

Projects,
Solutions,
Impacts

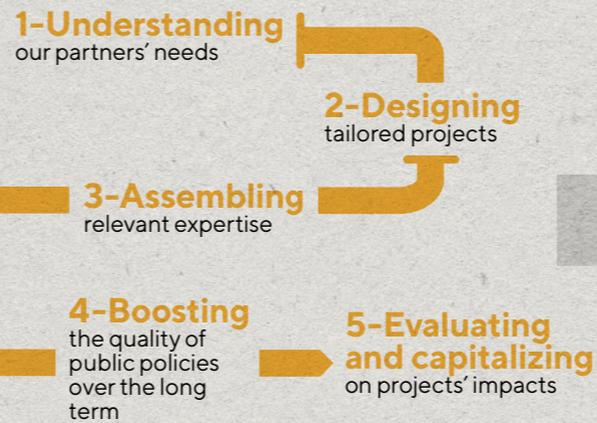
Results & Outlook

2019-2020

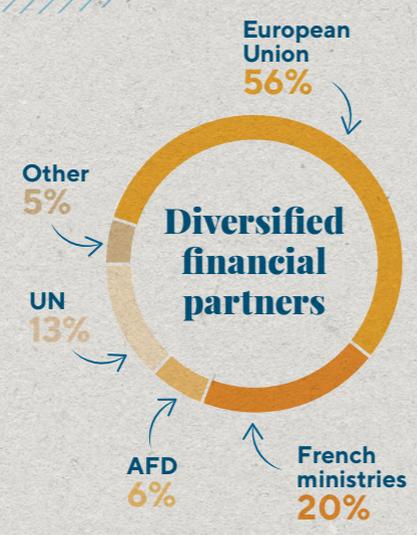


Expertise France is...

A vocation: international technical cooperation



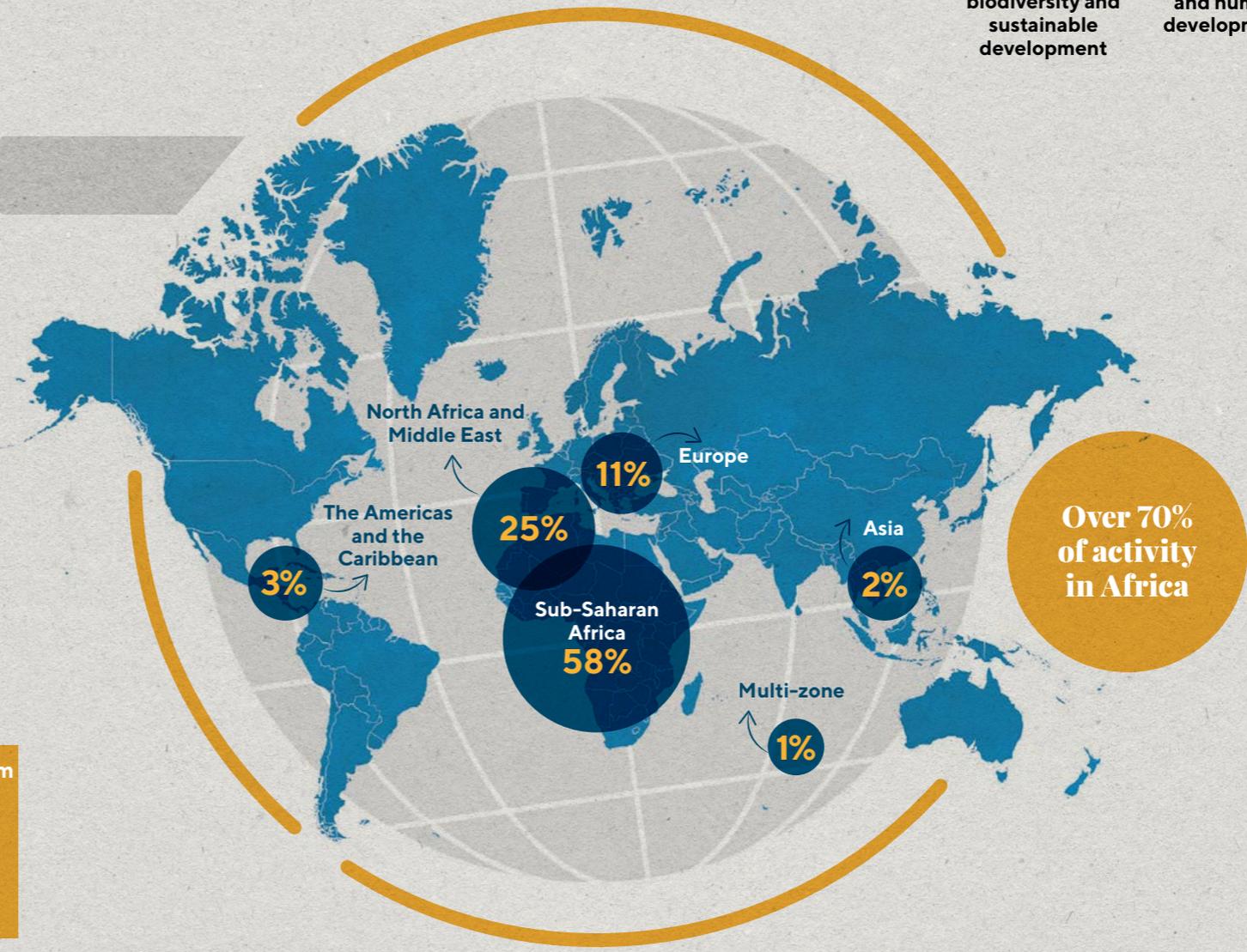
2019 data



Over 400 employees at headquarters

Over 600 collaborators in the field

Continual growth in the volume of activity



500 projects currently implemented in 100 countries



CONTENTS

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.

100
Projects
presently
implemented in
countries

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EDITORIAL

“
Expertise France’s
work is central
to addressing
the challenges
of tomorrow”

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

In a context where the premise of multilateralism is contested and the logic of power is increasingly boldly expressed, France must redouble its efforts to contribute to international peace and security, and to attack the root causes of present-day imbalances—first and foremost, extreme poverty, global inequality and the deterioration of global public goods. To ensure more impact, effectiveness and accountability, this renewed ambition requires not only increased resources, but also a rethinking of our methods. We must enhance the strategic management of our actions, and most of all, commit to resolutely partnership-based ways of working.



To achieve this, I know we can count on Expertise France, which has not only grown over the years into the public agency of reference in French technical cooperation but is also a pioneer in partnership-based work, both in the field with our partners and with Team France and Team Europe. With Expertise France’s founding in 2015, its rapid growth, and its basis in Agence Française de Développement Group (AFD Group), France is now equipped with a modern tool that combines technical and financial cooperation to bring the range of public policies relevant to the Sustainable Development Goals into line with one another.

The agency’s work is central to addressing the challenges of tomorrow. I wish to commend all of its personnel, who contribute to the French government’s external action and who can count on the full support of the Ministry for Europe and Foreign Affairs. **J.-Y.L. D.**

EDITORIAL

“
In response
to the crisis,
an even more
decisive
role to play”

By **Bruno Le Maire**,
French Minister of the Economy,
Finance and the Recovery



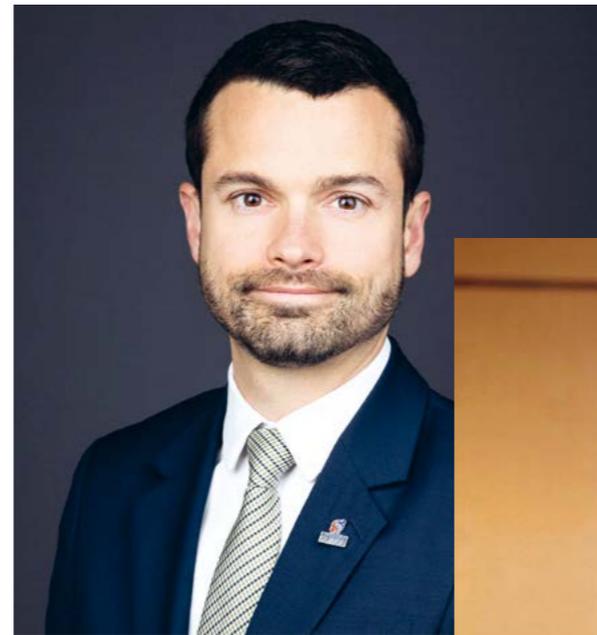
In five years, Expertise France has emerged as a leading player in the realm of international technical cooperation. The agency is now a privileged interlocutor on development policy for around a hundred partner countries, especially in Africa. It avails them of the skills of French public experts in the ambit of the Ministry of the Economy, Finance and the Recovery, thereby contributing to lasting, sustainable development for developing economies. France is lucky to deploy these talented personnel in the service of our official development assistance policy.

The economic storm triggered just a few months ago by a virus is sparing no country or continent. The storm is striking developing countries, too. It is highlighting the relevance of Expertise France’s assistance, whether in improving the business climate, facilitating commercial exchanges, accelerating the ecological transition, or combatting illicit cash flows. In Sub-Saharan Africa, in particular, where the crisis has strongly affected disposable incomes, it is making the mobilization of domestic public resources all the more urgent, a process that Expertise France is skilled in supporting. The crisis’s consequences are thus conferring a new level of importance on Expertise France’s missions and giving it an even more decisive role to play.

I know that its personnel will harness their knowledge to find innovative, sustainable solutions and provide technical support to these countries. In five years, Expertise France’s teams have proven that they are up to such challenges, and I know that even as they prepare to join AFD Group, they will maintain their commitment to doing their very best in assisting developing countries. **B. L. M.**

INTERVIEW

The agency has risen to the expectations placed in it”



With **Laurence Tubiana**, Chair of the Board of Directors of Expertise France, and **Jérémie Pellet**, Chief Executive Officer of Expertise France

On January 1, 2015, six respected operators* pooled their skills and know-how to create Expertise France. Five years later, the agency occupies a central role in French and European technical cooperation—a joint look with Laurence Tubiana and Jérémie Pellet on the agency’s past, present and future.

What is your assessment of these first years?

J. P. In five years, Expertise France has already lived multiple lives! My assessment is very positive—we have become an agency of European significance, respected at the international

level, and benefiting from the strong trust of its donors. Expertise France has succeeded in strengthening its internal organization. It has risen to the expectations placed in it in conducting development projects in regions and on themes that are priorities in France’s external policies, all while carrying out its mission of influence. That’s what the government expected of us.

Today, we are the government’s interministerial operator, a position that will be boosted with the arrival of the Justice Coopération Internationale (JCI) teams and our incorporation into Agence Française de Développement Group (AFD Group).

What does the future hold for French technical cooperation?

L. T. Technical cooperation is integral to France’s response to present-day challenges, whether in

Supporting public policy

A breakdown of Expertise France’s activities by action theme (2019)



the skills and instruments needed for bilateral development policy under one umbrella, in order to reinforce the effectiveness, clarity and impact of our cooperation mechanism.

What assets will Expertise France bring to the group?

J. P. Today, as an example, crises are multiplying, and their various aspects—health, security, social, migratory—are having a cumulative effect on the most fragile populations, which are our top priority at both AFD and Expertise France. The response must be a multi-factor one, realized through a combination of rapid, direct actions implemented by expertise agencies, among others, without neglecting support for the national actors who are ultimately in charge of ensuring their countries’ recovery. By incorporating Expertise France, AFD Group will be able to work more systematically at designing and financing “two-pronged” projects, which combine the ability to lead project management directly by mobilizing French expertise with a medium- and long-term strategy grounded in training and supporting local authorities.

The coronavirus crisis has upended the whole world. What lessons does it hold for technical cooperation?

L. T. This crisis has revealed the absolute necessity of possessing a network of experts to work with partner governments, and the ability to operate directly in the field. It has also revealed the importance of bilateral technical cooperation that perfectly complements the actions of multilateral agencies and donor funding.

J. P. These human resources made it possible to help our partners respond quickly and effectively to the challenges that have arisen, and to do so through a collective dynamic on both the national and European levels. Expertise France is contributing to this movement by availing Team France and Team Europe of two platforms of experts in the areas of health and economy (see pages 48-49). [↗](#)

health, security, climate, governance, education or other areas. It’s at once a means of orienting public policies toward the Sustainable Development Goals (SDGs), strengthening bonds between the countries of the North and the South, and inspiring dialogue across generations.

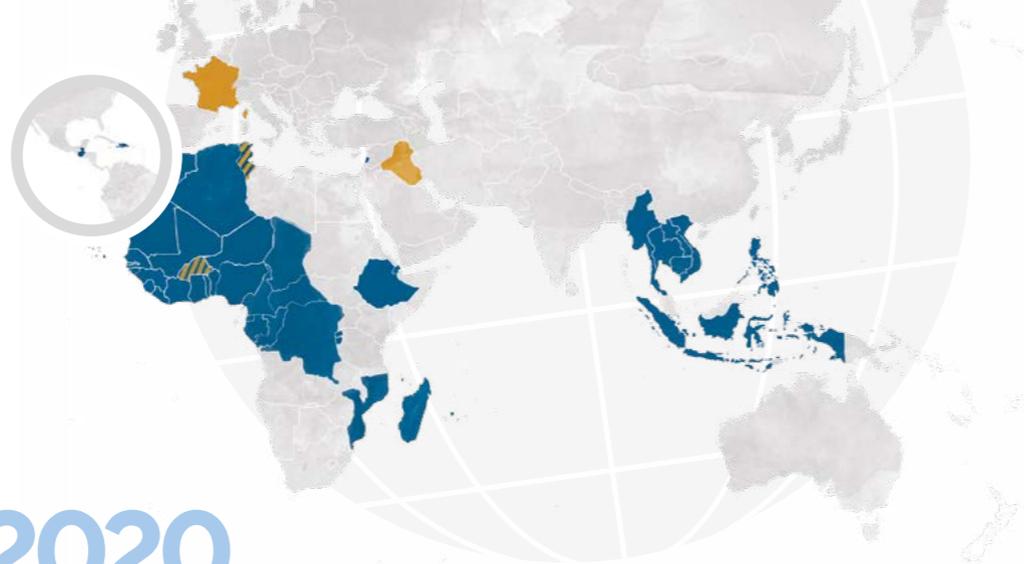
With Expertise France’s new home in AFD, France will benefit from an instrument that has been totally reconceptualized. It will now be possible to combine technical cooperation with the financial component to align the gamut of public policies with the SDGs, all while complementing the traditional form of intergovernmental cooperation with partnerships with private actors, civil society, the university and research world, and with diasporas and youth.

What is the advantage of joining AFD Group?

L. T. In order to strengthen the impact of France’s official development assistance policy, the government decided in 2018 to systematize the landscape of cooperation actors and set in motion Expertise France’s incorporation into AFD Group. The Group will bring together all

(* France expertise internationale (FEI), Assistance au développement des échanges en technologies économiques et financières (ADETEF), Ensemble pour une solidarité thérapeutique hospitalière en réseau (ESTHER), GIP Inter, Santé protection social internationale (SPSI) and Agence pour le développement et la coordination des relations internationales (ADECRI).

■ Project news
■ Institutional news



2019-2020 Highlights



June 2019 Increasing effectiveness in the field

With the opening of an office for next-generation projects in Tunis, Expertise France improves its operational mechanism in its very first target country. Until now, each project had its own teams and functioned independently. *“Based on the consolidation of the teams at a single site and on pooling cross-cutting functions, the new organization will facilitate better monitoring of projects and sharing of good practices,”* explains Clémence Pernin, coordinator of the Tunis office’s pooled support unit.

July 2019 Enhancing decentralized cooperation

As demand for decentralized cooperation grows, Expertise France concludes a partnership agreement with the Association of Territorial Administrators of France (AATF). The goal? To facilitate the mobilization of expertise from the local authorities in cooperation projects.

October 2019 Supporting Iraq’s recovery

Expertise France inaugurates its first office in Iraq, with the support of the French Crisis and Support Centre (CDCS). Based in Erbil, the agency acts as a platform to facilitate the coordination of the French response. It does so by working with other institutions, operators and initiatives—with the reconstruction of the country as top priority (see page 57).

October 2019 Supporting Burkina Faso’s young people

Expertise France and Burkina Faso’s Ministry of Youth and the Promotion of Youth Entrepreneurship organize the first National Meetings for Professional Education and Business Creation in Ouagadougou. Over six hundred participants (from local and international NGOs, partner institutions, microfinance institutions, the private sector, etc.) were able to meet, create synergy and benefit from advice on project planning, finance and partnerships.

November 2019 Fostering peace and security in Africa

At the Dakar Forum on Peace and Security in Africa, the European Union, ECOWAS and Expertise France present the OCWAR-C and OCWAR-M projects in West Africa. OCWAR-C fights cybercrime and OCWAR-M money laundering.

December 2019 Preventing cervical cancer

Unitaid and Expertise France sign a funding agreement in Abidjan to implement SUCCESS, a programme to fight cervical cancer in Côte d’Ivoire, Burkina Faso, Guatemala and the Philippines.

November 2019 Reducing plastic waste in Asia

The “Rethinking Plastics—Circular Economy Solutions to Marine Litter” project is launched in Bangkok. Funded by the European Union and Germany, it aims to reduce marine plastic waste and encourage the circular economy in East and Southeast Asia. Expertise France is responsible for the project’s implementation in Vietnam.



February 2020 Supporting agro-ecological transition in the South

CIRAD, AFD and Expertise France sign a three-way framework agreement. The agreement will allow the parties to intensify activities related to promoting development in rural areas, and to preserving and enhancing biodiversity in Southern countries.

April 2020 Getting involved in the fight against Covid-19

Expertise France leaps into action by establishing two platforms—one focused on the health response, the other on economic and social response—as well as through projects like L’Initiative and SOCIEUX+.

February 2020 Keeping up the fight against AIDS, tuberculosis and malaria

Following the Sixth Replenishment Conference of the Global Fund to Fight AIDS, Tuberculosis and Malaria in October 2019, the French Ministry for Europe and Foreign Affairs renews its confidence in Expertise France’s implementation of L’Initiative (formerly the 5% Initiative). This facility seeks to improve access to and the effectiveness of Global Fund grants in forty eligible countries. L’Initiative has now been provided with a budget of 38.8 million euros per year over the 2020–2022 period.

Upcoming in

2020 2021

- Incorporation of JCI
- Generation Equality Forum
- Incorporation into AFD Group
- COP15 on biodiversity
- COP26 on climate



Building an inclusive, sustainable world

As the French public agency for international technical cooperation, Expertise France works alongside partner countries by advising and supporting them in strengthening their public policies.

In recent decades, undeniable progress has been made in fighting poverty and increasing access to health services and education. However, inequalities persist, aggravated by climate disturbances, the emergence of new conflicts and health crises. In this context, public policies play an essential role by establishing a framework for sustainable development and reducing inequalities.

Supporting efforts to strengthen public policy

As a complement to financial resources for development, technical cooperation is integral to France's response to the environmental, health, social, economic and security challenges faced by governments today. In close collaboration with French public institutions (see pages 14-15), as well as with the European Union, Expertise France responds to the needs of partner countries that wish to improve public policies that tackle these challenges. To do so, the agency coordinates and implements national- or regional-scale projects in major areas of public action:

- democratic, economic and financial governance
- peace, stability and security
- climate, biodiversity and sustainable development
- health and human development.

Cooperation, a tool for solidarity and influence

By prioritizing skill transfer in its projects, Expertise France helps to promote proven working methods, established legal and technical norms, and a vision of economic development and governance that respects the rule of law and human rights. The agency



Trainers' training is an effective tool for long-term skill and knowledge transfer, as seen here in Vietnam.

prioritizes peer dialogue, as well. In doing so, it helps to establish lasting partnerships among actors in the international community who are committed to building a world in common.

BACKGROUND What is technical cooperation?

Whether occurring through ad hoc or more long-term projects, technical cooperation is a component of official development assistance. Its primary objectives are to strengthen the institutions of partner States and to support transformation in organizations and skills-building in their personnel. To accomplish this, partner institutions are provided with expertise tailored to their needs. In certain cases, this expertise may be accompanied by project supervision and procurement of equipment.

Our agency

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Each year, Expertise France participates in the ICASA conference, which facilitates discussion among specialists in the fight against AIDS and sexually transmitted infections.

A toolbox for development

Entrusted with the design and implementation of international technical cooperation projects, Expertise France works in the field to develop innovative solutions that meet its partners' needs and its donors' expectations.



In June 2019, Expertise France and the Tunisia Foundation for Development organized a dialogue workshop to develop the model for the future business incubator IBDA3.

Within a given technical cooperation project, Expertise France supports its partner institutions—primarily central government administrations, but also regional organizations, local governments and civil society organizations—from determining their needs to the final evaluation of the actions conducted. To do so, the agency relies on teams and partners that possess in-depth knowledge of the various regional and local contexts.

Designing a targeted response

Together with the donor and the partner institution, Expertise France plays an active role in designing the project. After an initial diagnostic assessment, it proposes a programme of actions tailored to the identified needs. The agency then assembles a project team in the field that may itself incorporate partner organizations in order to complement existing skills.

Implementing activities

In coordination with the teams at Expertise France headquarters, the project team is entrusted with overseeing the implementation of the specified activities. Capacity building, which depends on the transmission of knowledge and know-how as well as on change management, is

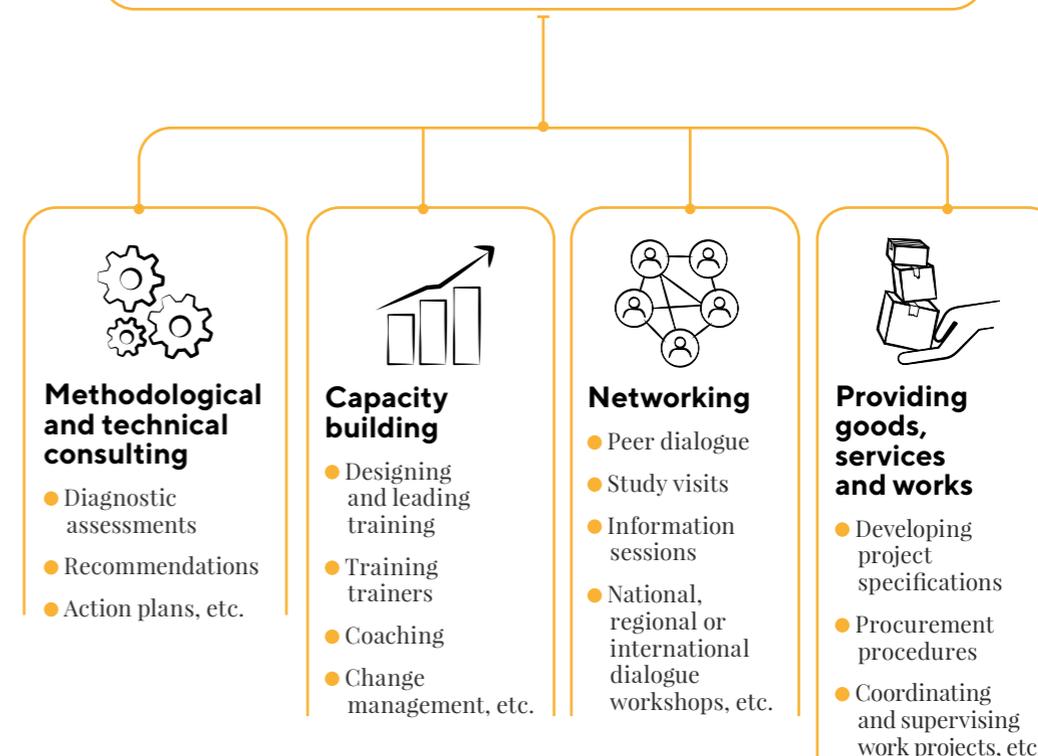
integral to these technical cooperation activities. Short-term expertise may be mobilized to address specific issues, for example to organize training or peer-to-peer discussions.

Monitoring and evaluating results

In addition to implementing the different activities, Expertise France monitors the project, managing administrative and financial components while remaining in close contact with the donor and partners. The project team also monitors and evaluates activities, which are essential to determining the effectiveness of our actions and identifying good practices. 

Actions defined by needs

Diagnostic assessments, dialogue workshops, training... Expertise France's means of providing support are varied. Complementary to one another, they may facilitate responses to short-term needs or allow for the design of longer-term assistance.



BACKGROUND

Deploying French expertise abroad

Within France's international cooperation system, Expertise France is mandated by the Ministry for Europe and Foreign Affairs to oversee long-term technical assistance missions, including recruiting experts, monitoring missions, and coordinating networks. A distinct component of France's official development assistance, these missions represent an essential element in cooperation as well as a

tool for creating bilateral dialogue and highlighting French know-how. The experts mobilized through this system fulfil a technical-support and consulting function in priority areas for French official development assistance. A bilateral approach is prioritized, with nearly 70% of experts working with national beneficiaries, and 30% working with international or regional organizations.

Expertise France

as seen by...

“Cooperation that is grounded in reality and oriented to the future”

By **Olivier Poivre d'Arvor**, French
Ambassador to Tunisia

In Tunisia, 2019 was a year of validation for Expertise France. Taking on an increasingly prominent role within Team France, the standard bearer of French public expertise performed beautifully in supporting our Tunisian partners—be they public institutions or economic or civil society actors—through a challenging year for Tunisia's young democracy, which included the death of the president of the Republic in office.

The signing of an establishment agreement, the forging of promising new partnerships with the Tunisian Agency for Technical Cooperation (ATCT) and the Tunisia Foundation for Development (FTD), the strengthening of the country office—these are the milestones in a year when Expertise France reached a higher gear in



its work as an operator in the field, agile in its actions and innovative in its solutions.

New projects funded by France and the European Union have been launched to address top priorities in our partnership—including youth, entrepreneurship and innovation—as well as the enhancement of Tunisian heritage. These projects attest to a mode of cooperation anchored in reality and oriented to the future, assisting and supporting all who believe that positive change is possible.

With Expertise France's incorporation into AFD Group, France can now offer an integrated mechanism that has already given rise to promising synergies, including the joint commitment to the Station T project for digital technologies, a sector with great promise for the future in Tunisia.

I am delighted that the creation of Expertise France barely five years ago and its rapid growth since then, in Tunisia even more than elsewhere, is opening up new prospects for cooperation at a moment when we must all respond—together—to a global health crisis. **O. P. A.**

“Concrete results for security and stability”

By **Wolfram Vetter**,
European Union
Ambassador to
Burkina Faso

For over sixty years, the European Union has sustained a strategic partnership with Burkina Faso. It engages in balanced in-depth dialogue with authorities there, and supports the country in consolidating the rule of law and economic and social development. Support focuses on key sectors that reflect Burkina Faso's priorities—governance, security, water and sanitation, agriculture, rural development, environment, culture, energy and transportation. For the 2014-2020 period, nearly a billion euros was awarded to Burkina Faso, which not only makes the European Union the country's principal donor for development assistance but also makes Burkina Faso one of the main beneficiaries of EU aid in Africa.

Conscious of regional challenges and their impacts on stability and prosperity, the European Union is also working at the regional level in West Africa, particularly with the countries of the Sahel. Notably, it is supporting the G5 Sahel along three main axes: political partnership, development cooperation, and support for stability and security. On the latter issue, the European Union is contributing to efforts to fight terrorism, organized crime and any other threat to peace and security, through support for the G5 Sahel Joint Force in particular.



In Burkina Faso as elsewhere in the region, Expertise France is one of the key partners in implementing European Union projects. In addition to the role it plays in EU support (and that of other partners) for the Joint Force, the agency coordinates several defence and domestic security projects in Burkina Faso, including projects for controlling arms trade and trafficking, promoting better relations between the defence and security forces and the civilian populations, promoting social cohesion and creating jobs. This partnership has yielded and will continue to yield concrete results for security and stability in Burkina Faso and the broader region, a precondition to economic and social progress. **W. V.**



Public actors, integral to cooperation

French public expertise is a central element in the technical cooperation projects implemented by Expertise France. The agency's imminent incorporation into AFD Group will empower it to share this well-regarded expertise on an international scale.

Key expertise for development

Mobilizing public expertise is essential in helping partner countries strengthen their policies. To that end, Expertise France works in close association with French public institutions (ministries, local authorities, public bodies, etc.) to source short- or long-term experts. As part of Agence Française de Développement (AFD), the agency will be empowered as a platform for public expertise in the service of partner institutions.

Ministries, essential partners

Among public institutions, French ministries are prime partners for Expertise France, which harnesses their know-how in the technical cooperation projects it leads. As sources of expertise, the ministries are also associated with project design, which helps

to ensure that lessons learned from the public policy implemented in various sectors in France are taken into account.

Strong added value for States duties

Public expertise is particularly valuable in such key areas of State intervention as public finance, health, security and justice—in late 2020, Expertise France will absorb Justice Coopération Internationale (JCI), the current operator of the Ministry of Justice. Furthermore, some projects deploy public personnel exclusively. This is the case, for example, with European institutional twinning projects, in which the European Union entrusts a Member State to support a neighbouring European State's administration with the strengthening of a given public policy area.

15
EU twinning projects
currently managed by Expertise France



Exchanges with French public experts organized through the European programme Urbayiti are helping to bolster urban management in Haiti.

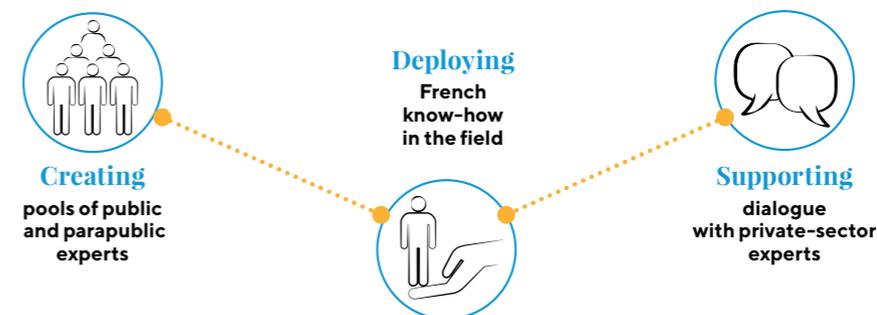
Fuelling the debate on development

Specialized in assembling complementary skills, Expertise France helps to advance dialogue between the public sector and other elements of society—the private sector, civil society and the realm of research. Notably, the agency organizes

the “Rendez-vous de l'Expertise”, discussion conferences on questions related to international technical cooperation and official development assistance. In 2019, six conferences were organized on subjects as varied as fighting pandemics, the link between entrepreneurship and stability in conflict zones, supporting innovation, maritime security, biodiversity and open government.

Highlighting know-how

Expertise France's contribution to making the most of French public expertise



In step with the French ministries

“A relationship based on trust”



By **Adèle Liéber**, Deputy Director, Head of the International Relations Delegation, DGFIP, French Ministry of the Economy, Finance and the Recovery

Our work with Expertise France takes place as part of an agreement signed in 2017, which guides the distribution of roles between the two institutions. We combine our skills beginning with the design phase of technical cooperation projects and continuing throughout their implementation—the Public Finances Directorate General (DGFIP) deploys its specialized know-how in public finance, while Expertise France contributes its project management skills. Furthermore, we’ve charged the

agency with the administrative and financial management of all our European institutional twinings.

These complementary functions make it possible to work effectively on projects financed by France or the European Union. Thus, in 2019, we worked with Expertise France on 19 projects in core areas of public action, including mobilizing internal resources in Guinea, establishing a land register in Algeria, and undertaking budget and accounting management in Cambodia. In 2019, 18 DGFIP experts served as project leads and

168 were deployed on short-term missions.

Thus, over the years, we have developed a relationship based on trust and close proximity in the service of the countries where we operate. More broadly, this joint work is enabling us to pave the way toward new cooperation initiatives, in coordination with the other French actors in development. **A. L.**

“Sustained, high-quality dialogue”



By **Francesco Gaeta**, Director of European and International Affairs, French Ministry for the Ecological Transition

As part of the partnership agreement, which is in the process of being renewed, Expertise France is a major partner for both the French Ministry for the Ecological Transition and the French Ministry for Territorial Cohesion and Relations with Local Government. The partnership bears on objectives like implementing the Paris Agreement, achieving the Sustainable Development Goals and advancing France’s international goals in high-stakes areas like preserving biodiversity, fighting climate change, developing a circular

economy, creating sustainable cities, and so on. In this context, the two ministries entrust Expertise France with the administrative and financial management of the European twinning projects they’ve been assigned. Since this instrument of influence was launched in 1998, there have been 40 or so twinning projects with very different countries, in terms of both their levels of development and the nature of their needs.

Sustained, high-quality dialogue with Expertise France makes it possible to reconcile the agency’s

priorities with those of our ministries. The latter boast a unique technical expertise network in ecological transition, particularly in the operators they oversee. The ministries thus encourage collaborative agreements between Expertise France and these operators to better mobilize French technical expertise on the international stage—an example being the convention between the agency and the French Office of Biodiversity or the French agency for ecological transition (ADEME). It’s a positive experience in every way, one that deserves to be continued or even enhanced in the years to come. **F. G.**

“Supporting administrative reforms”

Expertise France is mandated by the French Ministry for Europe and Foreign Affairs to oversee management of international technical experts (see page 11).



By **Nfamara Baldé**, technical expert and advisor to the Minister for the Civil Service in the Democratic Republic of the Congo

Having observed certain areas of dysfunction, the Democratic Republic of the Congo requested France to support reforms to its administration. My first mission is to support the reform of the Ministry for the Civil Service, which may, in turn, entail reforms in other administrative areas. That involves breaking down boundaries between internal structures, for example. My second mission consists of supporting the reorganization of the country’s National School of Administration (through competitive exams, governance bodies, programmes and so on).

The overall objective is to make the administration more effective through more cohesive functioning and more efficient allocation of resources. To that end, the new file on administrative management of the state’s civil personnel represents major progress. It will help streamline human resources management within the administrations. The resulting savings will create a little bit of breathing room in the state’s budget. **N. B.**

INTERVIEW

Bringing French skills together”

As an important component of development aid, technical cooperation has changed greatly from its beginnings in the 18th century to today. As Expertise France celebrates its fifth anniversary in 2020, we look back at the broader dynamics that led to the agency’s founding in 2015.

When did French technical cooperation begin?

F.P. Technical cooperation is a longstanding activity that probably emerged with international trade. In France, some see its precursors in the work of personalities such as Diderot, Catherine II’s guest in Russia, or Voltaire, welcomed by Frederick II of Prussia, who put their skills at the service of high foreign officials. One revealing history is that of Auguste Pavie, who, in 1885, secured authorization to found a Cambodian school. In 1888, it was expanded to train French colonial administrators and became the École Coloniale. It would go on to serve as a model for training senior officials in French administration, which



With **François Pacquement**, in charge of Historic and Strategic Reflexion at Agence Française de Développement (AFD)

goes to show that sharing skills can transform us as well. As for modern technical cooperation, that seems to me to begin with the founding of international institutions, particularly

the League of Nations (1919). However, most importantly, it was at the end of the Second World War that the first elements of the French system of cooperation were conceived.

How would you characterize the evolution of French technical cooperation since 1945?

F.P. Several periods stand out. First, from the 1960s to the 1980s, French policy regarding technical cooperation was established in a complex context featuring multiple actors—on the one hand, the Ministry of Foreign Affairs and the Treasury; on the other, the Ministry of Cooperation, which brought grants and expertise to the table, and the Caisse Centrale, which granted loans.

From 1980 to 1998, this state of affairs was transformed through structural modifications, which involved shifting technical assistance to new kinds of professions and changes to the services France provided. Moreover, the globalization that accelerated at the end of the Cold War brought increased mobilization for a range of ministries, particularly to respond to the needs of countries in Central and Eastern Europe, as well as former USSR countries.

A third period began in 1999, an era of public reform in France. That entailed greater alignment between foreign affairs and cooperation, the beginning of skills transfers to operators and a revival for aid in general.

Together, this led to the creation of Expertise France.

What factors gradually led to the creation of Expertise France in 2015?

F.P. In 1998, ending surrogate cooperation was still an issue—the elimination of the Ministry of Cooperation was intended to establish a global approach to support efforts in development and international cooperation. One source of inspiration was the German model, with a technical assistance agency that was adapted to international needs and their dynamics.

Combining several operators into one agency was intended to bring together French skills, both private and public, to offer partner countries richer and better adapted expertise and boost France’s market share in global competition. The process mobilized several successive Interministerial Committees for International Cooperation and Development (CICID). One key step was the France Expertise Internationale (FEI) period from 2011 to 2015. Its start-up culture, practical effectiveness, versatility and agility played a crucial role in defining Expertise France as we

now know it. Today, the issue is to respond to the challenges of the 21st century, and especially to achieve the Sustainable Development Goals. That begins with more cohesiveness, more synergy—that’s the page of our history we’re in the processes of writing now. 📧

6 operators merged in 2015 to create Expertise France

1889

To train senior officers, the Ministry of the Colonies founds the École Coloniale

1921

The Sarraut Plan envisions economic and social investments in the colonies

1941

General de Gaulle creates the Caisse Centrale de la France Libre, forerunner of AFD

1949

The UN codifies technical cooperation with the Expanded Programme of Technical Assistance

1961

France is the first country to create a Ministry for Cooperation

1981

ADETEF, the international cooperation operator for the Ministries of Finance, Budget and Sustainable Development, is established

1996-1998

The French cooperation system is reorganized

2015

Expertise France is created following the merger of six international cooperation operators

2020

Justice Coopération Internationale joins Expertise France

2021

Expertise France joins AFD Group

INTERVIEW

A new dynamic with the French State”

The new objectives and means contract between the French State and Expertise France assigns the agency 16 objectives with corresponding indicators for 2020-2022. Anticipating enhanced financial resources, the incorporation of Justice Coopération Internationale (JCI) and closer alignment with Agence Française de Développement (AFD) in particular, this road map aims to consolidate Expertise France and multiply the effectiveness and impact of its efforts in the field.



With **Martin Fortes Delacroix**, Director of Strategy and Partnerships, Expertise France

What does the future have in store for the agency?

M. F. D. The 16 objectives that Expertise France has been assigned for 2020-2022 will lead us to a new, more balanced phase of development. The agency will be equipped with a clearer strategic framework, will conclude its reorganization and will be bolstered by a sustainable financial model and clear relationships with the State. In this rejuvenated context, it will welcome the JCI teams and join AFD Group in 2021.

In what ways does the objectives and means contract represent a new chapter in the agency's history?

M. F. D. Numerous challenges await Expertise France at a time when the international context continues to deteriorate, whether in regard to security, health, economics or climate. Furthermore, technical cooperation is integral to France's response to these issues. It teaches us to face these challenges together, challenges that are more than ever shared in common.

After five years devoted to organization and growth, Expertise France is now beginning the second chapter in its history. The new contract with the State marks a real turning point. It sets forth a renewed collective vision to establish Expertise France as an agency that can be more confident in its future and in its position within the French development system, which will be more visible both in France and abroad, and finally, which will be more robust and better structured.

What role does French public expertise occupy in these plans?

M. F. D. To be effective, Expertise France must align its actions with France's foreign policy, as defined by the Interministerial Committee for International Cooperation and Development (CICID) in February 2018, and achieve recognition as the international cooperation agency for all the ministries. To do that, the relationships with ministries whose expertise we draw on must be as close as possible. In this spirit, in 2021 we will be creating sector-specific committees that will involve ministries which provide expertise and their operators, in order to establish more in-depth and sustained dialogue on strategic and operational questions.

To sum up, I would say that our agency is entering into a new dynamic with the State, founded on mutual trust, as a way to confront development challenges together and to work to reach the Sustainable Development Goals. [📌](#)

16
objectives
for 2020-2022

EDITORIAL

“Ready to innovate together”

With a few months to go before Expertise France joins AFD Group, we are ready—ready to welcome the teams, collaborate on even more projects, and innovate together.

The work of preparing this alignment, begun in 2018, is already bearing fruit and attests to the added value of “group action” in development. That's been the case, for example, in the context of European efforts to support employment in

Burkina Faso. It's been the case with adaptation to climate change through the Adapt'Action facility. And it's the case today in the context of Team France's response to the Covid-19 crisis. These very encouraging initial results reflect the growing demand for impactful action that has driven the integration of Expertise France into AFD Group. They illustrate our determination to offer development services that match the “*new ambition*” which the President of the Republic wishes to give to this policy area.

And that's our goal: to “team up” to improve our projects' impacts while gaining in efficiency, particularly by offering technical resources that complement the traditional financial offerings. Soon, AFD Group will be able to offer integrated approaches to encourage dialogue within public policy as a way to advance alignment on the Sustainable Development Goals, particularly by combining loans with technical assistance drawn from French know-how. In this regard, Expertise France stands as a tremendous gateway to French public expertise and a key resource for showcasing the solutions Team France can offer.

To achieve this, by 2022 we must structure a clear, consistent offer that will bring together all our group's strengths. This important work in progress, which stands at the heart of our corporate mission, will be an opportunity to question how we can best deploy our broad repertoire of instruments in a new, expanded environment.

In the meantime, the Finance in Common Summit, which will be held on November 12, 2020, as part of the Paris Peace Forum, will be an unprecedented milestone. For the first time, all public development banks will be able to dialogue on the instruments they bring to the table, in order to take advantage of their full potential as a resource for climate and the Sustainable Development Goals. The European expertise agencies will play a critical role in this. In this effort, to bring about these goals, we are all working together. **R. R.**



By **Rémy Rioux**, Chief Executive Officer, Agence Française de Développement (AFD)



To help reduce maternal, infant and neonatal mortality in Chad, Expertise France is banking on peer dialogue.

A multi-sector approach

Equipped with extensive know-how, Expertise France is committed to offering global solutions to partner countries. It's an approach that ensures effective support in achieving the Sustainable Development Goals.

Partner countries' needs are rarely one-dimensional. Responding to them requires designing and coordinating complex actions covering overlapping sectors. At the same time, certain issues, like gender equality, must be taken into account in every project. Thanks to a broad array of skills, Expertise France is able to develop comprehensive solutions that encompass all the elements of a given problem. In crisis or post-crisis contexts, it is equipped to operate anywhere along the security-development contiguum.

In Mali, care access as a vehicle for social cohesion

Funded by the European Union, the PARSANTÉ project (2019-2020) made it possible to improve care access for Malian soldiers and their families by creating healthcare infrastructure on army bases. But beyond this goal, the project equally committed to re-establishing dialogue between armed forces and civilian populations to ensure that civilians would also benefit from health infrastructure and services.

"At the beginning of the project, civilians had no faith in the armed forces, and vice versa," explains Gabrielle Hersent, Expertise France Project Manager. Under the Malian Institute for Research-Action for Peace (IMRAP), discussion forums were organized to ease tensions. Participants were able to express their fears and needs, as well as to plan activities together, like constructing a market or a youth centre. Through PARSANTÉ, a dairy was also created, and a hundred or so women from the village of Nampala received training to sell milk on the base. "These activities were crucial for



Re-establishing trust between civilians and the military is a prerequisite for development in Mali.

restoring trust," Gabrielle Hersent continues. "They made it possible to win hearts and minds."

3
infirmaries
equipped through
the PARSANTÉ
project

Two documentary films by IMRAP—the first created at the beginning and the second at the end of the project—illustrate how far the project came. With more peaceful relations established, armed forces and civilian populations can consider sharing the health infrastructure created on the bases. 📺

Our method

- A multi-sector approach**
P. 23
- Tailored solutions**
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- Agility—a key action principle**
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- Banking on peer dialogue**
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- Acting in partnership**
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- Projects have the pivotal role**
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Tailored solutions

To strengthen public policies over the long term, Expertise France designs and implements solutions alongside partner countries, as illustrated by co-created projects in Sudan and the Indian Ocean.



Field analyses conducted through EQUIP took stock of teacher training in Sudan.

Education for sustainable impacts

How does one ensure that solutions implemented through a project will continue after it ends? To address this issue, Expertise France takes particular care to develop support plans. Through CRIMARIO, a project funded by the European Union to enhance maritime security in the Indian Ocean, the agency participated in developing

IORIS, an information-sharing tool for the countries in the region. But it also aimed to ensure that the governments in question successfully adopted the tool by first organizing a testing phase with the platform developer. These role-playing exercises made it possible to gather user feedback and optimize the way the platform works. Next, training sessions were scheduled—15 in total—to train users and future trainers.

Concluded in 2019, CRIMARIO passed the baton to CRIMARIO II to finalize skills transfer in the countries of the region.

15
training sessions
organized through CRIMARIO

were distributed in the teacher training colleges to develop an objective image of teachers' initial training. Then experts visited schools in both rural and urban areas to observe the teachers in their work environments and learn more about their pedagogical methods. Among other things, this diagnostic assessment revealed the need to increase coordination among the different institutions in charge of training teachers.

Field analyses to identify needs

Through the EQUIP programme launched in 2018 with European funding, Expertise France supports two Sudanese ministries in improving teacher training programmes. The first step was to evaluate needs. "We had to assemble the right elements to ensure that our recommendations—and the country's future public policies—would be based on reliable data," explains Jean-Luc Fauguet, an expert deployed by France Éducation International, a partner in the programme. Questionnaires

Every new project begins with an initial diagnostic assessment. This overview is vital for understanding the context for the action and for determining local institutions' needs with accuracy. On this basis, Expertise France can then design and implement customized support, a step facilitated by the presence of a specialized team in the field. Under a lead project manager, one or more experts organize workshops and training to ensure that solutions will be successfully adopted. In this way, the experts contribute to strengthening trust between the agency and the partner institutions.

"Dialogue between the stakeholders was essential"



By **Olivier Bézier**,
Manager of the Training and Capacity-Building Component, CRIMARIO Project

In activities associated with safety and security, it is vital that information reaches its destination in real-time. The CRIMARIO Project grew from the desire of ten countries bordering the Indian Ocean to improve coordination among the different authorities entrusted with maritime surveillance in the area. To fulfil this goal, one of the solutions implemented was to create a computerized tool that could be shared by all the partner countries, named IORIS. The programme began with a development phase that lasted two years, during which

we solicited the feedback of future users. Their needs weren't always the same, so dialogue between the stakeholders was essential. To address the partner countries' desire for autonomy, we then trained a dozen personnel who would be able to train new users in turn. The CRIMARIO II project, which began in 2020, will finalize this skills transfer. In particular, it will enable the countries of the region to achieve total control over the data being processed and to support the possibility of developing the programme further. **O. B.**



Through multiple role-playing exercises, partner countries were able to familiarize themselves with the IORIS platform.



Agility—a key action principle

Actions in fragile regions often pose organizational or security challenges. Thanks to its agility, Expertise France is able to implement or coordinate projects even in the most unstable situations.

Given the nature of its actions, Expertise France often operates in fragile or unstable environments, zones that may be in crisis or post-crisis phases or difficult to access. Through its Safety Department and the French diplomatic network, the agency is equipped to deploy its teams in regions the French Ministry for Europe and Foreign Affairs has classified as high-risk. In cases where the situation precludes all travel, Expertise France adapts its project management strategies by collaborating with personnel or organizations that are already present in the field.

In Central Africa, a logistical and security challenge

Since its launch, the project created to improve access among regions of the Central African Republic—funded by the European Union through the Békou Trust Fund—has encountered numerous challenges in organization, accessibility and security. After the French Centre for Emergency Bridges (CNPS) conducted an analysis of passage points in 2018 and installed the first bridges in the country's western region in 2019, Expertise France led a new mission in Mbomou in April 2020. The goal

9
metal bridges
installed in
the Central
African Republic
since 2018

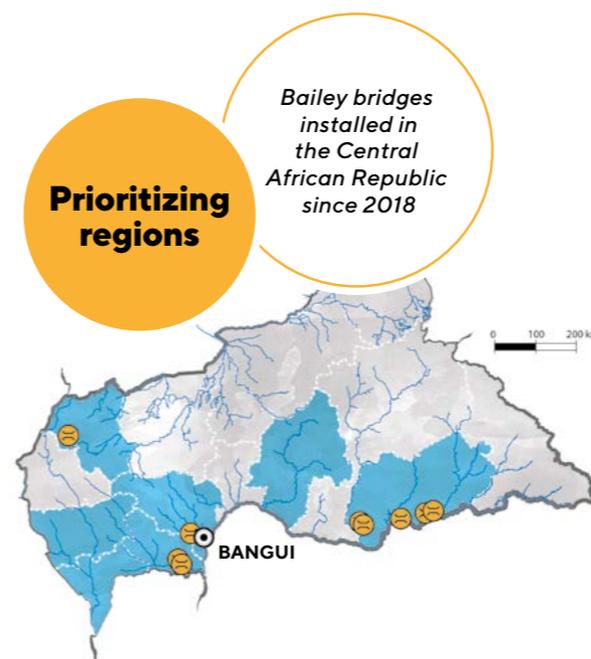


Portable and prefabricated, Bailey bridges can be installed quickly without special equipment (depicted here in Lobaye).

was to install five prefabricated metal bridges to enable the free movement of people and goods. Infrastructure in the region has suffered greatly from the 2012–2013 conflict. *“Rather than being a crossroads, Mbomou is increasingly divided in two, with one part oriented toward the capital, Bangui, and the other toward South Sudan,”* explains Project Manager Fafaadé Lokossou.

The convoy had to cross through zones occupied by rebel groups. It was also necessary to confront an organizational constraint—though Expertise France usually deploys the CNPS engineers to supervise construction, they could not travel for this mission because of the lockdown implemented faced with the Covid-19 pandemic. A solution was quickly found. *“We succeeded in mobilizing internal resources to manage construction,”* Fafaadé Lokossou pursues. *“The bridges were successfully installed on time.”*

Supported by the Central African Republic's armed forces, the European mission EUTM RCA, MINUSCA and French cooperation, the mission was also accomplished in collaboration with local authorities, including prefects, mayors and village chiefs. Residents were also consulted. For each site, 20 young people were recruited to take part in offloading and earth-moving, thereby contributing to the region's economic recovery. 📍



“Swift and effective action”

INTERVIEW

How does the CDCS work to stabilize fragile regions?

E. C. The CDCS leads efforts that promote stabilization to support people and local authorities in fragile, conflict-ridden regions. Depending on the situation, these rapid-impact efforts aim to support the redeployment or reinforcement of governments, including their sovereign functions, to support access to essential services and assist in economic recovery, and to promote social cohesion and reconciliation, particularly through support for civil society and the media. To do this, the CDCS draws on an annual budget of 45 million euros.



With **Éric Chevallier**, Director of the Crisis and Support Centre (CDCS) of the French Ministry for Europe and Foreign Affairs

What overview can you give of the work you've done with Expertise France?

E. C. We are partners in supporting projects in Iraq, Syria, Libya, the Sahel and the Central African Republic. Through our funding, Expertise France supports NGOs and local civil society actors, to lead efforts in the area of health, to support youth, and promote economic recovery.

What does the future hold for cooperation between the agency and the CDCS?

E. C. Expertise France's capacity for swift and effective action in fragile regions while respecting the need for monitoring and accountability is a key asset in our collaboration. Thanks to its networks of local expertise in crisis zones and the mobilization of its international experts, Expertise France plays a vital role in supporting the CDCS to monitor and implement its stabilization programmes. 📍

Banking on peer dialogue

Expertise France places great value on peer exchange in its projects. The idea is to put practitioners from partner countries in contact with counterparts working in other countries worldwide.

By facilitating exchanges among professionals working in the same career field or sector—doctors, judges, teachers, or urban planners—, Expertise France nurtures conditions where cooperation can thrive. This approach makes it possible to exchange good practices, develop tailored solutions to complex problems, and, most of all, build trust with partner countries—as a glance back at three such activities shows.

Exploring good practices

In June 2019, Expertise France organized a study visit in Paris through the programme supporting decentralization and local governance in Tunisia (PADGL), funded by AFD. The goal was to advise the country in establishing a High Authority of Local Finance. The Tunisian delegation met with



The international workshop organized in Tunisia in late 2019 brought together professionals working in various roles—magistrates, researchers, financial intelligence specialists, and more.

representatives of French institutions like the Committee for Local Finances and the Court of Auditors. “The exchange was beneficial for both the Tunisian group and the French group,” notes Jean-Michel Thornary, a magistrate at the Court of Auditors. The Tunisian High Authority of Local Finance was launched a few months later, in October 2019.

Combining complementary expertise

Over **90** practitioners brought together to fight human trafficking

Through the EUROsociAL+ programme funded by the European Union, Expertise France has been supporting Colombian authorities in reinforcing access to justice for rural women since 2018. To do so, a multidisciplinary, multicultural team was assembled, consisting of a local expert who was familiar with the country’s social and cultural realities, and a

European expert specializing in access to justice for vulnerable groups.

Together, they identified sociocultural and institutional factors that were impeding women’s access to justice and property, while also formulating initial action steps. A pilot project created to raise awareness and lead training in judicial institutions and organizations for rural women was subsequently launched in the municipality of Planadas-Tolima, in the east of the country.

Forging bonds among practitioners

How can we better mobilize tools against money laundering and terrorism financing to fight human trafficking? In December 2019, the European Union, Expertise France and the Tunisian Commission for Financial Analysis



Study visits and workshops organized through EUROsociAL+ are helping to identify solutions for reaching gender equality in Latin America.

organized an international workshop on this issue in Tunis. Over three days, more than 90 specialists from Europe, West Africa, East Africa, the Maghreb and the Middle East discussed the challenges they face in the field and reflected on how to boost the effectiveness of their efforts.

The meeting was organized in the framework of three European Union-funded projects (the Global AML/CFT Facility, OCWAR-M and EU AML/THB Greater Horn of Africa). “The conversation is just beginning,” emphasized Neil Bennett, one of the experts responsible for organizing the workshop.

“Europe can take inspiration from Latin America”



By **Marie-Dominique de Suremain**, Coordinator of the Gender Equality Policies Area, EUROsociAL+ programme

The EUROsociAL Programme has included a Gender component with a specialized team since launching its third phase in 2016. The decision was made at the request of Latin American countries, for which the European social model is a standard-setter when it comes to gender equality. Yet, even if the European Union exerts better control over violence against women, Latin American countries are ahead in several areas. In legal matters, for instance, they can adopt innovative tools rapidly thanks to more flexible institutions. Moreover, their public policies are based on sex-

specific data and there is a globally recognized research centre in Mexico. In other words, if Europe remains a model, it can also take inspiration from good practices in Latin America. Ahead of the Generation Equality Forum, which will celebrate the 25th anniversary of the Beijing Platform for Action, EUROsociAL+ will support the formation of coalitions and is assisting countries in developing their proposals. Beyond the themes that were already present in 1995, this event will take on three new topics—the environment, new technologies and support for feminist movements. **M.-D. S.**

Acting in partnership

To ensure cohesive action in the field, Expertise France collaborates with the best-suited French, European and international experts. It's a partner-based approach that ensures a global response to countries' needs.

According to the needs of the project, Expertise France assembles know-how in complementary areas, from the public and private sectors as well as civil society. Gathered together as consortiums or mobilized through partnership agreements, the agency's partners can deploy sector-specific experts over the long or the short term. They can also be delegated to carry out certain activities. At the same time, Expertise France works in concert with the development community, and especially the other members of Team France, to develop complementary action among projects.

The virtues of collective action

Through the MEDISAFE project funded by the European Union in 2018, Expertise France created a consortium of seven technical partners from France and Italy (*see facing page*). Under a project management team and three principal experts, they are deploying their experts in 11 East and Central African countries to help fight production and trafficking of falsified medicines. "Beyond the pharmaceutical component, this project addresses issues like regulation, cybercrime, and raising people's awareness," notes Christophe Barranco, Expertise France Project Manager.

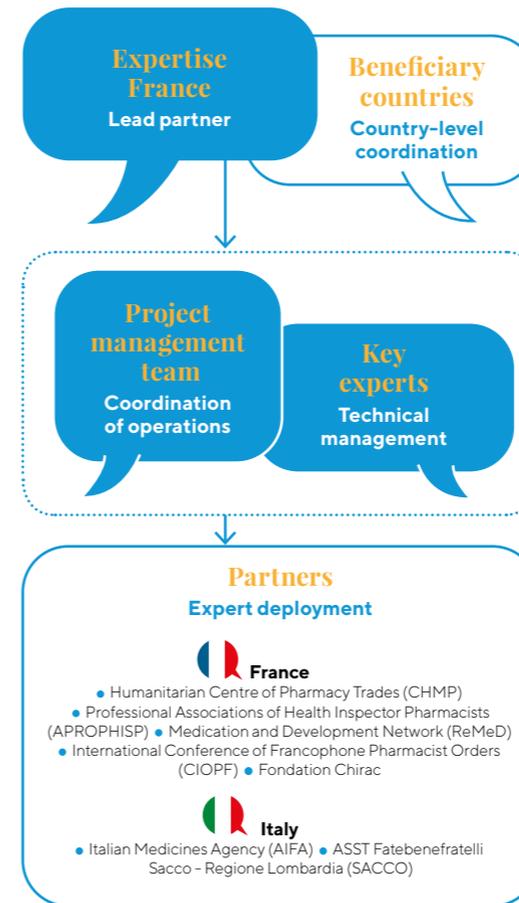
7
technical partners mobilized through MEDISAFE



To support Lebanon's private sector, Expertise France worked in close partnership with the European Union and around 10 local partners.

Leading a consortium project

Governance for the MEDISAFE project



When projects inspire new initiatives

As a member of Team France, Expertise France works as part of the French development community network. It's a commitment that enables it to enhance the cohesiveness of French technical assistance. Through the Africa4Climate project, implemented from 2012 to 2017 with funding from AFD and the French Facility for Global Environment (FFEM), support for developing the city of Kampala's climate plan paved the way to new initiatives—among them, one on street lighting with AFD funding and technical support from ADEME, the French agency for ecological transition.

INTERVIEW
“The project created a virtuous circle”

What were the goals of Africa4Climate?

S. D. The project defined and implemented low-carbon strategies that were resilient to climate change in four African countries. The French climate expertise mobilized by Expertise France ensured support for Gabon, Kenya, Uganda and Benin in developing their climate commitments for COP21. One city in each country was also assisted in demonstrating its role in implementing national objectives. In Kampala, Uganda, we supported the mayor's office in the participatory design of its climate plan, in capacity building and the implementation of initial “quick impact” actions.



With **Sébastien Denis**, climate and energy expert for the Africa4Climate project

Did the project lead to other efforts?

S. D. We were able to forge a real relationship built on trust, to experiment and ultimately to tackle projects of a more structural scope. For example, we suggested that the mayor's office apply to the Cities and Climate Change in Africa initiative (CICLIA). In that context, AFD, alongside the French agency for ecological transition (ADEME), is supporting the development of a blueprint for street lighting in the city—a project at the intersection of climate, energy efficiency, renewable energies and sustainable urban development.

Are these efforts inspiring other municipalities?

S. D. The Covenant of Mayors in Sub-Saharan Africa (CoM SSA), which Expertise France has been supporting since 2019 through a project co-funded by the European Union, has created a virtuous circle. Kampala is consulted for its experience and Expertise France remains by its side for this phase. For example, the city will share its experiences with Kisumu County in Kenya and the City of Bamako in Mali in the context of the CoM SSA project.

INTERVIEW

Projects have the pivotal role

To bring our projects to fruition, Expertise France relies on complementary skills—human capital shared between headquarters and the field, operational and cross-cutting functions, collaborators and sector-specific experts, all of which the agency is committed to deploying with increasing effectiveness. Bénédicte Outhenin Chalandre, Director of Human Resources at Expertise France, gives us the scoop.



With **Bénédicte Outhenin Chalandre**, Director of Human Resources, Expertise France

A big project was initiated in 2019, involving the complementarity of specializations. What is its goal?

B. O. C. On the one hand, the project aims to redefine Expertise France's operational functions, and on the other, to improve the management of their needs through cross-cutting functions. In other words, we are giving projects the pivotal role in all our activities. To that end, an effort to redefine roles and responsibilities has been initiated by specialization committees. These committees have also been asked to advise on how specializations might evolve and what plans for skills development should be implemented.

We are also trying to align cross-functional activities in the field. That led us to set up a pooled support unit in Tunisia in June 2019, for example (see page 6).

The agency's incorporation into AFD Group is also an important aspect of the project.

B. O. C. True. We are working with AFD's Department of Human Resources to prepare our future merger. We have begun a project to map specializations, which, when the time comes, will allow us to create a provisional management plan for employment positions we have in common.

What new working tools were initiated in 2019?

B. O. C. 2019 was marked by the implementation of several data solutions designed to optimize our performance. In particular, we introduced a platform for recruitment and for managing our pools of experts. Thanks to the résumé library it includes, this tool considerably streamlines the selection of the most highly skilled profiles, as well as the review of candidates by the Human Resources department and the project leads in the Operations branch.

What about continuing training for personnel?

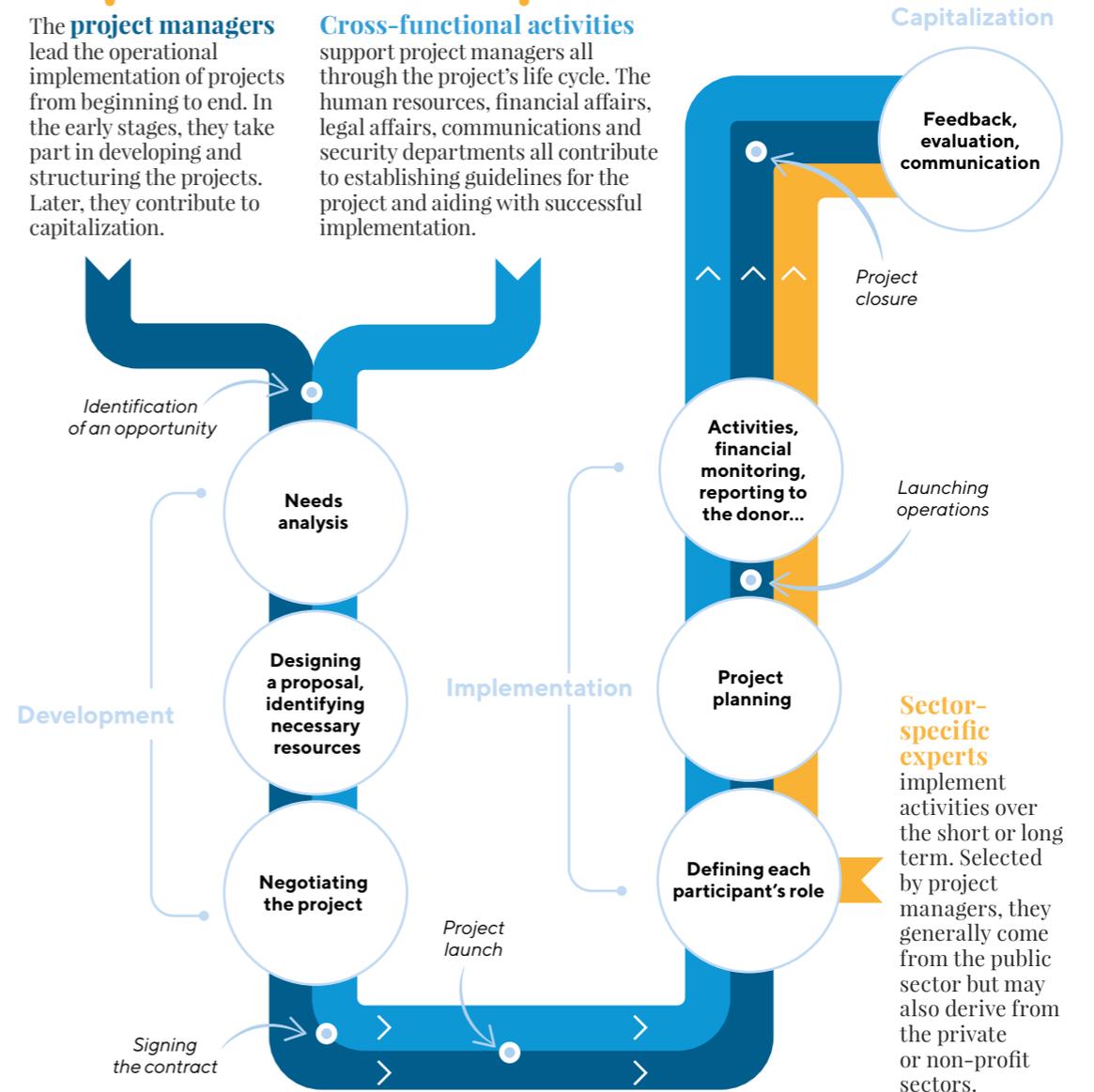
B. O. C. A digital platform with 2,400 topics has been launched. This new system will enable personnel to take the lead in their own enrichment. It also allows for the creation of educational tracks for each specialization.

At the same time, we are developing internal training programmes led by the agency's personnel. Our goal is to make Expertise France a learning organization.

Over **400 employees** at Expertise France's headquarters

The project life cycle: who does what?

From needs analysis to capitalization, Expertise France actions deploy three main types of specializations, both at headquarters and in the field.





Our activity

- Strengthening public governance**
P. 36
- Stimulating international cooperation**
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- Making healthcare accessible for all**
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- Sustainable development on every scale**
P. 50
- Supporting recovery in fragile areas**
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- In the field, serving people**
P. 58

Target countries of Expertise France actions in 2019-2020

Strengthening public governance

Good economic and financial governance is essential for ensuring the effectiveness of public policies. To strengthen their design and monitoring, as well as their evaluation, Expertise France assists partner countries in developing customized tools and methodologies.

In **Mauritania**, supporting the reform of the public finance management system

In **Burkina Faso**, creating a guide to improve budgetary transparency in municipalities

In **Francophone Africa**, new indicators for measuring the achievement of the Sustainable Development Goals

Analysis: Public finances and data integral to democratic dialogue

INTERVIEW

Supporting Mauritania in reforming its public finances”

PARTNER

DGFIP (France)

Since 2017, the Public Finance Management Support Project (PAGEFIP) has been assisting the Mauritanian authorities in a large-scale project: preparing and implementing the new organic law relating to finance laws (LOLF).

What is the importance of the new LOLF for Mauritania?

H. B. D. Over the last 15 years, Mauritania has been trying to reform the management of its public finances. In 2005, the country initiated a project to develop a new budgetary system. This initiative began materializing in 2012 with the launch of an effort to create a blueprint for reforming the public finances management



With **Hedi Ben Doua**, PAGEFIP budget expert

system. At the same time, the authorities were working on the first version of the LOLF. Significant progress was made, but it turned out to be tenuous. In 2014, a Public Expenditure and Financial Accountability (PEFA) evaluation showed that management of public funds had regressed since 2008. Adopted in 2018, the LOLF establishes new norms for preparing, voting on and implementing finance laws. It provides more clarity in public affairs, greater accountability for managers and better parliamentary oversight.

What steps has PAGEFIP taken to date?

H. B. D. First, we conducted a diagnostic assessment of the situation. We observed that certain prerequisites for implementing a new organic law were absent. For example, there



The new organic law concerning finance laws in Mauritania will go into effect in 2021.

were not really any tools in place for preparing budgets. This situation led to a systematic renewal of the previous budget and the adoption of an amending law midway through the year. We also realized that the administrations were not sufficiently communicating among

themselves. While the will to achieve better governance of public finances truly existed, technical support was absolutely necessary.

Following this diagnostic assessment, we took on the task of training government officials. The goal was to provide them with the skills necessary to carry out the reform in such a way that they would be able to undertake future reforms independently. What's more, the implementation of a performance-based budgetary system entailed a real change in administrative culture. Previously, the management of Mauritanian finances was guided more by a rationale of means.

What remains to be done?

H. B. D. The LOLF will go into effect in 2021. In agreement with the European Union and our partners, we will continue our technical support for 24 months (PAGEFIP 2). That will allow us to work on skills management planning for government officials and develop the new information system for public finances. 🔄

Donor
European Union

Start-up year
2017

Duration
42 months

Budget
€4m

Burkina Faso

Promoting open government

PARTNER

CFI (France)

Since 2017, Expertise France and CFI have been assisting authorities in Burkina Faso, Côte d'Ivoire and Tunisia in their efforts to bolster transparency in public affairs. Provided through the Open Government Support Program in Francophone Africa (#PAGOF), this assistance is meant to reinforce institutions' accountability and thereby encourage citizen participation in public life.

A guide for local authorities

In Burkina Faso, for example, #PAGOF worked with local authorities. Together with Burkina Faso Association Monde Rural and the Burkina Faso Mayors Association, the project team sought to improve how municipalities presented their budgets to constituents. This project resulted in the creation of a



The guide created through #PAGOF will facilitate greater budgetary transparency in Burkina Faso's municipalities.

Donor
AFD

Start-up year
2017

Duration
36 months

Budget
€2m

guide of good practices for communicating budgetary information. Thanks to this document, local authorities will be better able to report on how public funds are being managed, encouraging greater tax compliance in the process.

ANALYSIS

A key role for democratic dialogue

As preconditions for developing, implementing and evaluating public policies, public finances and statistics are a key element of the development of States. Their role is even more crucial in consolidating democratic processes since they enable authorities to report back to citizens on their actions. For these reasons, economic and financial issues play an important role in French and European cooperation programmes. The PAGEFIP, #PAGOF

and SODDA projects illustrate Expertise France's ability to assist partner countries in improving economic and financial governance, and more generally in conducting public policy. Together with the European statistics community and French institutions specializing in public finance, the agency is able to provide support to countries that wish to strengthen their public finance system or boost the quality and precision of their statistical data.



The SODDA project helped evaluate post-harvest losses in three West African countries.

to meeting this challenge in Africa through the Support Project for Monitoring the Sustainable Development Goals in Africa (SODDA). Organized in partnership with the French Institute of Statistics and Economic Studies (Insee), the project is rallying the African statistics community around Afristat, the economic and statistics observatory for Sub-Saharan Africa.

The example of food balance sheets

In 2019, SODDA supported Benin, Guinea and Mali in developing a food balance sheet. To this end, an international working group was created, uniting the three countries' statistics institutes and schools around Afristat. Together, the teams worked on a first set of indicators. "Notably, we were able to estimate the prevalence of malnutrition and post-harvest losses in Benin, Guinea and Mali," explains Madior Fall, the international technical expert who was deployed to work with Afristat's executive management team.

In the short term, these indicators will help evaluate the quantity of food aid necessary in case of shortages. In the longer term, they will also enable the development of public policies aimed at strengthening people's food security, thereby contributing to achieving SDG 2. The work that's been done has already made it possible to identify areas for further reflection. "The agriculture sector needs to be supported through investments in research and development, training for labourers and more equipment," says Madior Fall. "That's essential to increasing the sector's overall productivity."

Francophone Africa

More precise, reliable statistics

PARTNERS

Insee (France)

Afristat

In 2015, the United Nations adopted 17 Sustainable Development Goals (SDGs) in response to the environmental, social and economic challenges that have emerged on a global scale. However, achieving these goals depends on a key condition: to monitor actions that have been implemented and provide data for the UN's indicators, governments must be equipped with precise, reliable statistical systems.

Since 2017, Expertise France has contributed

4
food indicators
estimated for Benin, Guinea and Mali

Donor
MEAE

Start-up year
2017

Duration
36 months

Budget
€600,000

Stimulating international cooperation

National policies alone often fall short in addressing challenges that straddle borders. To address issues like environmental protection, governance over human migration or the fight against transnational crime, it is now essential to strengthen cooperation among countries.

In **Latin America**, cooperation at all levels to combat transnational crime

Between **Morocco and West Africa**, migrations that benefit mutual development

Analysis: Promoting regional cooperation, a constant in Europe's external action

Latin America

Fighting transnational crime

PARTNERS

FIIAPP (Spain)

IIA (Italy)

Instituto Camões (Portugal)

Organized crime takes on many forms, such as trafficking, money laundering and cybercrime. With open markets and borders and the emergence of new information and communication technologies, it also puts the onus on States to find new ways to coordinate action. In 2017, the EL PACCTO programme was launched to fight organized transnational crime in 18 Latin American countries. This needs-oriented programme provides multifaceted tools to support partner countries in establishing coordinating bodies.

In Paso Canoas, strengthened bilateral cooperation

In 2019, EL PACCTO helped create a centre for police cooperation in the international city of Paso Canoas, which straddles the border

between Costa Rica and Panama. Modelled on European policing and customs cooperation centres, this body brings together the police officers and border agents of the two countries and contributes to standardizing



In late 2019, the Jaguar Network took part in dismantling a wildlife trafficking network between Costa Rica and the European Union.

their working methods. "Six months after opening, the centre has already facilitated two hundred apprehensions," notes Marc Reina, the leader of the programme's Police Cooperation component. In 2020, binational patrols will also be created—a system that will enable agents to apprehend offenders on both sides of the border.

Toward a regional investigative mechanism

At the regional level, EL PACCTO is also working to create "joint investigation teams", directly inspired by the European model. This tool enables magistrates and investigators from different EU Member States to work together on a given case. To adapt the system to Latin America, a workshop was organized in March 2019 in La Paz. Among other participants in this meeting were prosecutors from Bolivia,

Ecuador, Peru and Uruguay, as well as several representatives of national police bodies and organizations like Ameripol, the police association of Latin America.

Interregional exchanges with Europe

An instrument of cooperation between Latin America and the European Union, the Jaguar Network was launched in May 2019 to fight environmental crimes. Today, it combines approximately 15 European and Latin American police organizations. In one year of existence, it has already contributed to 11 international investigations. In late 2019, it laid the groundwork for arrests in an investigation on wildlife trafficking between Costa Rica and the European Union. 2020 will see a joint operation between authorities in Guyana and Brazil to combat illegal mining in the region.

11 international investigations

conducted with the support of the Jaguar Network since 2019

Donor European Union
Start-up year 2017

Duration 60 months

Budget €19m

Morocco-West Africa

“Migrations, a vehicle for development for Southern countries”

PARTNER

GIZ (Germany)

For several years, Morocco has sought to strengthen its economic, political and human ties with West African countries. With support on migration issues from the South-South Migration Cooperation project, the kingdom is reinforcing its partnership with three countries in the sub-region—Senegal, Mali and Côte d'Ivoire—to highlight the advantages of coordinated governance on migrations. To advance this South-South dialogue, the Ministry for Moroccans Living Abroad is sharing its extensive migration experience with its partners, as well as the valuable know-how it showcased through the SHARAKA project implemented by Expertise France from 2014 to 2017.



By **Gilles Cressan**, Technical Consultant in Senegal for the South-South Cooperation project

The project's foundations: work on diasporas

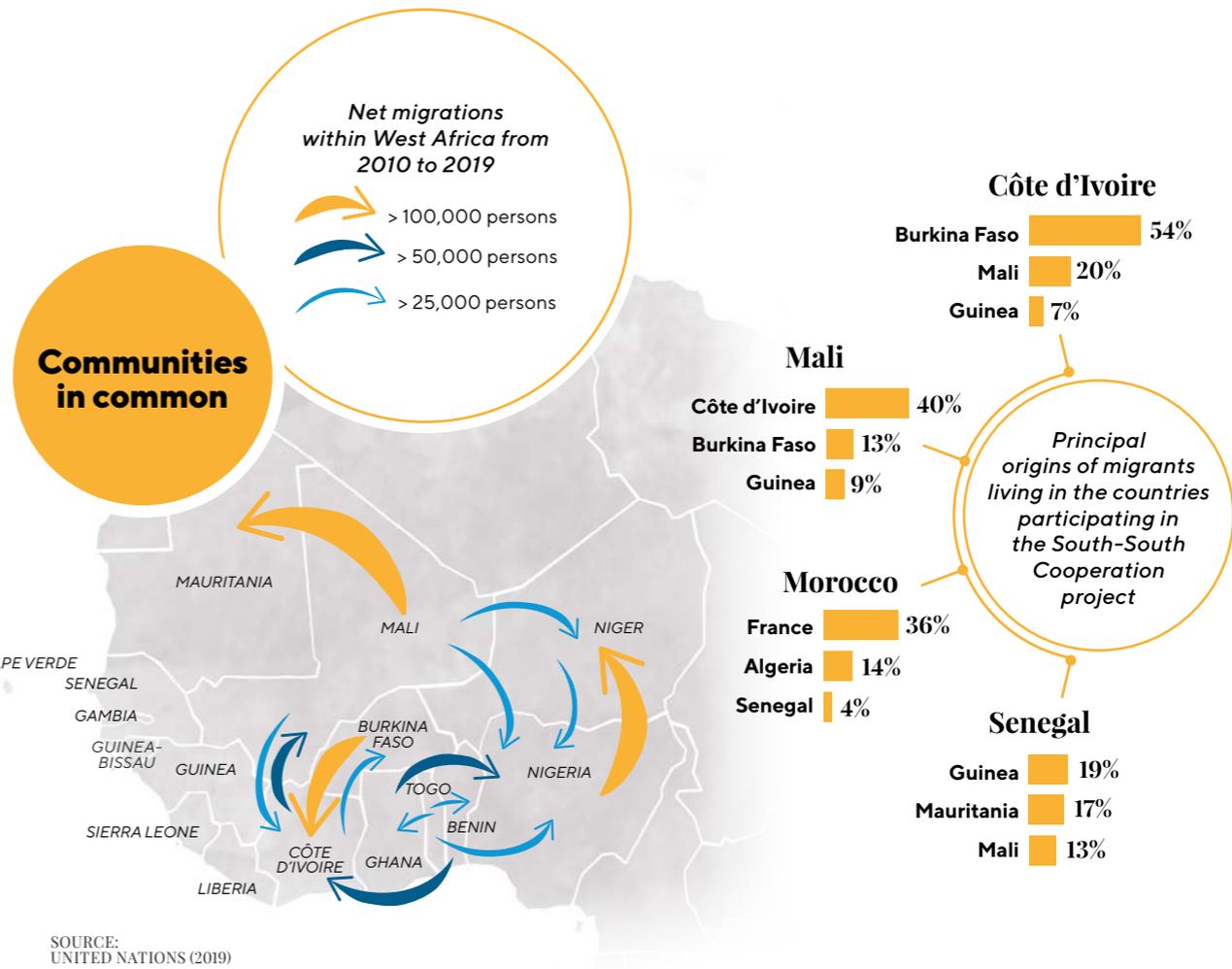
Through SHARAKA, Expertise France assisted Morocco in implementing its new migratory policy, acting in concert with the central administration and with the regions where Morocco's substantial diaspora originates. The agency supported the Oriental Region through the pilot project PRIMO, which sought to strengthen ties between the region, located in the far northeast of the country, and people from the region living abroad. The goal was to encourage investments flowing in from the diaspora—a key driver for the local economy—and facilitate returning migrants' access to basic social services. PRIMO facilitated decentralized cooperation with the Kayes Region in Mali, which faces migratory issues similar to those of the Oriental Region.

ANALYSIS

Cooperation supported by Europe

Through its external action, the European Union encourages sharing good practices and the development of tools that can be shared among countries. As a pioneer in regional cooperation, it believes that strengthening collaboration among countries is essential to ensuring effective responses to transnational issues. The European Union funds cooperation projects and programmes in a number of areas, from social cohesion to the environment and health. In 2016, for example, it launched EUROsociAL+, the third phase of the EUROsociAL programme, in order

to strengthen social cohesion in eighteen Latin American countries. In 2018, among other projects, it initiated MEDISAFE, a project designed to support eleven African states in fighting falsified medicines. Finally, since 2019, the European Union has been supporting the reduction of plastic and ocean waste and the transition to a circular economy in seven East and Southeast Asian countries through funding for the project "Rethinking Plastics—Circular Economy Solutions to Marine Litter". Expertise France is participating in implementing each of these three initiatives.



The Moroccan authorities wished to extend the cooperation with West Africa through a more ambitious project, in which a certain number of tools that had been tried out with SHARAKA would be deployed to encourage implementation of region-level migratory governance.

The need for regional governance

Morocco isn't just a country of emigration—it's also a transit and destination country, especially for migrants from West Africa. In a context where more than 70% of African migrations take place inside the continent, the crux of the South-South Migration Cooperation project is to encourage cooperation and exchange of good

practices among the four partner states. Since the project's launch in 2019, a number of actions have been initiated at the behest of the four countries' partner institutions to address migrant protection and South-South mobility, as well as to support socioeconomic initiatives undertaken by the diaspora for their home countries.

By encouraging dialogue among the countries through the development of co-designed actions, the project participates in establishing a shared vision of migratory governance among the four countries. That effort should benefit migrants, host countries and countries of origin all at the same time. **G.C.**

Over **70%** of African migrations take place within the continent

Donors
European Union, Germany

Start-up year
2019

Duration
36 months

Budget
€4.1m

Making healthcare accessible for all

Whether strengthening health systems, fighting pandemics, or establishing universal health coverage, Expertise France supports partner countries in establishing complete care programmes that are well-organized and accessible to the greatest possible number. It is working side by side with countries as they confront the many challenges posed by the Covid-19 crisis.

L'Initiative, a mechanism to support actors in the fight against AIDS, tuberculosis and malaria

In **Morocco**, a European twinning project to expand basic medical coverage to the whole population

In **Sub-Saharan Africa**, a project to improve follow-up for people living with HIV/AIDS

In response to **Covid-19**, a three-step strategy to support partner countries

Global

L'Initiative: key in fighting great pandemics

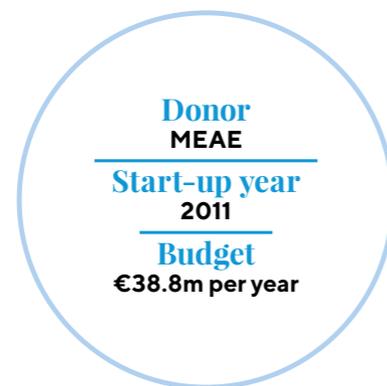
Since 2011, Expertise France has been operating L'Initiative (formerly the 5% Initiative), a key mechanism in France's efforts on behalf of global health. Funded by the French Ministry for Europe and Foreign Affairs (MEAE), this facility complements the Global Fund to Fight AIDS, Tuberculosis and Malaria. The technical assistance missions it leads and the projects it supports improve access to and implementation of the Global Fund's grants. At the same time, these efforts strengthen recipient country's health systems and encourage the inclusion of civil society.

include the Country Coordinating Mechanisms. As links between the Global Fund and the countries, these bodies play an essential role—transmitting funding requests to the Fund, designating the principal recipients once the grants have been awarded and supervising their implementation. L'Initiative supports them in a variety of ways, including by strengthening their governance and management capacities.

40
countries
eligible for
L'Initiative
support

Strengthening national institutions

L'Initiative works alongside a broad range of actors. Notably, its institutional partners



Supporting civil society actors

Community groups, local NGOs, networks of people living with the diseases—L'Initiative also works closely with civil society representatives. By coming to the aid of key, vulnerable populations and representing them at all levels, these



In the fight against HIV/AIDS, tuberculosis and malaria, L'Initiative prioritizes support for community actors.

essential partners link public policy and realities in the field. L'Initiative offers them technical assistance in areas like mobilizing resources, financial management or human resources management.

Stimulating operational research

Operational research plays a fundamental role in fighting the great pandemics. It offers the opportunity to test innovative approaches to prevention, screening and monitoring, and participates in developing public strategies and policies suited to each country's conditions. Convinced of its potential, L'Initiative has launched a call for proposals dedicated specifically to operational research every year since 2018. In 2019, three such projects were selected. They will contribute to stepping up the fight against HIV/AIDS, tuberculosis and malaria in Côte d'Ivoire, Burkina Faso, and Laos over the next three years.

Example: the TB-Speed project

Since 2017, L'Initiative has co-funded the operational research project TB-Speed with Unitaïd. Its goal is to systematize tuberculosis diagnosis among vulnerable children and facilitate their access to treatments in seven African and Asian countries. Diagnosing tuberculosis among children is difficult and requires invasive tests that are rarely available at local health centres. Led by the University of Bordeaux, the project aims to establish a simplified screening methodology. Over 70,000 children are expected to benefit.

INTERVIEW

Enhancing basic medical coverage in Morocco

From 2018 to 2020, Expertise France managed a Morocco-European Union twinning project on behalf of the French Ministry for Solidarity and Health. The initiative was designed to strengthen the governance of the National Agency for Health Insurance (ANAM) and monitor basic medical coverage in Morocco.



With Dr. Naoufel El Malhouf, Director of Licensing and Standardization at ANAM

instruments are indispensable for expanding medical coverage to the whole population, a work in progress Morocco has committed to achieving.

What shape did the project take?

N. E. M. It was necessary to draw up a diagnostic assessment and a comprehensive survey of existing conditions. With the support of the French experts, ANAM was able to identify the most relevant areas of action in an effective manner.

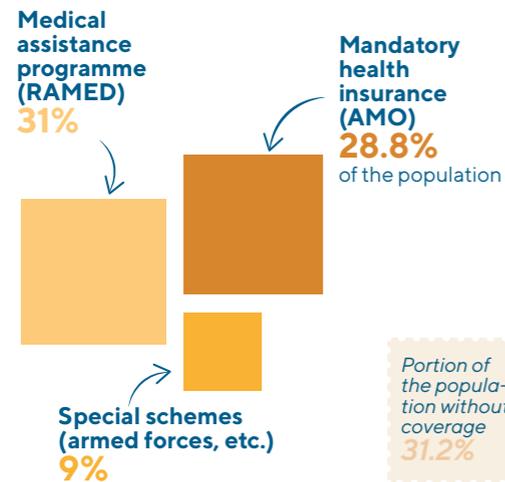
Operationalization took place through workshops for discussion and coordination, organized by subject experts. These reflections gave rise to action plans intended to support ANAM in implementing its 2020–2024 strategy.

How has the twinning project helped strengthen your institution?

N. E. M. Fifteen years after the establishment of basic medical coverage in Morocco, the twinning project was a chance for ANAM to build its capacities in governance, information systems and regulatory tools. These

Goal: 90% coverage by 2025

Programmes for basic medical coverage in Morocco



SOURCE: ANAM (2018)

What major projects are next on the horizon for ANAM?

N. E. M. ANAM is now equipped with an ambitious strategy that takes into account the evolution of the basic medical coverage landscape in our country. Notably, the agency is aiming to fully own its role as regulator on the matter. To that end, it has worked to realize structural projects to expand basic medical coverage, develop innovative and significant measures to manage healthcare expenses based on the medical situation, establish a global and interconnected information system, and overhaul the regulatory mechanism for basic medical coverage.



Sub-Saharan Africa

Improved follow-up for people living with HIV/AIDS

PARTNERS

- Solthis
- Sidaction
- ANRS (France)

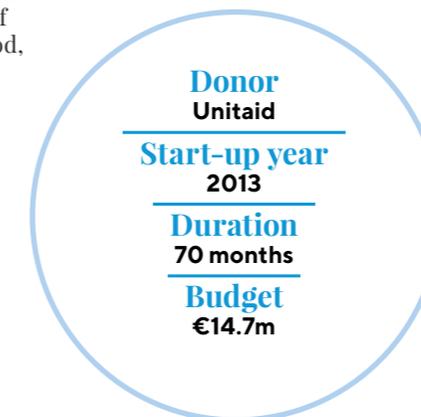
Carried out in coordination with Solthis, Sidaction and the French Agency for Research on AIDS and Viral Hepatitis (ANRS), the OPP-ERA project contributed to improving follow-up for people living with HIV/AIDS in four African countries—Cameroon, Guinea, Côte d'Ivoire and Burundi. The strategy? Facilitate the use of open polyvalent platforms, tools which make it possible for seropositive people to track their viral load.



Open polyvalent platforms are making it possible to test the viral loads of people living with HIV/AIDS.

Measuring treatment effectiveness

From 2013 to 2019, more than 200,000 viral load tests were processed through OPP-ERA. As an essential contribution in the fight against HIV/AIDS, the tests measure the amount of the virus present in the blood, thereby making it possible to monitor treatment effectiveness in patients. The tests are also a key indicator in UNAIDS' "90-90-90" strategy. Among other goals, the strategy aims to ensure that 90% of people on antiretroviral treatments achieve a long-term undetectable viral load by late 2020.



Sharing good practices

At the closure of the project, two strategic documents were created to share good practices—a guide for operationalizing viral load testing that includes 60 lessons learned from the experience, and a toolkit comprising 90 templates and factsheets. "Just choosing a technical solution wasn't enough," observes Louis Pizarro, former Solthis executive director. "It was also necessary to lay the groundwork for it. That's what we wanted to make available in these tools for the benefit of everyone working on viral load testing." Available online, the two documents are a useful reference for expanding viral load testing and ensuring its effectiveness.

Together against Covid-19

“Preserving basic health systems”



By **Caroline Comiti**, Head of the Technical and Cross-Functional Support Unit, Health Department, Expertise France

A number of francophone African countries whose health systems are already fragile are seeing the Covid-19 pandemic exacerbate existing health challenges. Preserving and protecting these essential health systems and services is therefore a must—their deterioration could undermine trust in care systems among the populations served, impair care for other illnesses and vulnerabilities and thus roll back progress in expanding care access. In response

to the pandemic, Expertise France is mobilizing to assist partner countries in determining targeted responses, whether as part of the Covid-Santé/EF platform or via projects like L'Initiative. Thanks to its network of experts both in the field and at headquarters, as well as the link it creates between donors and beneficiaries, Expertise France is contributing to determining responses based on established needs, even though these may not necessarily be the same as those carried out in Europe. **C.C.**

“Supporting economic recovery”



By **Séverine Peters-Desteract**, Head of Regional Integration and Business Facilitation Unit, Economic and Financial Governance Department, Expertise France

With the drop in oil prices and slump in tourism, the economic and social fallout of the Covid-19 pandemic is hitting Africa hard. While circumstances vary across the continent, slowing growth is limiting governments' ability to act and undermining economic actors everywhere. In addition to the emergency measures taken by the International Monetary Fund, the emergency loans and awards made by development banks and the call for a debt moratorium, it is essential to be able to support countries in implementing mechanisms

designed to mitigate the crisis' effects on the economic fabric and the most precarious populations. As a member of Team France, Expertise France is able to provide technical support on economic and financial matters in francophone African countries. This assistance, which can be mobilized upon request, aims to support governments in developing and implementing policies designed to support the private sector and, more broadly, stimulate economic recovery. In particular, it is targeting fiscal and customs issues, budget management, management of public expenditures and support for struggling companies. **S.P.-D.**

A three-step response

In partner countries, the Covid-19 pandemic is exacerbating already significant health challenges. To respond to this emergency while preparing for the future, Expertise France is implementing a three-step solution.



Responding to the emergency

Along with the other members of Team France and Team Europe, Expertise France has provided rapid response to partner countries in the context of ongoing projects. Equipment and imports have been delivered, including masks, hand sanitizer, etc. At the same time, awareness actions, trainings and discussions on good practices for managing the health crisis and its fallout have also been conducted. The goal: to limit the virus' impact while creating more comprehensive support plans.



Supporting partner countries

Through the “Covid-19—Health in Common” initiative led by AFD, Expertise France has set up a technical-support platform. This platform makes reliable information available to partner countries and offers support for coordinating the reorganization of ongoing cooperation projects with donors. It complements the support afforded by other projects like L'Initiative (see pages 44-45), which has re-oriented its modes of action in response to Covid-19.



Mitigating the crisis' effects

In the medium term, the goal will be to limit the crisis' economic and social impacts as well. Expertise France is able to provide partner countries with technical assistance to that end. In tandem with AFD, Team France and the appropriate French administrative units, the agency can complement the support provided through existing projects (for example, the European programme SOCIEUX+) or provide additional assistance.

Sustainable development on every scale

Taking action for the environment requires working simultaneously at different levels. In the places it works, Expertise France supports local initiatives that integrate good practices. This foundation also enables the agency to take part in constructing ambitious international agreements.

Across the globe, a campaign to mobilize youth to protect biodiversity

In **Latin America**, inter-community dialogue on forest management models

In **West Africa**, regional support for implementing the Paris Agreement

Analysis: From the local to the international, projects that enrich one another

Global

Biodiversity: preparing for the Kunming Summit

The European Commission selected Expertise France to assist it in preparing for the 15th Conference of the Parties to the Convention on Biological Diversity (COP15), which will take place in 2021 in Kunming (China). In response, the agency created the “Post-2020 Biodiversity Framework—EU Support” project. Its goal is to facilitate dialogue among stakeholders (governments, the private sector, civil society organizations, etc.) to adopt an ambitious, transformative global biodiversity framework for the post-2020 era.

Initiatives (ICLEI), international NGOs, and youth organizations and movements. Along with the Global Youth Biodiversity Network (GYBN), for example, Expertise France is coordinating the #BiodiversityNeedsYouTH campaign, which in November 2019 led to discussions among environmental leaders (Youth Leadership Dialogue).

A space for shared reflection

For a week, representatives of more than 20 youth organizations and movements convened at UNESCO headquarters in Paris. Together, they developed a shared roadmap to ensure that young peoples’ voices, and their desire for a future in harmony with nature, are heard. *“This workshop offered a space for collaborative reflection and coordination*

Mobilizing youth the world over

To do so, the project is banking on mobilizing such key actors as cities and local governments through the International Council for Local Environmental



The GYBN was in attendance at the 2019 Paris Peace Forum to ensure that young people’s voices are heard.

among actors who don’t have the chance to interact in other contexts,” explains Melina Sakiyama, Youth Voices programme coordinator for GYBN. “It enabled young people to unite their voices in questioning political decision-makers on issues related to biodiversity, both within and beyond the Convention on Biological Diversity.” This dialogue has inaugurated a series of partnerships and activities with youth representatives beyond the biodiversity community, in view of collective mobilization ahead of Kunming.



ANALYSIS Complementary approaches

When it comes to sustainable development, local and global actions enrich one another. At the national and local levels, Expertise France supports the implementation of countries’ climate commitments, as well as the sharing of good practices. The agency also provides institutional, methodological and operational support to

regional institutions, in West Africa for example (see page 53), all while helping to showcase and disseminate innovative initiatives among countries, as in Latin America (see page 52). Bolstered by its presence in the field, Expertise France also takes part in preparing international agreements in areas like biodiversity.

INTERVIEW

Upholding local climate solutions in Latin America”

PARTNERS

- GIZ (Germany)
- AFD (France)
- AECID (Spain)
- FIIAPP (Spain)
- UNEP
- ECLAC



With **Imène Ben Rabat**, Project Manager, Expertise France

The EUROCLIMA+ programme is supporting 18 Latin American countries in responding to climate change. Through its Forests, Biodiversity and Ecosystems component, Expertise France and GIZ selected nine new innovative projects in 2019. An example is a pilot project by the Dutch NGO ICCO Cooperation to promote the community forestry management model adopted in the Maya Biosphere Reserve in Guatemala.

What know-how does ICCO Cooperation seek to promote?

I. B. R. Rather than exploiting the forest haphazardly, the communities who live within the Maya Biosphere Reserve have developed value chains for non-timber products like the xate, a dwarf palm whose fronds are prized in floral arrangements. This model not only makes it possible to preserve the forests but also to improve the communities' quality of life and build their skills. It also allows women to play an important role. Moreover, a portion

of proceeds is reinvested in firefighting and biodiversity protection patrols.

How is Expertise France helping?

I. B. R. Like the other projects that were selected, this initiative offers a real solution for the climate. Our role is to disseminate these innovative solutions and to help ensure they can be replicated elsewhere, wherever they are relevant. In the case of the ICCO Cooperation project, the experiment was shared with communities in El Salvador, Honduras and Colombia.

Why was it important to share these practices?

I. B. R. In Latin America, many communities are confronted by the same issue—finding a balance between forest conservation and use of resources. The model adopted in the Maya Biosphere Reserve proves that it's possible. Favouring activities that support local subsistence is an effective and sustainable way to encourage populations to conserve the forests. Making this know-how accessible contributes to the collective effort required to confront this global-scale challenge.

9 climate solution projects chosen in 2019

Donor
European Union

Start-up year
2016

Duration
52 months

Budget
€13m*

(* For the Forests, Biodiversity and Ecosystems component (of which €11m was allocated to Expertise France)

West Africa

Putting the Paris Agreement into action

PARTNERS

- ECOWAS
- CILSS

Launched in 2017, the GCCA+ West Africa project is supporting the Economic Community of West African States (ECOWAS) and the Interstate Committee for Drought Control in the Sahel (CILSS) in implementing the Paris Climate Agreement. By investing in these regional mechanisms, it is aiming in particular to build the two institutions' capacities and to elicit innovative practical solutions to strengthen the resilience of rural and agricultural actors to climate change.

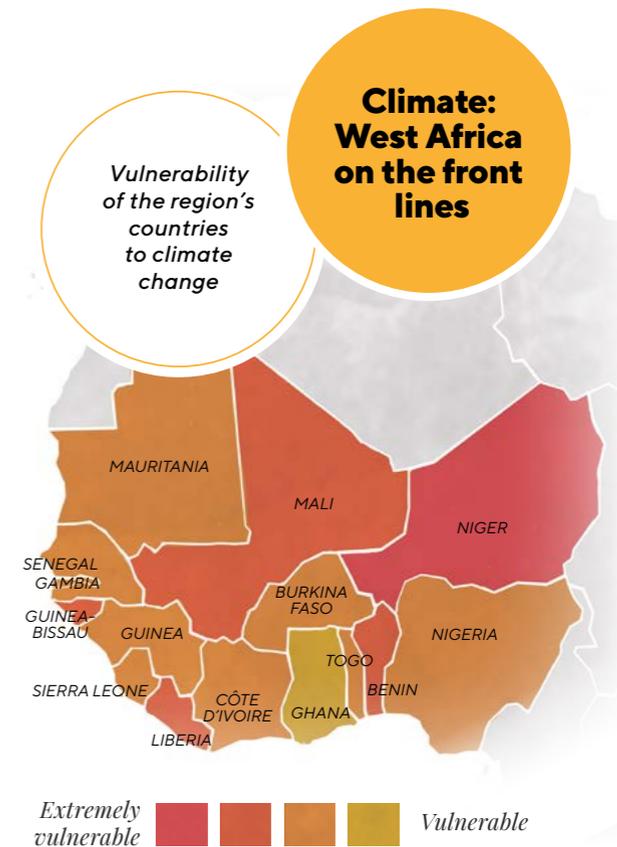
A regional approach

ECOWAS plays an essential role in this regard. "As a regional organization, we facilitate the alignment of States' points of view on different problems," explains Alain Sy Traoré, Agriculture and Rural Development Director within the ECOWAS Commission.

In playing this leading role, the organization is benefiting from the support of the GCCA+ West Africa project funded by the European Union. The project has already identified several priorities for the region and established an action plan. Notably, the plan anticipates facilitating access to climate funding at the regional and national levels, helping to render Nationally Determined Contributions (NDCs) into public policy or even increasing the regional availability of degree-based training programmes relevant to climate change.

Support that complements other projects

This effort is being undertaken in coordination with other projects that aim to operationalize the Paris Agreement and that Expertise France



SOURCE: ND-GAIN (2019)

Donor
European Union

Start-up year
2017

Duration
60 months

Budget
€12.1m

is taking part in, particularly the EUROCLIMA+ programme and AFD's Adapt'Action initiative. Through Adapt'Action, Expertise France is assisting a regional organization and 13 countries that are vulnerable to climate change—including five ECOWAS members—in achieving their 2015 commitments.

Supporting recovery in fragile areas

As an agency that works in the field, Expertise France is able to take swift action in fragile areas, alongside local authorities and civil society organizations. To achieve sustainable impacts, the agency privileges multidimensional approaches that combine infrastructure, reinforcement of social cohesion and support for economic activity.

In the **Central African Republic**, a region-oriented pilot project to create peace and revive activity

In **Libya**, reviving the economy by supporting entrepreneurship

In **Iraq**, projects to mobilize young people, the driving force for the country's reconstruction

Central African Republic

Building lasting peace

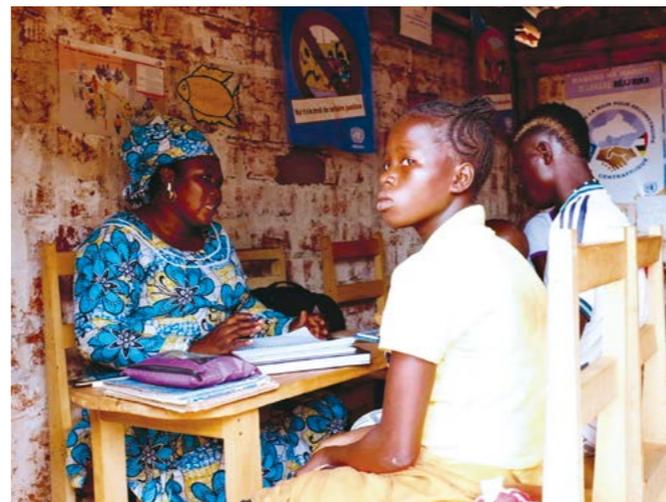
PARTNERS

- CFI (France)
- ASF Belgium

Since achieving independence in 1960, the Central African Republic has suffered several political and military crises, which have impeded its economic and social development. Characterized by a high degree of instability, the country has one of the lowest human development indexes in the world. To help it recover and stabilize, Expertise France conducted a region-oriented pilot project from 2016 to 2019. *"The idea was to work outside the capital city and to do so through an integrated, cross-functional approach,"* explains Sébastien Dupuis, Expertise France Project Manager. *"With our partners, we decided to focus on Mambéré-Kadéï prefecture, in the west of the country."*

Re-establishing State presence in regional zones

At the project's start, nearly 80% of the territory lay beyond the government's control. Its



Activities designed to raise awareness helped reinitiate social dialogue in the Central African Republic.

authority was essentially limited to the city of Bangui. One of the challenges was thus to support the redeployment of public authority across the country's territories. To do this, administrative buildings were constructed or

rehabilitated and equipped with administrative and computer equipment. Training was also organized in Berberati, the seat of Mambéré-Kadéï, to provide capacity building for local authorities. Bringing together prefects, deputy prefects and state officials, as well as presidents of special delegations (mayors), the training equipped officials with the tools needed to improve the daily management of services for the population and administer the state's decentralized institutions transparently and effectively.

Strengthening social cohesion

Another of the project's goals was to ease community tensions. To promote dialogue among communities, a broad range of activities was conducted. Awareness-raising activities were organized to dismantle community stereotypes. In the context of the peace process, awareness-raising personnel were trained as well, and capacity building for neighbourhood and village leaders was

undertaken. At the same time, Avocats Sans Frontières (ASF) Belgium, a project partner, led the effort to promote alternative modes of conflict resolution in order to limit impunity or recourse to private justice.

Given their key role in disseminating information, local community radio stations were also involved. Along with the Association des Radios Communautaires (ARC), they were assisted by the French operator CFI to broadcast information to the people—assistance that included training, help in creating programmes, providing equipment, etc.

Technical support for local initiatives

Finally, to support local decision-makers, Expertise France assisted leaders of local economic recovery initiatives. Ten associations and community groups benefited from technical support for institutional management as well as for developing projects and economic models.

6 local radio stations

supported to promote social dialogue in the Central African Republic

Donor European Union
Start-up year 2016

Duration 38 months

Budget €3.7m

Libya on the path to growth

Support for entrepreneurship is a key driver for enhancing stability in fragile areas. To that end, in Libya, Expertise France and its partners are supporting the structuring of the entrepreneurship ecosystem through projects with mutually complementary goals.



Improving the business environment

Funded by the European Union, the EU4PSL project aims to improve the country's business environment. Expertise France is supporting the Libyan Ministries of Economy and Finance, for example, in establishing a one-stop window to gather in one place the administrative formalities businesses need to fulfil. An export-assistance window is also under development to facilitate access to foreign markets.



Encouraging economic initiative

From 2016 to 2020, the European SLEIDSE project contributed to creating the country's largest community of entrepreneurs. For the over 120,000 active members on its Facebook page, it's a place to consult one another and build networks. SLEIDSE has also supported training for entrepreneurs. For example, it facilitated the opening of a coding school in Janzour, an initiative that will be extended to four more cities with the Raqam-E project, through French funding. For its part, the British-funded STREAM project enabled the creation of an incubator for Libyan start-ups.



Facilitating funding access

In late 2019, Expertise France and the Libyan bank ATIB launched Namaa Tamweel, the first microfinance institution in Libya. Established through the MFI project with UK funding, Namaa Tamweel grants loans of up to 25,000 dinars (about 16,000 euros) over two years to artisans and small businesses. Over time, this service will be reinforced by such non-financial assistance as support for commercial development or business management.

“Thanks to SLEIDSE, a start-up scene is emerging in Libya”

Alexandre Chatillon-Mounier, Libya Project Director, Economic and Financial Governance Department, Expertise France

Iraq Young people integral to reconstruction



On October 7, 2019, Expertise France inaugurated its Iraq office with the help of the Crisis and Support Centre of the French Ministry for Europe and Foreign Affairs (MEAE). Thanks to this on-the-field presence, the agency will be able to take part in efforts to reconstruct the country, particularly through support for young people.

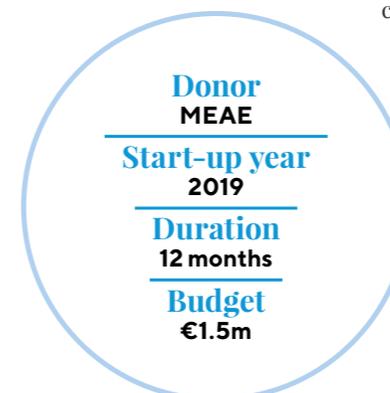
Inspiring student projects

In 2019, the agency implemented, among other efforts, a support project for the Universities of Mosul and Ninevah, which re-opened after the liberation of Mosul in 2017. Along with renovation work led by the United Nations Development

Winners of the Mosul Student Contest presented their projects at the French-Iraqi Cultural Institute in Mosul in October 2019.

Programme (UNDP), Expertise France is contributing to re-activating campus life and developing an entrepreneurial culture among students. The year was marked, for example, by the organization of a competition, the Mosul Student Contest, which seeks to encourage student initiatives for job creation, culture and civic engagement. Over 20 projects were selected, including the website Working With Us, which aims to connect employers and job seekers, and the mobile app Graduate Tracking, which helps to create an alumni network.

The project's success enabled Expertise France to deploy additional European Union funding, which will promote employment, business creation and civic engagement among young people in Mosul (the Yanhad Project). [S](#)



“Bringing the first dividends of peace”



By Laurent Marion, Head of the Stabilization and Resilience Unit, Expertise France

The stabilization projects conducted by Expertise France share the same approach. We take swift action in post-crisis contexts and aim to achieve tangible results in the short term. The idea is to help restore people's trust in government by bringing the first dividends of peace in as little time as possible. Expertise France favours multi-sector approaches. We act simultaneously on multiple factors in the same crisis while

pursuing a guiding theme—youth in Iraq or redeploying government services in the Central African Republic, for example—to ensure greater cohesiveness in our efforts. In this context, the agency is able to mobilize its departments' technical expertise and thereby fulfil its role as a hub, developing a global approach to crises in close collaboration with the Crisis and Support Centre (see page 27) and AFD. **L. M.**

In the field, serving people

By supporting partner countries in enhancing their public services, Expertise France contributes to improving the quality of life for their people—as illustrated by a few examples from the areas of rescue services, healthcare and access to government services.

In **Côte d'Ivoire**, a comprehensive project to better protect populations in regions

In **Burkina Faso**, healthcare safety enhanced in twenty hospitals

In **Vietnam**, a web portal to facilitate access to public services

Côte d'Ivoire

Capacity building for civil protection services

PARTNERS

- Civipol Conseil (France)
- DGSCGC (France)
- DCSD (France)

Since 2012, the European Union has supported the reform of the security sector in Côte d'Ivoire. In this context, the project to modernize and expand civil protection in Côte d'Ivoire (PC RCI) provided support to ten emergency rescue centres scattered across the country. The goal was to strengthen the capacities of civilian firefighters, a corps that was created in 2014 to expand protection to populations living outside major urban areas.

Training for every role

Training was organized to strengthen the firefighters'

technical, theoretical and practical skills. With support from French experts, the Ivorian instructors gave courses and practical instructions on firefighting equipment and rescue and excavation techniques. The trainees also learned about chemical, biological and electricity risks, as well as risks from flooding and collapse. In all, 1,900 civil firefighters received training and over 98% of them achieved certification. At the same time, specialized curricula were organized for the benefit of the training instructors.

Fully operational units

10
emergency
rescue centres

supported in
Côte d'Ivoire
from 2016 to 2020

Beyond this training, emergency rescue centres were furnished with additional equipment. To complement rehabilitation projects led by regional councils, paved areas for vehicles were created. Security fences and cleaning stations were also installed. Each unit received fire and rescue equipment as well, including trucks, water tanks and first-aid materials. These



Ivorian firefighters were trained with support from Civipol Conseil, the French Ministry of the Interior's technical cooperation operator.

capabilities of the National Civil Protection Office (ONPC). This aim was reflected in the creation of the National Operational Fire and Rescue Centre (CONIS). Housed under the ONPC, this organization is now facilitating better responses to large-scale catastrophes like brush fires and floods. "CONIS remains in constant contact with all the emergency rescue centres in the country," notes Laurent Moustache, Expertise France Project Manager. "That makes it possible to achieve an accurate assessment of the personnel in the area." Operating around the clock, CONIS is able to evaluate a given situation and rapidly mobilize resources from other emergency rescue centres.

resources were rounded out with furnishings needed for the units, including desks, storage for assorted supplies and dorm equipment for on-call personnel.

Better-coordinated actions

The project additionally aimed to strengthen the crisis control and management

Donor
European Union

Start-up year
2016

Duration
38 months

Budget
€9.7m

Based in Abidjan, CONIS coordinates operations of all the country's emergency rescue centres.



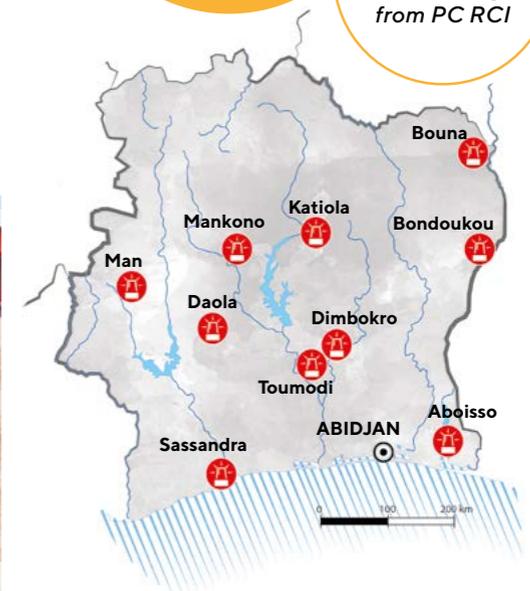
Whether for firefighting, excavation rescues, or controlling chemical and biological risks, the training programmes organized through the PC RCI project strengthened the skills of 1,900 Ivorian civilian firefighters.



The emergency rescue centres were inaugurated in late 2019 with the Ivorian Minister for Security and Civil Protection and the European Union ambassador in Côte d'Ivoire in attendance (shown here in Bondoukou).

Operating throughout the whole country

Emergency rescue centres benefitting from PC RCI



In early 2020, the emergency rescue centre in Dimbokro opened its doors to the public for the first time—an opportunity for personnel to present their equipment and the breadth of their knowledge.



INTERVIEW

Improving hospital hygiene in Burkina Faso



Raising awareness about hand hygiene is crucial to lowering the risk of infections in hospitals.

PARTNERS

- WHO
- Geres
- CHU de Montpellier (France)
- CHU de Bordeaux (France)

Launched on the heels of the Ebola epidemic that hit West Africa between 2013 and 2016, the Prevention of Infection Risks and Safety in Care Environments Project (PRISMS) helped improve hospital hygiene in 21 care facilities in Burkina Faso. After supporting the creation of a unique national framework for hospital hygiene and healthcare safety, the project took on an operational dimension by delivering training and equipment to hospitals to address biomedical waste management, for example.

How were the skills of care personnel strengthened?

A. T. We organized in-person training on themes tailored to each person's specialization—hand hygiene, sterilization, biomedical waste, surgery, and so on. We also organized short internships in university hospitals (CHUs) and implemented awareness-raising tools like audiovisual equipment, an internship handbook for newcomers, and a hand-hygiene day.

To expand these gains beyond existing personnel,



With Dr. **Arouna Traoré**, Coordinator of the Expertise France Health Office in Burkina Faso

we contributed to training a pool of 45 national training instructors with the help of WHO, the CHUs of Bordeaux and Montpellier and the Study Group on Risk of Caregiver Exposure to Infectious Agents (Geres). We also supported the creation of a university degree on hospital hygiene with the Nazi Bono University in Bobo-Dioulasso.

What measures were taken to manage biomedical waste?

A. T. We tried to propose solutions that were efficient, pooled or integrated into existing systems. Since biomedical waste management requires both training and equipment, we worked on these two components. In Ouagadougou, we decided to develop a pooled incineration platform for the city and surrounding areas. A first in the West

Donors
European Union, France

Start-up year
2017

Duration
34 months

Budget
€3.7m

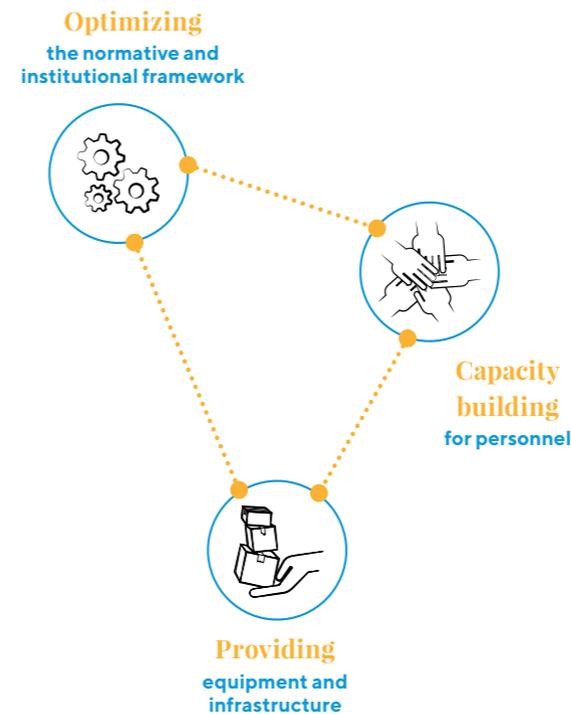
African sub-region! Incinerators have also been distributed to regional sites. Training in preventive and corrective maintenance was provided at the same time to ensure these facilities are sustainable.

What is your assessment of the project?

A. T. We sought to empower health authorities and care facilities to be independent when it comes to hospital hygiene. Thanks to PRISMS, the six university hospitals and the eight regional hospital centres were trained in making hydro-alcoholic solution, a very valuable skill in the fight against Covid-19. PRISMS laid a foundation that is meant to be consolidated by the Ministry of Health. For example, the Ministry is conducting an accreditation process for care facilities, on the basis of the normative reference system we helped create.

Three complementary action phases

Components of the PRISMS project



Vietnam

Toward a more digitized administration

Since May 2019, Expertise France has been supporting Vietnamese authorities in their efforts to modernize and digitize the administration—an essential goal for a country whose population has increased by 13% since 2006. In December 2019, for example, a national public services portal was put in place to facilitate requests by individuals and businesses. The platform is now able to host 500,000 visits per day, with the goal to boost this number to 2,500,000 visits per day by 2023.

Capitalizing on French experience

Working on operational questions related to setting up the portal (service menu, user experience, regulatory framework, and so on) and on other more technical aspects like site architecture, the experts deployed by Expertise France were able to rely on French experience acquired through the platforms service-public.fr and FranceConnect. "Constructing the French government's digital presence took place over the long term," emphasizes Hervé Le Bars, e-governance expert for Expertise France. "We learned from our experience, and that's what we want to share with our Vietnamese counterparts."

Donor
AFD

Start-up year
2019

Duration
8 months

Budget
€389,956

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