

EXPERTISE
FRANCE

*Together
for a
better
tomorrow*



EXPERTISE
FRANCE

WORLDWIDE VOLUME OF ACTIVITY IN 2017

MULTI-ZONE

2%

NORTH AFRICA AND MIDDLE EAST

27%

LATIN AMERICA AND CARIBBEAN

2%

EUROPE

9%

SUB-SAHARAN AFRICA

53%

ASIA
7%

KEY FIGURES

€148M

+100

PARTNER COUNTRY

+500

PROJECTS

270

EMPLOYEES AT HEADQUARTERS

63,000

DAYS OF EXPERT MISSIONS EVERY YEAR

OUR FUNDING

43%
European Union

20%
French Ministries

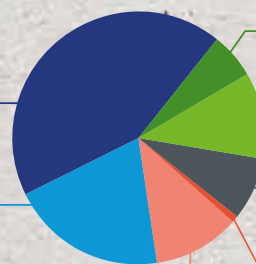
11% Global Fund

6%
Other financing from abroad

11% United Nations

8% AFD

1% Other



OUR PARTNERS

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

Expertise France is an agency that designs and implements international technical cooperation projects.

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

ASIA
7%

OUR PARTNERS

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

FRENCH EXPERTISE

OPERATING IN **OVER 100 COUNTRIES**

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01

AN AGENCY WORKING ON A EUROPEAN SCALE

Three years after its founding in 2015, Expertise France has become a leading actor in French and European international technical cooperation.

Our expertise provides three major comparative advantages to the field: multi-sectoral expertise covering most of the fields of international cooperation, privileged access to French public expertise, and tried-and-tested operating methods, focused on transfer of know-how between actors and practitioners in the field.

Building on these advantages, the agency continued its development in 2017. The year was marked by a strengthening of relations with European institutions, an increase in French public procurement, and a development of strategic partnerships with public and private actors.

*An implementing agency
for French and European
development aid policy*



Foreword



SÉBASTIEN MOSNERON DUPIN

CHIEF EXECUTIVE OFFICER

In three years of activity, Expertise France has successfully positioned itself as a key actor in French and European technical cooperation. This collective success has been driven by the exceptional commitment of our teams.

The agency has demonstrated the added value of French technical expertise in assisting our partners in the South in the implementation of high-quality public policies that provide a response to the many challenges that have grown with recurring political and humanitarian crises, the rise of terrorism, and climate change issues throughout the world.

The agency is thus fulfilling its dual mandate of solidarity and influence. The agency's activity now accounts for 75% of the turnover of France's public technical expertise activity abroad.

Coming on the heels of our merger, 2016 and 2017 were years of development and consolidation: development of new projects, which are responsible for the high level of forecasts for 2018 with an important growth; consolidation, with the first enterprise agreement, and the launch of a number of in-house projects, which provide a structural base for the quality of the agency's services. Our priority, more than ever before, is quality: the quality of working conditions, the quality of our service provision and, last but not least, the quality of our relationships with all our partners, beneficiaries, donors, experts, ministries, and other international technical cooperation operators.

“Our priority, more than ever before, is quality”

OUR ACTIVITY

Expertise France, a public agency placed under the authority of the Ministry for Europe and Foreign Affairs and Economic and Financial Ministries, is an actor in solidarity and influence.

In the field, Expertise France supports, advises and assists partner countries in the design and implementation of sound public policies. The agency designs customised technical assistance projects and gathers the expertise required for their implementation. It does so with a partnership-based approach designed to meet the needs of the beneficiary countries, in the context of the priorities of the French and European development and international solidarity policy.



Building a dialogue on expertise

Attitudes and methods in development aid have changed profoundly in recent decades. Despite gains in reducing poverty and increasing access to health and education, inequalities persist and have in some cases widened, as a result of climate change or the emergence of new conflicts. In this context, strengthening the governance of partner countries and the quality of their public policies are priorities.

Expertise France was founded in 2015 to address these issues. Its added value lies in its capacity, to bring a broad range of skills to each project, mobilise experienced practitioners, create coalitions of actors, and take a long view of development.

Its projects benefit a wide range of actors: central and regional administrations, public bodies, civil society, private sector...

The agency is involved in every stage of a technical cooperation project:

- identifying needs, in close consultation with partners;
- designing a project that best meets these needs and specific local conditions;

- putting together the know-how and mobilising the most relevant expertise;
- implementing concrete actions to durably strengthen the stability and development of partners.

Its operations take many forms: advising, providing short and long-term expertise, organising of workshops, seminars, training, study visits. It provides support to contracting authorities (national ministries, public bodies, decentralised services, hospitals, universities, etc.). It can also provide direct assistance to populations, supply equipment, supervise the creation of infrastructure, etc.

The agency attaches a great deal of importance to the transfer of know-how between public policy practitioners. It promotes exchanges between peers and between institutions. It mobilises expertise from both the public and private spheres, from the North and South, from the public or from companies. In this respect, Expertise France contributes to building a dialogue on expertise in all sectors and geographical areas of development cooperation.



Taking action on all fronts

The agency operates in all the fields of technical cooperation: democratic, economic and financial governance, security and stability, climate change and sustainable development, health and human development. Its theatres of action are worldwide, with a special focus on Africa and other priority geographical areas for development cooperation.



PARTNERSHIPS

Its projects are jointly built and carried out with partner countries and institutions to ensure their needs are met. Projects are based on the expertise of the main actors of French and European cooperation. In this respect, Germany is a key partner for its actions in the field. Its projects are also increasingly advanced in partnership with countries in the South.



ACTION ACROSS THE BOARD

Expertise France is a multi-sectoral agency. It can develop complex projects that meet complex needs: ensure a security-development nexus, safeguard land ownership while developing sustainable agriculture. It can operate in all countries where a need for technical assistance is expressed, at all levels – from the most local level to regional level –, based on a systemic approach.



LONG-TERM APPROACH

The action of Expertise France enhances the sustainability of institutions to the benefit of their populations. The aim is to provide a response to the major challenges posed by a context of geopolitical and humanitarian crises, the rise of terrorism, and climate-related events. We take a long-term approach based on a mentoring system between institutions from North and South. Finally, the agency strengthens the accountability of institutions toward populations and development assistance donors.

Focus

International technical experts (ITEs)

Expertise France implements and coordinates international technical expert missions, especially in the context of the transfer of the technical assistance mechanism from the Ministry for Europe and Foreign Affairs to Expertise France. These international technical experts are deployed in ministries, international organisations, regional organisations, research institutes, school and universities, the Institut Pasteur network... Since 2016, the agency has recruited and has been following over 140 international technical experts in 66 countries.

OUR PRESENCE IN THE WORLD

Africa, Middle East, Europe, Asia and Latin America: the technical assistance projects led by Expertise France cover five continents. This outreach is based on an extensive network of partners and experts as well as our place at the heart of the European technical cooperation instruments.

Operating in the field

Expertise France operates in more than a hundred countries and, in at least fifty of them, deploys experts and project teams who help implement its cooperation activity. The agency also has representatives in Brussels, Hanoi, Abidjan and Tunis.

Being in the field, as close to beneficiaries as possible, the agency fosters a dynamic relationship, a good understanding of development issues specific to each country, and helps identify complementarities with other members of the French Team. The agency's offices abroad are flexible structures that meet operational requirements and reflect the dynamism of our growing activity.

The agency works closely with the French diplomatic network, whose support is essential for the proper implementation of its activity. It also cooperates with the other members of the French Team in the field (AFD, IRD, CIRAD, etc.) and with European operators and European Union delegations.

Finally, it relies on an extensive network of local partners and maintains regular and close relations with both local administrations and representatives of civil society.

**Working with
our partners
to best meet needs**



- Practitioners' Network Annual General Meeting. -

Focus

Our European ambition

Expertise France's activity depends in large part on European financing, which accounts for more than 40% of its turnover, and on a partnership with the main European agencies within consortiums.

Expertise France's presence in Brussels significantly increases the visibility of this European ambition.

PROMOTING THE AGENCY AS A KEY ACTOR IN EUROPEAN COOPERATION

Expertise France is now recognized as being one of the main public actors in technical cooperation in Brussels. Our relationship with the European Commission, especially with the teams of the Directorate General for International Cooperation and Development (DG DEVCO), Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR) and trust funds have facilitated operational exchanges and increased the agency's visibility.

In addition, the Brussels team actively contributes to the activity of the Practitioners' Network, the group of European cooperation agencies, which has led to the recognition of the key role played by the implementing agencies of Member States in the European cooperation policy, and has highlighted the need for equal treatment with international organisations.

ASSISTING AND SUPPORTING OPERATIONAL ACTIVITY

The Brussels representation communicated information about the European Union financial programming, monitored policy and strategy guidelines, organised visits and identified relevant contacts in institutions, and sought out new opportunities.

WORKING WITHIN FRANCE'S PERMANENT REPRESENTATION

The agency's key position within France's Permanent Representation to the European Union has allowed close ties to be built with the advisors responsible for the issues of external financing, development and security. These ties foster a regular mutual exchange of information, help ensure that France's position is consistent, and promote France's public technical assistance provision among European institutions.



**ÉLISABETH
BETON DELÈGUE**

FRENCH AMBASSADOR
TO HAITI

**"Developing lasting
relationships between
practitioners"**

What are the development challenges in Haiti?

Political instability, inequalities, absence of State structures, climate vulnerability... These are all major challenges. In their roadmap, France and the European Union have identified four priority sectors for assistance: education, urban development, food security and institutional strengthening.

In what way does the mobilisation of public expertise provide added value in addressing these challenges?

Public expertise is crucial to strengthening the State and improving governance – two prerequisites for stabilising a country. Thanks to Expertise France, Haitians are supported by public service officials and practitioners, counterparts who

are plunged into the same daily lives as theirs and with whom they have built lasting relationships. It is this combination of human and institutional relationships that will allow Haitian institutions to design and implement effective public policies.

What are the prospects for French technical assistance in Haiti?

The proximity of French territories in the Americas has prompted Expertise France to look at the potential of expertise in the French overseas territories and its added value in the context of the Caribbean. The results of the first experiences in technical assistance in the region shows much potential. Haitian authorities – at both local and national level – are aware of the limits of the project approach and imported solutions.

OUR FUNDING

As a leading actor in French technical cooperation, Expertise France works closely with bilateral and multilateral donors. Since 2016, the share of multilateral financing in the agency's portfolio stood at over 75%. The activity has especially grown with European financing.

Development with international financing

France earmarks 40% of its net official development assistance for multilateral aid. It is the third largest contributor to the European Union budget and the second largest for the European Development Fund. This is why its technical cooperation operator is fully mobilised to implement development cooperation policies and programmes conducted by international donors, particularly the European Union.

STRONGER TIES WITH THE EUROPEAN UNION

The European Union is Expertise France's main financial partner. In 2017, close to 43% of its activity was financed by the European Union.

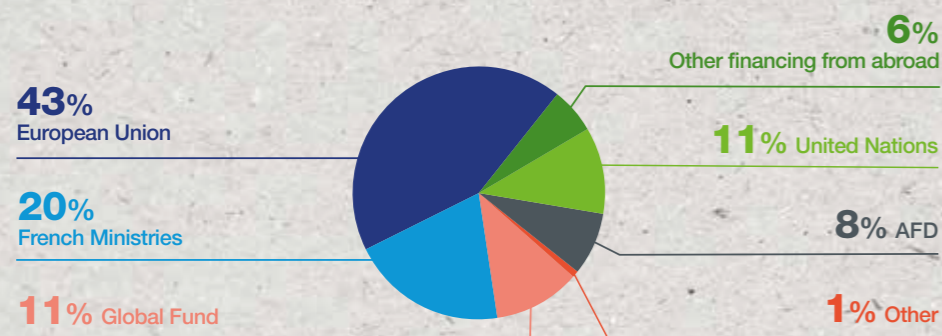
Expertise France has thus become one of the main implementing agencies for European cooperation. It is taking part in the construction of a European development policy, in partnership with other Member State agencies, particularly Germany's GIZ.

RELATIONSHIPS WITH INTERNATIONAL DONORS

Indeed, the agency implements projects financed by the United Nations, World Bank and other regional development banks. It has also developed relationships with other influential funders, such as the UK's DFID, Japan's JICA, the Aga Khan Foundation and Islamic Development Bank.



Contributions to Expertise France's activity in 2017



Growth in bilateral financing

The financing allocated in France's bilateral framework helps Expertise France operate in priority sectors and geographical areas of the French public authorities. It comes from the public procurement of French ministries and Agence Française de Développement (AFD).

PUBLIC PROCUREMENT INCREASING

In 2017, public procurement accounted for 20% of the business activity implemented by Expertise France. The agency is financed via programmes managed by the Ministry for Europe and Foreign Affairs (MEAE), General Directorate of the Treasury, Ministry for Solidarity and Health, and 5% Initiative.

PARTNERSHIP STRENGTHENED WITH AFD

In 2017, the share of financing for Expertise France's activity from AFD accounted for 8% of its financing. The strengthening of this cooperation is a strategic issue for the effectiveness and impact of France's official development assistance. This strengthening particularly needs to be developed in the field of democratic, economic and financial governance, in the sectors of sustainable development, and to ensure the security-development nexus in countries in fragile situations.



STEFANO MANSERVIGI

DIRECTOR-GENERAL
OF THE EUROPEAN
COMMISSION'S DG DEVCO

“Expertise France has become a recognised actor in European cooperation”

In 2017, despite the scale and scope of challenges faced by the EU and its Member States, they have demonstrated their capacity to propose ambitious and collective solutions that rise to the challenges of development assistance. European official development assistance has risen for the fourth year in a row. It has reached an unprecedented level and underscores the European Union's role as the leading donor in terms of development assistance. 2017 was also the second year for the implementation of the EU Emergency Trust Fund for Africa: it aims to provide sustainable solutions to instability and the lack of economic prospects, and promote peace, stability and job creation.

These collective efforts are reflected in the excellent cooperation and dynamic dialogue between the General Directorate for International Cooperation and Development and Member State agencies, and particularly with Expertise France which, three years after being set up, has become a recognised actor in European cooperation. My teams and myself are very pleased to have accompanied the arrival of a new actor and will continue to support the dynamics driven by Expertise France, by contributing to its activities.

There are many challenges ahead of us and I am confident in the capacity of our partners to rise to the occasion. The discussions on a more inclusive and effective joint implementation, led by the Practitioners' Network and the new European Consensus on Development, will provide the opportunity to continue and broaden this cooperation.

OUR PARTNERS

The creation of Expertise France has led to the emergence of a facilitator for French, European and international technical cooperation. The projects that the agency has been designing and implementing since 2015 draw on the best expertise. Our ambition relies on an extensive network of partners and an approach based on mentoring between practitioners.

Pooling our skills and experience

Expertise France generally works within a consortium. Its methodology: pooling diversified expertise into projects tailored to meet the specific characteristics of each need.

MOBILISING THE RIGHT EXPERTS

Mobilising public expertise mainly from ministries and public institutions and bodies, sometimes with support from operators from different sectors, is the core activity of Expertise France. This comparative advantage allows the agency to provide an effective response to the technical assistance needs of countries and administrations. There are many examples of this: mobilisation of the National Institute of Statistics and Economic Studies (INSEE) to develop a national public accounting instrument for French-speaking African countries, mobilisation of the General Inspectorate of Social Affairs (IGAS) in the field of health in Côte d'Ivoire, and of the Paris Public Hospital System (APHP) to support the strengthening of a public health school in Central Africa. In the field of State reform: expertise of the General Directorate of the Administration and Public Service (DGAFFP) to support the Lebanese Government, of the National Centre of Territorial Public Service (CNFPT) for decentralisation projects in Mali and Tunisia. In terms of security-stability, the agency relies on expertise from the departments of the Ministry of the Interior and Ministry of Defence, as well as from the CEA research institute and General Secretariat for Defence and National Security (SGDSN). In terms of education and employment, in the Central African Republic, the agency is mobilising National Education officials to support the National Education Programme. In Côte d'Ivoire, it is calling on the expertise of Pôle Emploi, the French Employment Agency, to restructure the local youth employment agency in Abidjan, etc.

Where appropriate, the agency also involves private expertise in its operations. For example, since 2016, it has been supporting territorial and urban planning in Bahrain in the context of a public-private consortium. This consortium gathers three French engineering and architecture companies: Arep Ville, Egis International and Setec Organisation.



- Study visit in Tunisia. -

CREATING INTERNATIONAL COALITIONS

Expertise France is an agency with a European dimension. We believe that by combining national perspectives the best technical assistance projects are realised. For example, the fourth phase of the MEDSTAT programme, which the agency has been leading since 2016 in conjunction with INSEE, and whose goal is to produce official statistics in nine Mediterranean countries, relies on the experience of six European partners, including the Italian National Institute of Statistics and Hungarian Central Bureau of Statistics. The agency is also increasingly operating alongside its German partner GIZ, in particular in terms of migrations, in the context of support provided to countries hosting refugees from the crises in Syria and Iraq, regarding statistics, etc.

PROMOTING EXPERTISE FROM THE SOUTH

Developing countries are an internationally recognised source of innovations, as can be seen with micro-finance and mobile banking. Consequently, whenever it can, Expertise France initiates triangular cooperation including a partner from the South.

The French Team

ADMINISTRATIONS: KEY PARTNERS

The agency involves administrations in the construction and implementation of structuring projects with strong international visibility. It also implements a significant proportion of the bilateral cooperation of French administrations. Finally, we are continuing our action as the main manager for European institutional twinning agreements.

STRATEGIC PARTNERSHIP WITH AFD

AFD and Expertise France operate in the context of the strategic guidelines defined by the Government, in particular by their common line ministries. The two agencies – AFD with its role of financing cooperation and Expertise France of implementing technical assistance – have made efforts to strengthen their synergies, with the aim of providing more effective and ambitious support for the development cooperation policy.

The two agencies are working together to increase their joint operations, with a focus on the field of governance.

THE OTHER PUBLIC OPERATORS

Expertise France has also reinforced its role in the French Team through the creation of consortia with specialised operators from French technical cooperation: strengthening of civil protection in Côte d'Ivoire in partnership with the consulting and service company of the French Ministry of the Interior (CIVPOL), recovery and stabilisation in the Central African Republic in partnership with the media development agency Canal France International (CFI), strengthening of basic education in Niger alongside the International Centre for Educational Studies (CIEP), reform of the justice sector with International Justice Cooperation (JCI) in Ukraine.



RÉMY RIOUX

CHIEF EXECUTIVE OFFICER
OF AFD

**“Double added
value for French
development projects”**

interview

How do AFD and Expertise France work together on a daily basis?

We work in synergy on strategic and operational plans for cross-cutting areas of development assistance: governance, climate, etc. AFD designs projects with its partners in the South and subsequently finances and supports the contracting authorities. Expertise France mobilises the expertise required to help our partners and satisfy their demand for French know-how.

How do you see the future of this partnership?

AFD's financing for Africa is set to increase from €4bn to €5bn a year by 2021 as a result of increased cooperation with Africa and the Mediterranean instigated by France.

Combatting the effects of crises, particularly in the Sahel region, investing in infrastructure and energy, including 50% in renewable energies, supporting social sectors and governance: in all these areas, the partnership between our agencies is essential so that France can fulfil its commitments.

In your opinion, what are France's next main development assistance challenges?

Helping to achieve the Sustainable Development Goals. In this context, France's experience is eagerly awaited in several sectors: social protection, education, sustainable cities, etc. The partnership between AFD and Expertise France brings a double added value to France's development projects.

HIGHLIGHTS FROM 2017



FEBRUARY

Inauguration of the first smoking cessation centre of West Africa in Burkina Faso, in the framework of the Voussongo project.



APRIL

Signature of an agreement between the Aga Khan Health Services (AKHS) and Expertise France to enhance the quality of palliative care services in the Aga Khan Hospitals in both Kenya and Tanzania.



AUGUST

Launch of the call for proposals of the "Forest, Biodiversity and Ecosystems" component of EUROCLIMA+, the EU regional cooperation programme promoting environmentally sustainable and more climate-resilient development in Latin America.



SEPTEMBER

Signature in Sévaré (Mali) of the EU support project to the G5 Sahel Force, managed by Expertise France.



MAY

3 Libyan entrepreneurs awarded during the business plan contest organised by the SLEIDSE (Support to Libya Economic Integration, Diversification and Sustainable Development) programme, funded by the EU and implemented by Expertise France.



JULY

Official launch in Paris of the Gender component of the EUROsociAL+ programme in Paris. Funded by the European Union, this component is implemented by Expertise France in 18 Latin American countries.



OCTOBER

First regional workshop of the EL PACCTO programme, where 12 Latin American countries discussed cybercrime and, more specifically, procedures to address online sexual abuse against children.



OCTOBER

Signature of the first memorandum of understanding in the framework of the Adapt'Action Facility between the Dominican government, AFD and Expertise France. This facility aims at supporting the operationalisation of the Paris Climate Agreement.



JULY

End of the 2015-2017 phase of the EU P2P (Export Control Programme on Dual-Use Goods), after 2 years of implementation by Expertise France.



JULY

Presentation during the 61st World Statistics Congress of the benefits of statistical regional cooperation and 3 regional projects implemented by the agency – MEDSTAT IV, the Pan African Statistics Programme and EU-Asean COMPASS.



NOVEMBER

Official launch, in Ouagadougou, of the Programme of support for employment in border and peripheral areas of Burkina Faso, funded by the EU and implemented by Expertise France.



NOVEMBER

Final event in Rabat of SHARAKA, a project that has been accompanying Moroccan policies on migration, development and mobility since 2014.

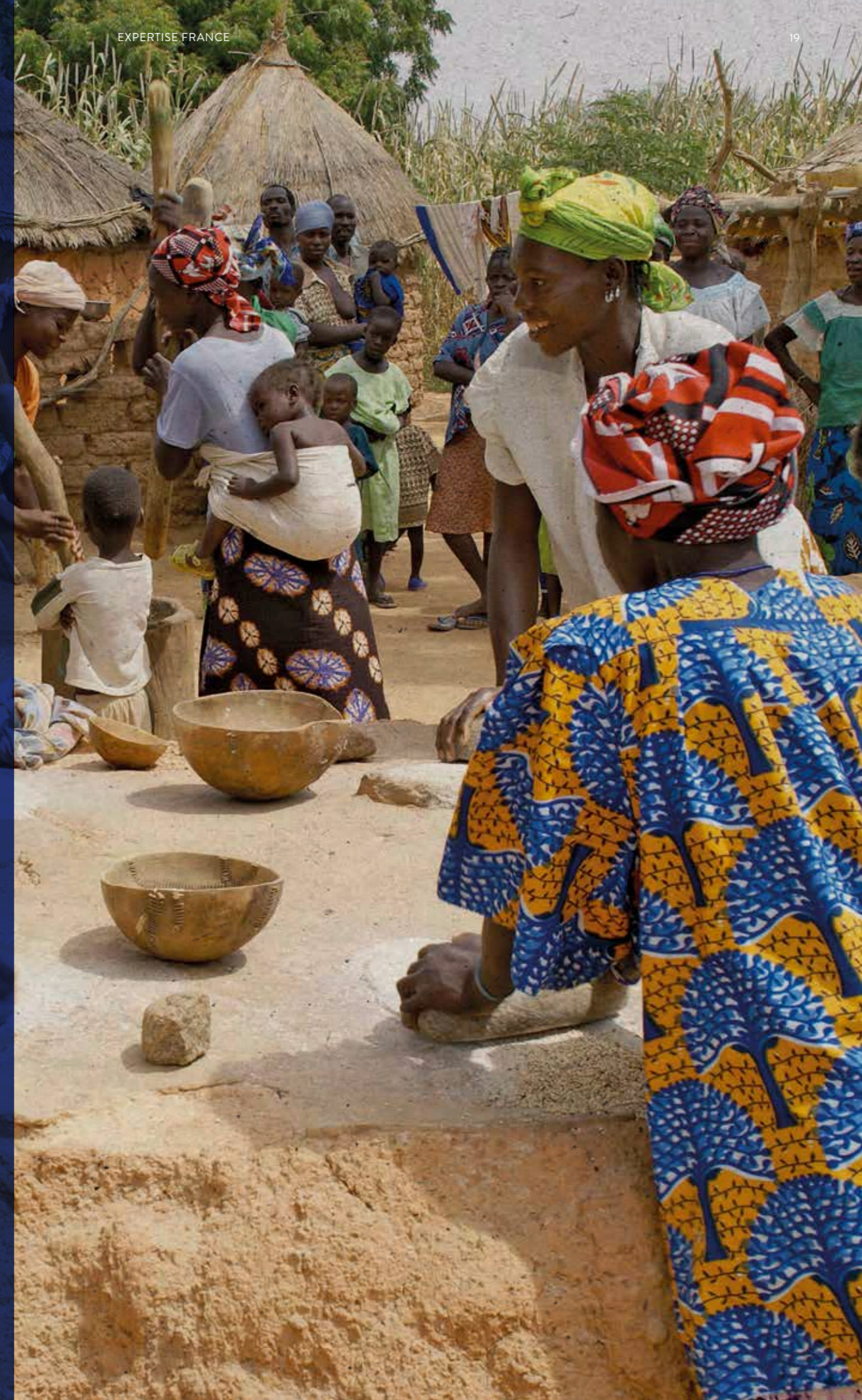
02

MULTI-SECTOR EXPERTISE

From environmental governance in Tunisia to urban planning in Bahrain, Expertise France implements ambitious cooperation projects. She ensures the implementation of major European initiatives: the AMMi project, which aims to provide a more effective response to mixed migratory flows in East Africa, the SOCIEUX+ facility, which promotes the sharing of good practices for employment and social protection worldwide, the GoGIN project, which contributes to

strengthening maritime security and safety in the Gulf of Guinea, and the MEDSTAT programme, which aims to strengthen the national statistics systems and institutes in nine Mediterranean countries. The agency also handles the implementation of the 5% Initiative, France's indirect contribution to the Global Fund.

*Active on all priority
fronts of development cooperation*



Strengthening State governance

Expertise France bolsters structures and institutions within government that strengthen the democratic processes and aid economic and social development.

The agency has coordinated a twinning project designed to support Tunisia's young National Assembly. We are operating in ten East African countries to meet the challenges of mixed migratory flows. In the Democratic Republic of Congo, we are helping modernise the public finance system. In Libya, we are promoting the construction of an ecosystem conducive to entrepreneurial initiatives. Finally, we are strengthening and harmonising public statistical data from nine Mediterranean countries.

- P. 21 _ Consolidating the young Tunisian democracy
- P. 22 _ Addressing mixed migratory flows in East Africa
- P. 23 _ Modernising public financial governance in DRC
- P. 24 _ Promoting economic recovery in Libya
- P. 25 _ Making public statistics reliable in the Mediterranean region

DEMOCRATIC GOVERNANCE

Strengthening central administrations, supporting decentralisation and devolution, promoting training strategies... Expertise France works with a number of institutions and administrations to support State reform and modernisation processes.

CONSOLIDATING TUNISIA'S YOUNG DEMOCRACY

BENEFICIARY
TUNISIA

YEAR OF LAUNCH
2016

DURATION
3 YEARS

BUDGET
€1.6M

DONOR
EUROPEAN UNION

PARTNERS
FRENCH NATIONAL ASSEMBLY, ITALIAN CHAMBER OF DEPUTIES

The "Jasmine Revolution" in 2010-2011 established the rule of law in Tunisia. It is today embodied by the Assembly of the Representatives of the People. This institution was founded by the Constitution of 2014 and is the only body to hold legislative power.

Capacity Building within the Assembly of the Representatives of the People

In April 2016, Tunisia signed a twinning agreement with the European Union help this young institution in a capacity building role. There are many objectives: ensure it has the ability to legislate and oversee government, facilitate administrative and financial autonomy, optimise its human resources management, support its communication with citizens...



Coordinating the expertise of 6 European countries

The twinning agreement provides for 800 days of expertise to address these challenges. They are coordinated by Expertise France, working closely with the French National Assembly and Italian Chamber of Deputies. About a hundred experts from both these institutions and other European assemblies (French and Italian Senate, German Bundestag, Hungarian National Assembly, Czech Chamber of Deputies and Hellenic Parliament) are taking part in these exchanges.



projects

MIGRATIONS

Migrations are a major development issue for the countries of departure, transit and destination. Expertise France encourages good governance by promoting a cross-sector approach focused on protecting people and defending human rights.

ADDRESSING MIXED MIGRATORY FLOWS IN EAST AFRICA

BENEFICIARIES

EAST AFRICA AND YEMEN

YEAR OF LAUNCH

2016

DURATION

36 MONTHS

BUDGET

€6M

DONOR

EUROPEAN UNION

PARTNERS

IOM, DRC, RMMS



- Workshop in Djibouti on migrant vulnerability. -

East Africa is marked by large-scale mixed migratory flows. These flows are made up of refugees and illegal migrants who take the same routes, but have different motives for migration and different needs. To improve the governance of migration in the region, since January 2016, the European Union has been financing the AMMi (Addressing Mixed Migration Flows in Eastern Africa) project. It is part of the Khartoum Process – a political dialogue which aims to strengthen cooperation between the countries of origin, transit and destination of migrants.

Extensive geographical coverage

The AMMi project targets ten countries: Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan, Uganda and Yemen. It has three objectives: reinforce migrant reception centres, help national authorities fight the smuggling and trafficking of human beings, and provide specific and lasting support for unaccompanied migrant minors.

A consortium on an international scale

This project is being carried out in partnership with the International Organization for Migration, Danish Refugee Council (DRC) and European public administrations. It benefits from the expertise of the International Cooperation Directorate (DCI) of the French Ministry of the Interior and the Carabinieri Division.

PUBLIC FINANCES

The modernisation and reinforcement of public finance systems is vital to the development process. For Expertise France, there are two primary objectives in this process: promote fair and effective tax collection and contribute to effective management of public funds.

MODERNISING PUBLIC FINANCIAL GOVERNANCE IN DRC

BENEFICIARY

DEMOCRATIC REPUBLIC OF CONGO

YEAR OF LAUNCH

2015

DURATION

36 MONTHS

BUDGET

€4M

DONORS

AFD, DEMOCRATIC REPUBLIC OF CONGO (C2D)

In July 2013, a Debt Reduction-Development Contract (C2D) was signed for the first time between France and the Democratic Republic of Congo (DRC). Education, vocational training, drinking water... This agreement provides for support to DRC in key sectors that are essential to sustainable economic growth.

Optimising DRC's public finance management

The "Financial Governance" component of this contract has been managed by Expertise France since July 2015 and its main goal is to modernise the management of DRC's public finances. Three main projects are planned: interconnect information systems in order to improve and secure the collection of government revenue, support budget reform and, finally, assist the young Congolese National School of Administration (ENA-DRC) in the selection and training of the country's future senior civil servants.

Mobilising the expertise of the French Ministry of the Economy

Expertise France is implementing these different components by mobilising the expertise of the French Ministry of the Economy's Public Finances General Directorate (DGFiP). The Debt Reduction-Development Contract is managed by Agence Française de Développement (AFD).



- Signing of the C2D in DRC. -



LAURENT GROSBOIS

REGIONAL DIRECTOR OF THE AMMI PROJECT, ETHIOPIA

"Strengthening migrant assistance and protection"

What are the first concrete results of this project?

Ability to respond to the most urgent needs has been strengthened. In order to identify the training requirements of security forces and actors in the judicial sector in eight countries, an analysis was conducted of the smuggling of migrants and trafficking of human beings. The first training course took place in May 2017.

What are the specific aspects of the work in this region?

The cultural diversity and differences in the legal-political models led us to tailor our approach to the regional context and

to national needs. In addition, since many cooperation projects are being conducted in the region, we have had to establish a coordination framework to ensure that our actions are complementary.

What is Expertise France's main asset in this project?

The experience we have in integrated project management. Expertise France can mobilise public expertise, which is both French and Italian in this project, while coordinating the actions of partners in the field, IOM and DRC in this case. This both strengthens the assistance and protection and raises public awareness of the risks of illegal migration.



FÉLICIEN

MULENDA KAHENGA

COORDINATOR OF THE TECHNICAL COMMITTEE FOR THE MONITORING OF REFORMS, DRC

"Switching to programme-based budget management"

What were the main financial governance challenges facing DRC in 2013?

DRC was facing two main challenges. Firstly, to set up a computerised chain to exchange information between the various actors involved in public revenue collection. Secondly, to further prepare our services for the imminent changeover to programme-based budget management.

How does the C2D help meet these challenges?

It has allowed us to establish a clear diagnostic and adopt a roadmap. We

subsequently sought to raise the awareness of stakeholders and get them involved. The key actions of the reform are underway, in particular the fibre-optic cabling in order to improve the connection of services. In terms of the programme-based budget management, we are preparing the upcoming staff training.

At mid-term, how is the project progressing?

As planned. Thanks to the mobilisation of public finance experts by Expertise France, we benefit from the technical and organisational support and advice required for the effective implementation of the reform.

projects

SUPPORTING ENTREPRENEURSHIP

Expertise France is working to achieve the Sustainable Development Goals by strengthening overall economic and financial governance. It is helping to reinforce the private sector, increase trade, and diversify local economies.

PROMOTING ECONOMIC RECOVERY IN LIBYA

BENEFICIARY
LIBYA

YEAR OF LAUNCH
2016

DURATION
54 MONTHS

BUDGET
€7.8M

DONORS
FRANCE, EUROPEAN UNION

PARTNERS
BPI FRANCE, CCI, DG TREASURY, GIZ, MEAE



After years of war and crisis, the economic situation in Libya remains fragile. Since 2014, France and the European Union have supported recovery by financing the SLEIDSE (Support to Libya for Economic Integration, Diversification and Sustainable Employment) project.

Supporting business projects from A to Z

This project has three main objectives. Firstly, to transfer entrepreneurial skills to young Libyans: for example, in 2016, an open source online training platform was launched. Secondly, to provide capacity building training national institutions such as the National Agency for SMEs. Finally, to increase access to financing for companies, whatever their size.

A partnership with Libyan institutional actors and the French team, GIZ and the UN

Project activities are determined and implemented by Expertise France in partnership with Libyan actors (universities, municipalities, professional associations and National Agency for SMEs), as well as with the French team: Regional Economic Service, BPI France, Business France.

STATISTICS

Statistics are an essential tool for public policies. They are also a condition for democratic life. So Expertise France works to strengthen national statistical systems and harmonise their data with international standards.

MAKING PUBLIC STATISTICS IN THE MEDITERRANEAN REGION MORE RELIABLE

BENEFICIARIES
9 MEDITERRANEAN COUNTRIES

YEAR OF LAUNCH
2016

DURATION
40 MONTHS

BUDGET
€4.7M

DONOR
EUROPEAN UNION

PARTNERS
INSEE, HCSO, ISTAT, STATISTICS DENMARK, STATISTICS LITHUANIA, TURKSTAT

In a constantly changing world, statistics have become an essential tool in the design and evaluation of public policies. This is why the European Union launched the MEDSTAT programme in 1996. Its goal has been to strengthen national statistical systems and institutes in the Mediterranean countries which are partners of its neighbourhood policy.

Producing harmonised data throughout the region

MEDSTAT entered into its fourth phase in January 2016 and currently applies to nine countries: Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia. It aims to improve and harmonise their statistical production in six priority sectors (foreign trade, energy, migrations, employment, transport, business registers) and in three cross-cutting sectors (training, gender and user relations, and visibility of official statistics).

Active participation of beneficiary countries

Workshops, seminars, study visits, training courses, technical assistance missions... This new phase is based on a more active participation of partner countries. It is being implemented by Expertise France, with support from six European statistical institutes, including the French National Institute of Statistics and Economic Studies (INSEE), the Hungarian Central Statistical Office (HCSO) and Italian National Institute of Statistics (ISTAT).



MOHAMED ALI EZAWI

ENTREPRENEUR, LIBYA

“Learning what we do not learn in textbooks”

Why is SME development so important in Libya?

Small and medium-sized enterprises are more than ever essential to our economy. The time has come for Libya to free itself from its dependence on oil in order to achieve more sustainable growth. Entrepreneurship is not a classic career in Libya, but we need to take control of the future of the country – even if security is another major challenge that still needs to be addressed.

What are the needs of entrepreneurs?

The most pressing need is to develop education. We don't know very much

about finance or management, and we know even less about where to find financing.

Yet these aspects are essential for a strong enterprise to be set up. This diagnostic led Expertise France to launch the e-learning platform.

What has the use of this platform brought you?

It encourages entrepreneurs to further their ideas. I have acquired practical knowledge, such as accounting. But I have also learned what we don't find in textbooks: how to find new forms of financing, or how to work with partners. Above all, I now have a professional network I can mobilise if need be.



GIAMBATTISTA CANTISANI

KEY EXPERT FOR MIGRATION AND LABOUR MARKET STATISTICS, ITALY

“Extensive experience in statistical cooperation”

Why produce coordinated statistics among Mediterranean countries?

The aim of statistical harmonisation is to allow valid comparisons between Mediterranean countries. The issue is even more important for foreign trade and migration, which are sectors where measurements of the same flows can be made in the countries of origin and destination.

In what way are beneficiary countries more active in MEDSTAT IV?

Because it is now their statistical institutes that coordinate most of the

working groups. Furthermore, MEDSTAT IV promotes the spread of national good practices between Mediterranean countries.

What is Expertise France's added value for this project?

Expertise France has extensive experience in statistical cooperation. Its know-how has allowed discussions to continue at regional level under the best possible conditions. This has certainly been a positive factor for the dissemination of international recommendations on statistics in the countries and for the priority sectors covered by the project.

Anticipating crises, managing risks



Expertise France helps states in crisis prevent further destabilisation and provides administrative management assistance as well as disaster risk reduction. The agency is working with Germany to reinforce structures in countries hosting refugees from Syria and Iraq.

In 2016, the agency launched a pilot project for early recovery in the Central African Republic, which is laying the foundations for sustainable peace following an unprecedented political-military crisis. Expertise France also operates in Côte d'Ivoire, where it is helping train some 1,500 firefighters and to strengthen the coordination of first responders. Finally, in Central and Western Africa, it is implementing a regional project to fight against piracy and illegal maritime activities. Beyond these projects, the agency is fully in line with the security-development nexus for a comprehensive approach to crises.

P. 27 _ Supporting the peace process in the Central African Republic

P. 28 _ Supporting the security reform in Côte d'Ivoire

P. 29 _ Strengthening maritime security in West and Central Africa

projects

STABILITY AND POST-CRISIS SITUATIONS

Expertise France works to stabilise regions in crisis, fragility or conflict. The early recovery projects we implement reinforce inclusive governance and access to justice, provide access to basic services, and support economic activity.

SUPPORTING THE PEACE PROCESS IN THE CENTRAL AFRICAN REPUBLIC

BENEFICIARY
CENTRAL AFRICAN
REPUBLIC

YEAR OF LAUNCH
2016

DURATION
30 MONTHS

BUDGET
€3.7M

DONOR
EUROPEAN UNION

PARTNERS
ASF BELGIUM, CFI

Between 2012 and 2013, the Central African Republic experienced a serious political-military upheaval which resulted in the death or displacement of thousands of people. To support the peace process, the European Commission launched a project for recovery and stabilisation in the Central African Republic in 2016. Its management has been entrusted to Expertise France.

Laying the foundations for sustainable peace and prosperity

This project is financed by the Békou Fund, the European Union trust fund for the Central African Republic, and has three components: redeploy the government's decentralised services and help in capacity building of the administration (infrastructure, equipment and training), promote social cohesion by facilitating access to legal services and supporting the media and civil society actors, and support the economic recovery by assisting microprojects for local development.

Two priority regions for operations

Since January 2017, Expertise France has been implementing this project in Haute-Kotto and Mambéré-Kadéï in partnership with Lawyers Without Borders (ASF) Belgium and the French Media Cooperation Agency (CFI). These two regions were selected following an evaluation of need, feasibility, synergies, access and support conducted in several cities in the country. The project currently has a pilot dimension and could be extended more generally nationwide.



**GEORGES
PÉTRO-KONI ZÉZÉ**

HIGH COMMISSIONER
FOR DECENTRALISATION
AND REGIONALISATION, CENTRAL
AFRICAN REPUBLIC

*"Helping to defuse
the conflict"*

How does the project help build sustainable peace in the Central African Republic?

It contributes in various ways: by helping restore the authority of the State by strengthening local governance, conducting actions for social cohesion, strengthening the media and justice, and working for socioeconomic recovery.

Has any one event in this project stood out for you?

During the dramatic events which affected the city of Bria in May 2017, local radios broadcast programmes promoting living together, which had a strong impact on both populations and

the warring parties. The training and awareness-raising actions conducted under the project have allowed them to contribute to defusing the conflict.

What is Expertise France's added value in this project?

Expertise France is an agency that is recognised and appreciated by the Central African authorities, in particular for its listening skills and capacity to rapidly mobilise leading experts. In addition, the agency has opened permanent offices in the provinces, in areas where the situation is particularly complex: the United Nations is the only other development structure to have achieved this.

projects

CRISIS PREVENTION AND MANAGEMENT

In the event of an incident of natural, technological or human origin, the safety of populations is primarily based on the responsiveness and effectiveness of the first responders. Consequently, training civil protection professionals or firefighters is a priority for risk prevention and crisis management.

SUPPORTING THE SECURITY REFORM IN CÔTE D'IVOIRE

BENEFICIARY
CÔTE D'IVOIRE

YEAR OF LAUNCH
2017

DURATION
3 YEARS

BUDGET
€9.7M

DONOR
EUROPEAN UNION

PARTNER
CIVIPOL

Following the political crisis in 2010-2011, an extensive reform of the security sector was launched in Côte d'Ivoire. It is combined with the disarmament, demobilisation and reintegration process and aims to permanently stabilise the country.

First Response units: an essential issue

First response is a central part of this reform. To protect people, goods, but also the environment, it is necessary to train for these skills and deploy them throughout the country. Expertise France has been assisting the Ivorian Ministry of the Interior and Security in addressing this dual challenge since early 2017.



via training actions, the provision of equipment, and the rehabilitation of first aid stations. Secondly, we aim at reinforcing the management and coordination capacities of the National Office of Civil Protection (ONPC) by opening an inter-ministerial crisis management centre. These actions are being implemented in partnership with CIVIPOL, an operator of the French Ministry of the Interior.

Intervening and managing crises nationwide

The agency's intervention focuses on two areas. First, we contribute to the strengthening of the corps of firefighters, which was set up in 2014,



**GÉNÉRAL
KILI FIACRE FAGNIDI**
DIRECTOR GENERAL OF THE NATIONAL
OFFICE OF CIVIL PROTECTION (ONPC),
CÔTE D'IVOIRE

In what way is strengthening civil protection a vehicle for stability in Côte d'Ivoire?

Civil firefighters are a local protection force for the population, but also for economic facilities, which reassures investors. In addition, their activity is attractive for young people: developing it will prevent them from getting involved in criminal activities, taking the risk of illegally going to Europe, or enlisting in radical or armed movements.

**"1,500 firefighters
trained in
three years"**

What are the main objectives of Expertise France's assistance?

Expertise France's assistance aims to rehabilitate and equip eight pilot relief centres. It also plans to train some 1,500 firefighters in the field in three years: this is really saving the country time. In addition, the construction of an inter-ministerial crisis management centre will allow the thirty first aid stations in our regions to be reached in real time and disasters to be managed at national level.

Are you planning other projects?

We want to set up four regional offices to manage the first aid centres by zones. In the long-term, we will also open a National Civil Protection School.

CROSS-CUTTING THREATS

Terrorism and organised crime are today the main cross-cutting threats to peace and security, both at national and international level. Expertise France contributes to fighting against these threats by making coordination and information sharing central to its methodology.

STRENGTHENING MARITIME SECURITY IN WEST AND CENTRAL AFRICA

BENEFICIARIES
19 COUNTRIES
AND 3 AFRICAN
REGIONAL BODIES

YEAR OF LAUNCH
2016

DURATION
4 YEARS

TOTAL BUDGET
€9.3M

DONORS
EUROPEAN UNION,
DENMARK

Since November 2016, Expertise France has been implementing the European GoGIN (Gulf of Guinea Inter-regional Network) project. Its objective: improve maritime security and safety in the Gulf of Guinea, which has over 6,000 km of coastline, from Senegal to Angola.

Creating regional cooperation instruments

Piracy, illegal maritime activities... There are a whole host of threats and sources of instability in the region. GoGIN plans to curb them by creating a regional information sharing network and improving regional capacities for dialogue, coordination and management for maritime issues.

Dialogue with 19 countries and 3 regional bodies

An objective which involves providing equipment, technical assistance, organising study

missions and conducting exercises at sea, all in coordination with the partner countries (Angola, Benin, Cameroon, Cabo Verde, Congo, Côte d'Ivoire, Democratic Republic of Congo, Equatorial Guinea, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Nigeria, São Tomé & Príncipe, Senegal, Sierra Leone, Togo) and three regional organisations: Gulf of Guinea Commission (GGC), Economic Community of Central African States (ECCAS) and Economic Community of West African States (ECOWAS).



JEAN-PIERRE LABONNE
VICE-ADMIRAL (2S),
GOGIN PROJECT MANAGER

What role does Expertise France play in the GoGIN project?

We ensure that the project runs smoothly and that the funds allocated are used properly, in conjunction with the European Commission and the beneficiaries. The project team is made up of executives from Expertise France and experts who have been specifically recruited.

What is your added value?

The CRIMGO (Critical Maritime Routes in the Gulf of Guinea) project, which GoGIN follows on from, made Expertise France a legitimate actor in maritime security and safety, particularly in the Gulf of

Guinea. Building on this experience, our teams were rapidly able to launch GoGIN in late 2016: they are already familiar with the dynamics of the cross-institutional coordination and were easily able to mobilise the existing inter-regional network.

What are the beneficiaries' expectations?

There are huge needs in terms of exchanging information and material support to operationalise the coordination architecture called for by States at the Yaoundé Summit in June 2013. The objective is for States in the region to address an accidental or intentional event at sea together, by establishing common response protocols.

**"Setting up common
response protocols"**

Fighting against climate change

Expertise France helps its partners in their search for sustainable economic growth that respects the environment, natural resources and the health of populations.

Since 2016, the agency has been assisting Bahrain in the design and implementation of its territorial and land-use planning strategy. In Burma, it is assisting in the implementation of sanitary and phytosanitary controls in line with European standards, in particular for aquaculture products. Expertise France also operates in Tunisia, in the Gulf of Gabès, where it contributes to preserving the only coastal oasis in the Mediterranean Sea and to creating a local environmental governance framework.

P. 31 _ Securing the aquaculture industry in Burma

P. 32 _ Curbing industrial pollution in the Gabès region

P. 33 _ Promoting urban planning in Bahrain

AGRICULTURAL DEVELOPMENT AND NATURAL RESOURCES MANAGEMENT

Agricultural development and natural resources management are major challenges, with economic, social and environmental consequences. Expertise France addresses them by supporting all development actors, from public actors to private actors, and including civil society.

SECURING THE AQUACULTURE INDUSTRY IN BURMA

BENEFICIARY

BURMA

YEAR OF LAUNCH

2015

DURATION

36 MONTHS

BUDGET

€2.2M

DONORS

EUROPEAN UNION, BMZ

PARTNER

GIZ

In 2013, the European Union lifted the sanctions imposed on Burma since 1996. Since 2015, it has supported its economy and political reform process via a trade development programme, cofinanced by the German Federal Ministry for Economic Cooperation and Development (BMZ).

Supporting exports to the European Union

This programme is coordinated by the German Federal Enterprise for International Cooperation (GIZ) and aims to build Burma's public and private trade development capacities. One of its components in particular plans to assist public institutions in the implementation of sanitary and phytosanitary controls in line with European standards, especially for aquaculture products. Its objective: secure Burma's authorisations for exports to the European Union and develop new markets.



Providing training for phytosanitary inspectors

Expertise France has been coordinating this component since May 2015, in conjunction with the Burmese aquaculture industry, laboratories and ministries. The agency also mobilises short-term consultants in the field to train the control inspectors and train laboratory staff to conduct the required chemical and biological tests.



projects

CLIMATE AND TERRITORY

Many urban and rural territories suffer from the impacts of climate change and poorly controlled human activities. Expertise France helps them prepare and implement sustainable development strategies and create inclusive governance frameworks.

CURBING INDUSTRIAL POLLUTION IN THE GABÈS REGION

BENEFICIARY

TUNISIA

YEAR OF LAUNCH

2014

DURATION

55 MONTHS

BUDGET

€5M

DONOR

EUROPEAN UNION

The Gulf of Gabès houses the only coastal oasis in the Mediterranean Sea. Covering some 7,000 hectares and with rich biodiversity for the past forty years, this oasis area has been suffering from concentrations from the phosphate processing industry, which is a vector of phosphogypsum pollution and excessive water consumption.

Giving local and sustainable momentum

To curb this phenomenon, in 2014, the European Union launched a project to support environmental governance in the region (PGE Gabès). This project is being implemented by Expertise France and has four main objectives: provide a better understanding of the impact that industrial activities have on the economy in the region and human health, assist Gabès industry leaders in the implementation of Corporate Social Responsibility policies, improve the skills of local

actors in terms of environmental communication, and support initiatives led by the public that contribute to local development and to improving the environmental situation in Gabès.

Developing a good governance model

From the public to industry leaders, and including central and local public authorities, PGE Gabès involves all stakeholders. It aims to bring about a good governance model that can be replicated in other regions.



- The phosphate industry has environmental and social repercussions on the Gulf of Gabès. -



SARRA EL IDRISSE

"GREEN JOBS" PROJECT MANAGER,
HANDICAP INTERNATIONAL, TUNISIA

"Regular and close project monitoring"

What does the "Green Jobs" project, which benefits from PGE Gabès, involve?

It aims to strengthen the corporate social responsibility of local companies, and promotes a more social and solidarity-based economy, which links employment to the environment. In this respect, it furthers Handicap International's action to promote integration and employment for the most vulnerable.

What is Expertise France's added value in implementing PGE Gabès?

Its advantage is that it can offer both local support and provide beneficiaries with a professional team that is

responsive to the needs of all. Expertise France's action has been decisive in the creation of a consultation chamber representing local actors. In addition, its regular and close monitoring of projects and the organisation of training sessions and workshops have been useful in initiating the debate on practices and building multi-actor synergies.

What has been the input of PGE Gabès since 2014?

PGE Gabès has led to the creation of a consultation process, by mobilising institutional and private actors and associations on an issue that had until then been largely taboo. It has also opened a debate on environmental issues, such as the development of phosphogypsum.

PROMOTING URBAN PLANNING IN BAHRAIN

BENEFICIARY

BAHRAIN

YEAR OF LAUNCH

2016

DURATION

24 MONTHS

BUDGET

€8.4M

DONOR

BAHRAIN MINISTRY OF WORKS, MUNICIPALITIES AFFAIRS AND URBAN PLANNING

PARTNERS

AREP VILLE, EGIS INTERNATIONAL, SETEC ORGANISATION

Territorial and urban planning is an important priority for Bahrain. The kingdom is one of the most densely populated countries in the world – a situation which generates a number of challenges in terms of the environment, mobility, resource management...

Promoting sustainable urban development

To help the country address these challenges, in 2014, an urban planning initiative was launched between France and Bahrain. Its objective: reorganise and build the capacities of the General Directorate of Urban Planning (GDUP), which is attached to the Bahrain Ministry of Works, Municipalities Affairs and Urban Planning, and assist it in the preparation and implementation of a territorial and land-use planning strategy.



Multidisciplinary team in the field

This project is financed by the Bahrain Ministry of Works and has been implemented and led by Expertise France since March 2016, with support from the French Ministry of Ecological and Solidarity-based Transition. It relies on a multidisciplinary team of experts united in a public-private consortium comprising three French engineering and architecture companies: Arep Ville, Egis International and Setec Organisation.



- Constantly changing urban environment. -

Taking action for health and human development

Expertise France supports the preparation and implementation of health and social policies. It thereby promotes harmonious global human development.

The agency strengthens the impact of Global Fund financing by implementing the 5% Initiative. In Guinea-Conakry, it is supporting the deployment of health warning and response teams. In Côte d'Ivoire, it is contributing to implementing the hospital reform. Expertise France is also supporting the extension of the social protection system in Morocco and is promoting, via the SOCIEUX+ facility, exchanges of good practices on employment and social protection. In the Democratic Republic of Congo, it is assisting in strengthening the public authorities in charge of basic education and is contributing to opening 700 classrooms.

- P. 35 _ 5% Initiative
- P. 36 _ Preventing and fighting against epidemics in Guinea
- P. 37 _ Overhauling institutional health governance in Côte d'Ivoire
- P. 38 _ "Sustainably improving African health systems"
- P. 39 _ Improving education system management in DRC
- P. 40 _ Supporting social protection management in Morocco
- P. 41 _ Exchanging good practices on employment and social protection

FOCUS

FIGHT AGAINST PANDEMICS

Over the past twenty years, AIDS, tuberculosis and malaria have seriously affected the health of populations in countries with limited resources. Building on recognised experience, Expertise France is actively involved in the international community's efforts to fight these pandemics.

5% INITIATIVE

BENEFICIARIES
MULTI-COUNTRY

YEAR OF LAUNCH
2011

TOTAL BUDGET
€18M A YEAR

DONOR
MEAE

The 5% Initiative is France's indirect contribution to the Global Fund to Fight AIDS, Tuberculosis and Malaria. Since 2011, the 5% Initiative has been helping countries, particularly French-speaking countries, with the design, implementation and monitoring-evaluation of the grants allocated by the Global Fund.

14 expertise projects selected

The 5% Initiative finances expertise projects via its Channel 2. These projects are between two and three years in duration and provide a response to the programming needs or the structural problems of beneficiary countries. The initiative launches two calls for projects a year for this purpose. Fourteen projects were selected in 2016 on the topics "Strengthening the national and community health system" and "Access to high-quality healthcare for marginalised populations".



Sharing methods and good practices

At the same time, the 5% Initiative has conducted a cross-cutting evaluation of five skills building projects for health workers. This evaluation has highlighted original systems (mentoring, communities of practice), which have fostered the emergence of specific expertise among partners in the South. In addition, in June 2016, the 5% Initiative also gathered about thirty experts with whom it works regularly to examine their action and identify areas for improvement. The report on the seminar is available on the 5% Initiative website.



SÉBASTIEN MARCOMBE

MEDICAL ENTOMOLOGIST AT
THE INSTITUT PASTEUR IN LAOS

"An effective malaria prevention strategy"

What needs are met by the MALVEC project, which is being led by the Institut Pasteur in Laos?

It comes in response to the re-emergence of malaria in the Mekong subregion, between Laos and Thailand. It aims to improve epidemiological surveillance and prevention by making up for the lack of available data on the distribution, insecticide resistance levels and mechanisms of Anopheles mosquitos, which transmit the disease, and by strengthening entomological expertise.

How do you work in the field?

Hand in hand with our scientific and academic partners. Exchanges of skills and, in particular, training for scientific

staff – from researchers to local public health officers – improve knowledge of insects and malaria transmission. This allows us to consider an effective long-term prevention strategy.

In your opinion, why is the 5% Initiative an interesting project?

The support of the 5% Initiative is essential for the development of public health services in countries like Laos. The capacities of public authorities are strengthened, while populations benefit from protection and prevention programs implemented thanks to the data collected.

projects

STRENGTHENING HEALTH SYSTEMS

The health systems in the partner countries of Expertise France remain fragile. Their capacity to guarantee equitable and high-quality healthcare provision for all and react in the event of a health crisis is limited. The agency helps them implement their public health priorities.

OVERHAULING INSTITUTIONAL HEALTH GOVERNANCE IN CÔTE D'IVOIRE

BENEFICIARY
CÔTE D'IVOIRE

YEAR OF LAUNCH
2016

DURATION
2 YEARS

BUDGET
€3M

DONORS
AGENCE FRANÇAISE DE DÉVELOPPEMENT, CÔTE D'IVOIRE (C2D)

In December 2014, France and Côte d'Ivoire signed a second Debt Reduction-Development Contract (C2D). Its objective: support the country's development by assisting it in six key sectors, from education to justice, and including agriculture and human development.

For a modern and innovative public health code

Expertise France is working on the "Health" component of this agreement. Since August 2016, we have helped the Ivorian Ministry of Health with the implementation of the Health Systems Strengthening Project (PRSS), which aims to improve the quality and accessibility of healthcare services in the country. This support aims to modernise the public health code, help with hospital reform, help train the Inspectorate General of Public Health, and create an inspection and regulation system for health facilities and professions in the private sector.

Mobilising the technical expertise of EHESP

To implement all these project components, Expertise France is calling on experts from the French School of Public Health (EHESP).



PREVENTING AND MINIMISING EPIDEMICS IN GUINEA

BENEFICIARY
GUINEA

YEAR OF LAUNCH
2015

DURATION
33 MONTHS

TOTAL BUDGET
€5.8M

DONORS
MEAE, EUROPEAN UNION

PARTNERS
GUINEAN MINISTRY OF HEALTH, NATIONAL AGENCY FOR HEALTH SECURITY, BIOFORCE DEVELOPMENT INSTITUTE, FRENCH CIVIL SECURITY, SANTE PUBLIQUE FRANCE, IFRC/GUINEAN RED CROSS



Guinea Conakry was the first country to be affected by the Ebola epidemic, which spread in West Africa from 2013 to 2016. It was also one of the countries where the virus killed the most people: over 2,500 deaths were recorded during this period.

Addressing an unprecedented health crisis

To help the country address this health crisis, but also to build its response capacities in the event of a new epidemic, the Ministry for Europe and Foreign Affairs (MEAE) and European Union launched the PREPARE project in June 2015. Its implementation has been entrusted to Expertise France.

Building surveillance and response capacities

In 2016, PREPARE deployed early warning and rapid response teams in all the administrative regions of Guinea. These teams can make an early detection of infectious diseases and rapidly treat them before they reach an epidemic threshold. They have benefited from training and the delivery of equipment: tents, hospital hygiene products, cars and ambulances.



JOAO SIMOES

DOCTOR, PUBLIC HEALTH INSPECTOR,
INTERNATIONAL PUBLIC EXPERT,
CÔTE D'IVOIRE

"Customised training programme"

What are the key issues of the reform of the Inspectorate General of Public Health in Côte d'Ivoire?

The Inspectorate General of Public Health carries out the bulk of the control-inspection missions of the Ivorian Ministry of Health. It is essential for the implementation of the public code of health. Yet it faces major difficulties, in particular related to the lack of specific training and tools and the fact that the position of inspector is not attractive.

What are Expertise France's advantages in terms of these issues?

The agency has been established in Côte d'Ivoire for a long time and can mobilise

the right experts to meet the training and organisational needs in the health sector. The close relations between the Ivorian and French institutions have also facilitated the diagnostic.

What is your mid-term assessment of the project?

The support provided by Expertise France to the inspectors and the establishment of relations with the teachers from EHESP have led to the creation of a customised training program. Five trainers of trainers have been trained and will be able to transfer the skills they have learned to their colleagues. A complete diagnostic has also been conducted of the control-inspection actors in order to set up a management and coordination of their missions.



SAKOPA KEÏTA

DOCTOR, DIRECTOR GENERAL OF
THE GUINEAN NATIONAL AGENCY
FOR HEALTH SECURITY (ANSS), GUINEA

"Warning systems tailored to the Guinean context"

What were the main components of the PREPARE project?

The objective was to build our surveillance and warning capacities at all levels, from communities to national health teams, so that everyone can make an effective contribution to the response. We also wanted to set up procedures to ensure that the local, regional and national teams are really complementary.

How has Expertise France supported you?

Thanks to the mobilisation of experts in emergency protocols, we have developed

a warning system that is tailored to the context in Guinea. We have systematised taking samples-right from the first cases and developed a community investigation protocol to allow a rapid launch of the warning system in the event of a crisis.

What is your assessment of the project at this stage?

Two hundred regional officers have been trained in emergency protocols. They now know how to prevent, monitor, investigate and warn by communicating the essential information. The aim is to make these protocols sustainable in order to ensure a rapid response to epidemiological crises: Ebola, measles, meningitis...

interview

“SUSTAINABLY IMPROVING AFRICAN HEALTH SYSTEMS”



PIERRE BEY

VICE PRESIDENT
OF GFAOP

“Creating centres of excellence by exchanging know-how”

Pierre Bey is a radiotherapist. He is a former director of the Institut Curie Hospital and is currently Vice President of the Franco-African Paediatric Oncology Group (GFAOP). He also leads a programme on retinoblastoma, child eye cancer, with the International Union Against Cancer (UICC). He is the co-author of a book about cancer in French-speaking Africa, with the Alliance of French-Speaking African and Mediterranean Leagues Against Cancer. Pierre Bey is benefitting from support from Expertise France, with assistance from MEAE and the Ministry for Solidarity and Health, for the development of a project for paediatric cancer treatment in six countries.

How can we improve cancer prevention in Africa?

Cancer is a curable disease if there is an early diagnostic. It is cured in some 55% of cases in rich countries. To develop the right therapeutic strategy, countries need to have multidisciplinary teams, comprising radiologists, surgeons and anaesthetists, anatomical pathologists, medical oncologists, radiotherapists... Training is consequently an essential component. Each country should have a multidisciplinary institute of cancerology, which should also be a training centre.

Investment needs for treatments (imaging, radiotherapy, drugs) are also high. There are only eight radiotherapy machines in French-speaking Sub-Saharan Africa, whereas at least two hundred and fifty would be needed to meet today's needs. In addition, we need to finance prevention, cervical lesion screening, the treatment of curable cancers, and access to palliative care.

How do exchanges of knowledge improve these situations?

They allow African health systems to sustainably improve their services. This is especially because they help create centres of excellence, which in turn train other actors. In the case of the UICC project on retinoblastoma, the Institut Curie receives our African counterparts, who acquire conservative ophthalmic techniques. We also finance equipment. A training centre is gradually being set up in Bamako in Mali.

Why work with Expertise France?

Our medical-scientific and operational expertise are perfectly complementary. This allows leading institutions such as the Institut Curie to get involved in international aid projects for populations who are in dire need of them.

projects

EDUCATION

Education is an essential component of sustainable development. It is a vehicle for self-fulfilment, stability and security. It creates employment opportunities, contributes to the fight against poverty... Consequently, Expertise France works to ensure access to high-quality education for all.

IMPROVING EDUCATION SYSTEM MANAGEMENT IN DRC

BENEFICIARY
DEMOCRATIC REPUBLIC
OF CONGO

YEAR OF LAUNCH
2015

DURATION
3 YEARS

BUDGET
€2.24M

DONORS
AGENCE FRANÇAISE
DE DÉVELOPPEMENT,
DEMOCRATIC REPUBLIC
OF CONGO (C2D)

In 2016, the Democratic Republic of Congo (DRC) adopted a sectoral strategy for education and training for 2025. This strategy is being implemented by the Congolese Ministry of Primary, Secondary and Vocational Education and includes a Primary Education Support Programme (APEP II). Its main objective is to extend access to free and high-quality primary education nationwide.

Promoting equal access to high-quality education

APEP II is being financed in the context of the Debt Reduction-Development Contract (C2D) signed between France and DRC in July 2013. It plans to open 700 classrooms and provide in-service training for some 12,000 teachers. Expertise France is helping the Ministry of Primary Education implement this. To do this, it is working with the services responsible for supervising contracts, training, preparing programmes and controlling teachers' salaries (SECOPE), and is training their staff in collaborative working processes and tools.

Giving the Ministry of Education greater autonomy

A team of six French and international experts has been mobilised to address these challenges. The aim is to sustainably build the capacities of the Ministry so that it can conduct the next stages of APEP II single-handedly.



YVES VANRUMBEKE

RESIDENT INTERNATIONAL
TECHNICAL EXPERT, DRC

“A focus on methods”

How is Expertise France supporting the APEP II programme?

By making technical experts available. They are directly posted with the strategic directors of the Ministry of Primary Education and work in these services. I personally have the position of executive assistant and provide support on a daily basis to the Secretary General for the management, steering and coordination of the programme of activities.

What difficulties have you encountered in the field?

The main difficulty has been the implementation of the in-service teacher training plan. A lack of organisation and

its excessive operational centralisation have held back the process. The support for the main provincial Inspectorate has been increased and the programme of activities has been adapted to the implementation capacities. We pay special attention to the working methods between services.

What results has Expertise France's support achieved so far?

Expertise France's coordination of the project allows activities to be conducted in line with the initial overall programme budget. The organisational reform of SECOPE has been conducted and over 1,000 principals, 100 inspectors and some 4,000 teachers have been trained.

SOCIAL PROTECTION

Social protection floors, universal health coverage... the issues of social protection are a marker of the values upheld by France at international level. In this context, Expertise France is supporting the extension of protection systems and the strengthening of their various sectoral components.

SUPPORTING SOCIAL PROTECTION MANAGEMENT IN MOROCCO

BENEFICIARY
MOROCCO

YEAR OF LAUNCH
2015

DURATION
24 MONTHS

BUDGET
€1.05M

DONOR
EUROPEAN UNION

PARTNER
SPF SOCIAL SECURITY

For about fifteen years now, Morocco has been conducting a reform of its social protection system. This process has gradually extended the social coverage rate in the country, but it has also led to a strong segmentation of the sector, making the development, implementation and monitoring of the kingdom's social policy increasingly complex.

Informing the decision-making of public authorities

To address these challenges, in February 2015, Morocco signed a twinning agreement with the European Union. The objective: facilitate the feedback of information between the main social protection management bodies and the Ministry of Employment and Social Affairs. This project has been implemented since May 2015. It is laying the foundations for an integrated information system, formalising coordination between actors in the sector, and establishing a grid of indicators which can be used by the public authorities.



A project conducted in partnership with Belgium

Expertise France is coordinating this twinning operation with the Belgian Federal Social Security Public Service (SPF Social Security). The agency mobilises French public experts from the National Fund for Family Allowances (CNAF), National Fund for Health Insurance for Paid Workers, (CNAMTS), National Institute for Statistics and Economic Studies (INSEE), Pensions Advisory Council (COR) and Directorate for the Coordination of Research, Studies and Statistics (DARES) of the Ministry of Labour.



projects

EXCHANGING GOOD PRACTICES ON EMPLOYMENT AND SOCIAL PROTECTION

BENEFICIARIES
MULTI-COUNTRY

YEAR OF LAUNCH
2016

DURATION
4 YEARS

BUDGET
€8.75M

DONORS
EUROPEAN UNION,
BELGIUM, SPAIN,
FRANCE

PARTNERS
BELINCOSOC, CTB,
FIIAPP

How to carry out effective and sustainable employment and social protection policies? European countries have widely recognized skills in these areas. To share their experience, in September 2016, the European Union launched the technical assistance facility SOCIEUX+, which targets some 145 countries around the world.

Short-term customised missions

SOCIEUX+ is the continuation of the SOCIEUX facility, which was implemented between 2013 and 2016. It helps partner countries with their employment strategies or social protection policies via short-term missions. It is based on the specific demand of partner countries to which it provides the expertise of practitioners from all EU Member States.

Promoting common reflection

This facility is being implemented by Expertise France, with the active contribution of the French social ministries and Employment Agency, in partnership with Belgian International Cooperation on Social Protection (BELINCOSOC), the Belgian Development Agency (CTB) and the Ibero-American International Foundation for the Administration and Public Policies (FIIAPP).



Why the decision to extend the SOCIEUX facility?

SOCIEUX was a social protection facility, SOCIEUX+ has extended its field of action to employment and work: job creation, decent work, social dialogue and vocational training are all essential subjects for the achievement of the Sustainable Development Goals defined by Agenda 2030.

What are the strong points of Expertise France for coordinating this facility?

Expertise France has extensive and recognised experience in the provision of public expertise to developing

countries in the sectors covered by SOCIEUX+. In addition, it relies on an extensive network of experts and has proven expertise in the management of complex European projects.

In what way is SOCIEUX+ a worthwhile tool for developing countries?

Its advantage primarily lies in the fact that it can offer customised actions. The facility today covers more than 140 partner countries and operates in a broad range of thematic areas. Each of these actions meets a specific demand and is tailored to the needs, strategies, priorities and resources of partner countries.



FRANÇOISE MILLECAMA

DEPUTY HEAD OF UNIT FOR MIGRATION,
EMPLOYMENT, INEQUALITIES AT DG DEVCO,
EUROPEAN COMMISSION

“Tailoring actions to the needs, strategies and resources of partner countries”

03

COMMITTED EMPLOYEES

In addition to the diversity of their expertise and responsibilities, the teams of Expertise France also share the same commitment and are motivated by a strong sense of ethics and a culture that emphasizes results. On a daily basis, we develop, implement and supervise meaningful projects and work to ensure their success in the field.

The agency staff developed an ethics charter setting out the core values and principles of their approach. The year was also marked by the implementation of an action plan designed to strengthen the agency's contribution to sustainable development, and a gender strategy.

*Men and women working
for success in the field*





- Experts from the Recovery and Stabilisation Project in CAR in front of their office in Bangui. -

OUR TEAMS

The agency has nearly 270 employees at headquarters and a staff in the field as project managers and long and short-term consultants from a variety of backgrounds (administration, NGOs, private sector, etc.). They all share the same passion: development cooperation.

Most of the teams report to the Department of Operations, which accounts for 69% of our personnel. These teams work closely with the General Secretariat (21% of personnel), Strategy, Partnerships and Communication Department, which make up the remaining 10% of the agency's employees.

The agency is young and with a high proportion of women. The average age is 36, but over 55% of our staff are between 25 and 35. Women account for 72% of Expertise France's workforce and hold 64% of managerial positions. Women represent:

- 78% of unit managers;
- 67% of deputy directors or assistants to directors;
- 42% of directors.

93% of Expertise France's employment contracts are permanent contracts, compared with 5% of fixed-term contracts, and 2% of staff are on secondment.

270
EMPLOYEES AT
HEADQUARTERS

36
YEARS OLD

AVERAGE AGE
OF EMPLOYEES

ORGANISATION CHART

Bénédicte Fauvarque-Cosson

Chairwoman of the Board
of Directors ad interim

BOARD OF DIRECTORS

Denis Seltemann
Safety Director

Saliou Baldé
Internal Auditor

OPERATIONS

Bertrand Barbé

Deputy Chief Executive Officer

Sébastien Mosneron Dupin

Chief Executive Officer

SECRETARY-GENERAL

Laurence Lajoinie-Gnansia

Deputy Chief Executive Officer

Antonin Cœur-Bizot
Advisor to the Chief
Executive Officer

STRATEGY, PARTNERSHIPS AND COMMUNICATION

Anne de Soucy

Deputy Chief Executive Officer

Aurélie Holvoet
Deputy Chief Operations Officer

DEMOCRATIC GOVERNANCE AND HUMAN RIGHTS

Alan Dréanic - Director

ECONOMIC AND FINANCIAL GOVERNANCE

Isabelle Valot - Director

STABILITY, SAFETY AND SECURITY

Jérôme Heitz - Director

SUSTAINABLE DEVELOPMENT

Nicolas Chenet - Director

HEALTH

Antoine Peigney - Director

SOCIAL PROTECTION AND EMPLOYMENT

Frédéric Sansier - Director

European Twinning Unit
Alice Dapogny - Head of Unit

Expert Relations Unit
Yamina Doolaur - Head of Unit

Katya Seranusyan
Deputy Secretary-General
Nadine Legret
Director, management change
Stéphanie Legueret
Internal control and quality

FINANCIAL AFFAIRS

Marina Lévêque - Director

HUMAN RESOURCES

Christine Carpentier - Director

LEGAL AFFAIRS, PUBLIC PROCUREMENT

Tristan Cazin - Director

INFORMATION SYSTEMS

Van Hoang - Director

General resources Unit
Frédéric Ducoron - Deputy, Head of Unit

Dehbia Krouk
Head of European and Institutional affairs

COMMUNICATION

Bénédicte Malpel - Director

External communication

Anaïs Rieu - Head of Unit

Strategy

Farid Lamara - Head of Unit

Partnerships
Secretariat of the Steering Committee

Xavier Chambard - Head of Unit

Geographical coordination

Carolina Ballester - Head of Unit

REGIONAL BRANCHES

BRUSSELS • ABIDJAN • HANOI • TUNIS

BY USING CYCLUS OFFSET RATHER
THAN NON-RECYCLED PAPER,
OUR ENVIRONMENTAL IMPACT
IS REDUCED TO:

 **61**
KG OF MATERIALS
SENT TO LANDFILL

 **15**
KG OF CO₂

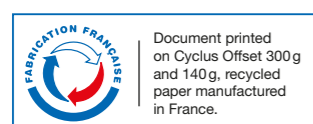
 **146**
KM TRAVELLED BY CAR
EUROPEAN AVERAGE

 **1435**
LITRES OF WATER

 **191**
KWH OF ENERGY

 **99**
KG OF WOOD

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73, rue de Vaugirard
75006 Paris
+33 1 70 82 70 82
accueil@expertisefrance.fr
www.expertisefrance.fr

