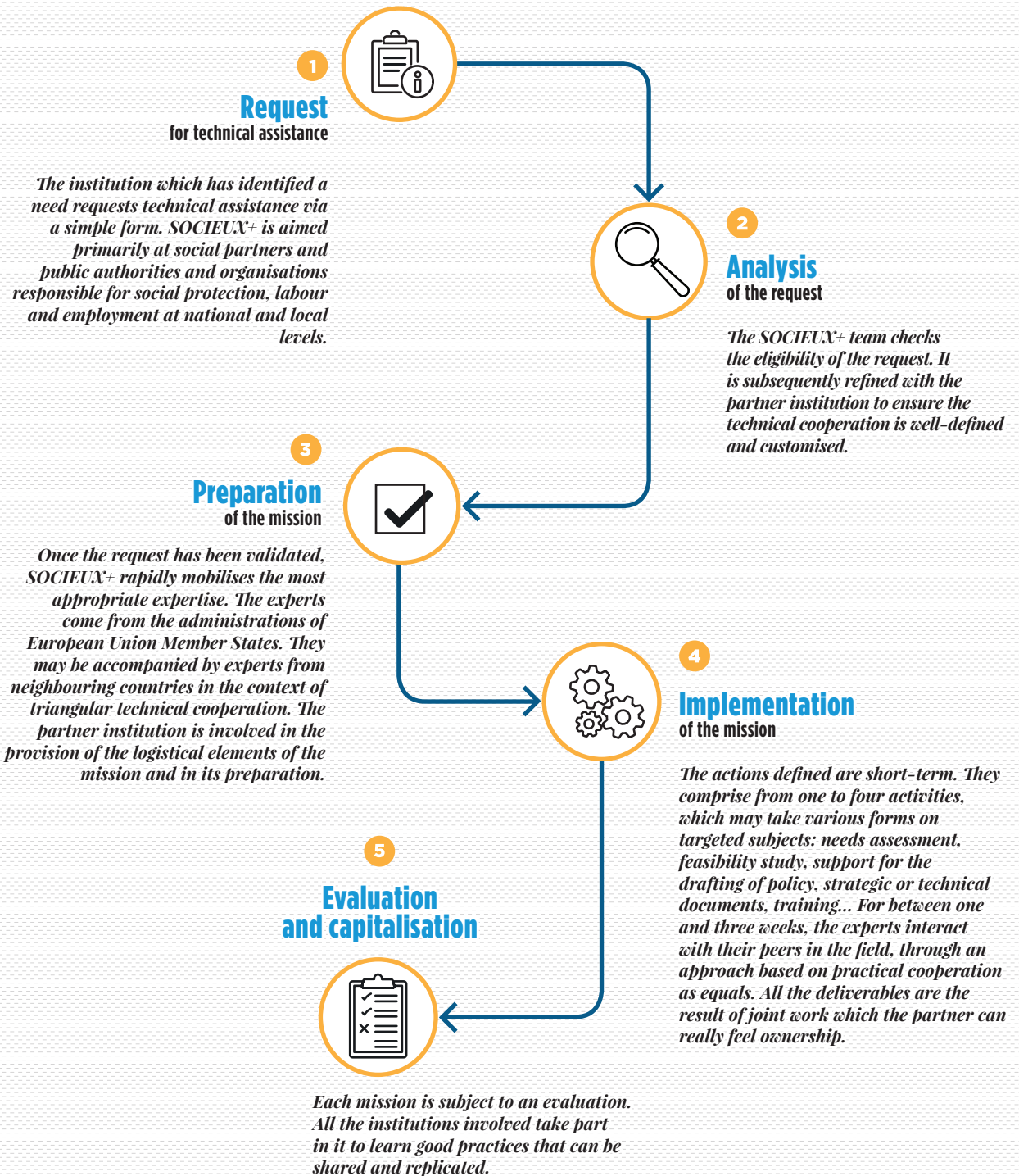
**S**OCIEUX+, a European expert facility, intervenes at the request of eligible countries and territories, 145 in total. It promotes peer-to-peer collaboration between experts from European Union Member States and partner countries.

It is an extension of the SOCIEUX facility set up in 2013 and contributes to sustainably building the capacities of public institutions and social partners to develop and implement equitable, inclusive, efficient, appropriate and sustainable universal social protection systems from both a financial and institutional perspective. SOCIEUX+ also contributes to the development and implementation of employment and labour strategies that aim to be effective and promote solidarity-based and inclusive economic growth.



*By linking technical assistance and peer-to-peer exchanges, SOCIEUX+ promotes dialogue between countries on common challenges.*

# SOCIEUX+: HOW DOES IT WORK?





# RESULTS

Assets ..... P. 74  
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# Assets

	Gross 2018	Depreciation Provisions	Net 2018	Net 2017
<b>INTANGIBLE ASSETS</b>				
Start-up costs				
Research costs				
Concessions, patents, licences	€ 3,468,164	€ 1,286,383	€ 2,181,781	€ 807,553
Goodwill				
Other intangible assets	€ 23,916	-	€ 23,916	€ 488,174
Advances on intangible assets				
<b>TANGIBLE ASSETS</b>				
Land				
Constructions				
Technical facilities	€ 10,902	€ 5,546	€ 5,356	€ 7,537
Other tangible assets	€ 2,933,615	€ 1,807,943	€ 1,125,672	€ 1,103,304
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	€ 695,012	-	€ 695,012	€ 511,743
<b>TOTAL (I)</b>	<b>€ 7,131,609</b>	<b>€ 3,099,872</b>	<b>€ 4,031,737</b>	<b>€ 2,918,311</b>
<b>STOCKS AND RECEIVABLES</b>				
Raw materials and consumables				
Production goods in progress				
Production services in progress	-	-	-	-
Intermediate products				
Goods				
<b>ADVANCES AND DEPOSITS RECEIVED ON CURRENT ORDERS</b>	<b>€ 38,778,685</b>	<b>-</b>	<b>€ 38,778,685</b>	<b>€ 10,487,535</b>
<b>DEBTS</b>				
Accounts receivable	€ 293,916,138	€ 1,403,365	€ 292,512,773	€ 201,493,172
Other receivables	€ 8,416,226	-	€ 8,416,226	€ 7,182,538
Subscribed capital called				
<b>SECURITIES</b>				
Own shares				
Other securities	€ 75,055,926	-	€ 75,055,926	€ 95,055,926
<b>LIQUID ASSETS</b>	<b>€ 98,502,495</b>	<b>-</b>	<b>€ 98,502,495</b>	<b>€ 54,348,148</b>
Prepaid expenses	€ 5,510,760	-	€ 5,510,760	€ 14,722,797
<b>TOTAL (II)</b>	<b>€ 520,180,230</b>	<b>€ 1,403,365</b>	<b>€ 518,776,865</b>	<b>€ 383,290,116</b>
Deferred charges (III)				
Bond redemption premiums (IV)				
Translation differences Assets (V)				
<b>OVERALL TOTAL (0 to V)</b>	<b>€ 527,311,839</b>	<b>€ 4,503,237</b>	<b>€ 522,808,602</b>	<b>€ 386,208,427</b>

# Liabilities

	Balance end 2018	Balance end 2017
<b>CAPITAL</b>		
Share capital (a)		
Issue/merger premiums	€ 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	€- 3,225,599	€- 1,159,696
Result of the financial year	€ 2,351,186	€- 2,065,903
Investment grants		
Regulated provisions		
<b>TOTAL (I)</b>	<b>€ 5,255,114</b>	<b>€ 7,606,300</b>
Income on equity		
Conditional advances		
<b>TOTAL (II)</b>	<b>-</b>	<b>-</b>
Provisions for risks	€ 984,356	€ 1,876,828
Provisions for charges	€ 6,397,244	€ 5,752,387
<b>TOTAL (III)</b>	<b>€ 7,381,600</b>	<b>€ 7,629,215</b>
Bond issues	-	-
Other borrowings	-	-
Borrowings and debts with financial institutions	€ 122,724	€ 72,665
Borrowings and financial debts	-	-
Advances and deposits received on current orders	€ 408,805,673	€ 306,323,493
Trade payables	€ 76,581,337	€ 47,683,226
Tax and social debts	€ 5,810,232	€ 4,927,664
Debts on fixed assets	€ 69,443	€ 362,707
Other debts	€ 10,105,709	€ 6,057,464
Deferred income	€ 8,676,770	€ 5,545,693
<b>TOTAL (IV)</b>	<b>€ 510,171,888</b>	<b>€ 370,972,912</b>
Adjustment liabilities (V)	-	-
<b>OVERALL TOTAL (I-V)</b>	<b>€ 522,808,602</b>	<b>€ 386,208,427</b>
Incl. bank borrowings	€ 122,724	€ 72,665
Incl. paid-up capital (a)	-	-
Incl. 1051 (b)	-	-
Incl. 1052 (b)	-	-
Incl. 1053 (b)	-	-



# Income statement

	2018	2017
<b>OPERATING REVENUE</b>		
Sale of services	€ 181,800,722	€ 138,709,341
Turnover	€ 181,800,722	€ 138,709,341
Operating grants	€ 11,177,266	€ 11,055,437
Writebacks on provisions and transferred expenses	€ 1,202,251	€ 406,499
Other income	€ 65,668	€ 43,188
<b>TOTAL (I)</b>	<b>€ 194,245,907</b>	<b>€ 150,214,465</b>
<b>OPERATING COSTS</b>		
Other procurement	€ 144,653,696	€ 111,179,905
Taxes, duties	€ 2,586,099	€ 1,988,064
Salaries and wages	€ 33,270,475	€ 25,446,034
Social charges	€ 11,612,151	€ 8,935,712
Depreciation charges	€ 886,142	€ 780,053
Provisions for fixed assets	€ 17,166	€ 777,324
Provisions for risks and charges	€ 3,466,835	€ 3,042,633
Other charges	€ 112,820	€ 46,410
<b>TOTAL (II)</b>	<b>€ 196,605,384</b>	<b>€ 152,196,135</b>
(1) OPERATING INCOME	€ -2,359,477	€ -1,981,670
(2) FINANCIAL INCOME	€ -79,767	€ -50,651
(3) CURRENT INCOME	€ -2,439,244	€ -2,032,321
(4) EXCEPTIONAL INCOME	€ 241,093	€ -33,581
Employee profit-sharing	-	-
Withholding tax	€ -2,280	-
<b>TOTAL PROFIT-SHARING AND TAXES (III)</b>	<b>€ -2,280</b>	<b>-</b>
<b>TOTAL INCOME (IV)</b>	<b>€ 194,898,999</b>	<b>€ 150,379,479</b>
<b>TOTAL CHARGES (V)</b>	<b>€ 197,250,185</b>	<b>€ 152,445,381</b>
<b>PROFIT OR LOSS</b>	<b>€ -2,351,186</b>	<b>€ -2,065,902</b>


## List of partners for the implementation of the projects mentioned in this report

- *Actions Santé Femmes*: p. 64-65
- *ALLI, Association of Lebanese Industrialists*: p. 54-55
- *AP-HP Hospitals (Cochin and Lariboisière), Quimper, Poitiers and Annecy Hospitals*: p. 64-65
- *Artemis Ltd.*: p. 40-41
- *Belincosoc, Belgian International Cooperation on Social Protection*: p. 70-71
- *BIAT, Business Incubation Association in Tripoli*: p. 54-55
- *CCIAZ, Chamber of Commerce, Industry and Agriculture of Zahlé and Bekaa*: p. 54-55
- *CFI*: p. 23 and 32-33
- *CHU Bordeaux*: p. 60-61
- *CHU Strasbourg*: p. 60-61
- *Civipol Conseil*: p. 15 and 46-47
- *Court of Auditors (Senegal)*: p. 38-39
- *CPMA, Central Project Management Agency (Lithuania)*: p. 32-33 and 68-69
- *DCAF, Centre for the Democratic Control of Armed Forces*: p. 32-33
- *DGFIP, Public Finances Directorate General (France)*: p. 38-39
- *DGPCE, Dirección General de Protección Civil y Emergencias (Spain)*: p. 46-47
- *DGSCGC, Directorate General for Civil Security and Crisis Management (France)*: p. 46-47
- *DPC IT, Dipartimento della Protezione Civile (Italy)*: p. 46-47
- *Enabel*: p. 70-71
- *Fair Trade Lebanon*: p. 54-55
- *FIIAPP, Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas*: p. 15, 48-49, 50-51 and 70-71
- *French Family Planning Movement (MFPF)*: p. 64-65
- *General State Inspectorate (Senegal)*: p. 38-39
- *Geres, Study Group on Healthcare Workers' Exposure to Infectious Risks*: p. 60-61
- *Hospices Civils de Lyon*: p. 60-61
- *ICON Institute*: p. 40-41
- *ILLA, Organizzazione Internazionale Italo-Latina Americana (Italy)*: p. 50-51
- *Instituto Camões*: p. 50-51
- *JCI, Justice Cooperation Internationale*: p. 32-33
- *Les Enfants de l'Air*: p. 60-61
- *Mada Association*: p. 54-55
- *Ministry of Health (France)*: p. 68-69
- *Ministry of Youth and the Promotion of Youth Entrepreneurship (Burkina Faso)*: p. 66-67
- *National Institute of Statistics Romania*: p. 40-41
- *National Social Insurance Fund (Lithuania)*: p. 68-69
- *OFII, French Immigration and Integration Office*: p. 34-35
- *Regional Councils of the North, Sahel and Boucle du Mouhoun (Burkina Faso)*: p. 66-67
- *René Moawad Foundation*: p. 54-55
- *Sécurité Sociale (France)*: p. 68-69
- *Solthis, Therapeutic Solidarity and Health Initiatives*: p. 60-61
- *Statistics Netherlands*: p. 40-41
- *Statistics Norway*: p. 40-41
- *WHA, Women and Health Alliance International*: p. 60-61
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