



Results & Outlook

2022-2023



Know-how in common

Expertise France is France's public agency and interministerial actor in charge of international technical cooperation, the second-largest in Europe. As a subsidiary of Agence Française de Développement Group (AFD Group), it designs and implements projects that sustainably strengthen public policies in developing and emerging countries. Expertise France works in key areas of development: governance, security, climate change, health, education, and more. Alongside its partners, it contributes to achieving the Sustainable Development Goals (SDGs).



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“A **trusted** operator for a growing number of donors

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

Our development and international solidarity policy is one of the pillars of our foreign policy. It’s helping us to respond to global challenges, achieve the SDGs, build solid partnerships, and raise France’s profile and spread its influence.

Our technical cooperation is a major asset. It helps strengthen the capacities of our partners, disseminate French expertise, and create lasting and trusting human ties throughout the world.

At the close of our Foreign Service Review, the President of the Republic asked us to “add influence to the solidarity agenda” and align all operators with this key objective. Expertise France will have a crucial role to play in expanding our networks, spreading our values and “seeking out those in the vanguard of political action.”

Expertise France puts into action projects that are fully aligned with our policy priorities in health, education, climate change, and governance. I can think of several examples: the Shabake project supporting civil society in Lebanon, CRIMARIO bolstering maritime security in the Indian Ocean, and Pravo-Justice backing up the justice sector in Ukraine. Expertise France is also a major player in the renewal of our partnership in Africa, where half of its activities are located.

Expertise France has seen continued expansion since its creation. It’s a trusted operator for a growing

number of donors, especially for the European Union. It has also demonstrated a solid business model, having delivered positive results for the second year in a row. We must all remain mobilized to continue this growth trajectory and increase its local presence.

As the President of the Republic reaffirmed on February 27, 2023, it’s essential that we boost coherent and unified communication within Team France, by being more responsive, more visible, and clearer. This will be facilitated via the soon-to-be-launched expertise portal, whose roster will rely on our various government administrations.

This is also a big year for rethinking our policy on inclusive and partner-based investment. We’re going to host the Summit for a New Global Financial Pact in Paris, which will seek to mitigate the risks of a split between the North and South. The Prime Minister will also chair a meeting of the Inter-ministerial Committee for International Cooperation, with an aim to ensure complementarity, coherence, and coordination within Team France.

Finally, I’d like to express my thanks to the women and men of Expertise France and to all of our experts working in the field. It’s thanks to them that we have enjoyed such great success. I commend the commitment and mobilization they’ve shown to promote Expertise France around the world and to help make our international ambitions a reality. **C.C.**



“A **cornerstone of influence** that helps spread our values

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

France and Europe have been facing increased geopolitical competition. The French Government has therefore taken firm action to enhance the resources needed for our development and international solidarity policy. This policy—and especially its dimension implemented by Expertise France—is a cornerstone of influence that helps spread our values.

I’d like to congratulate all the Expertise France employees for the results they achieved in 2022 in terms of activities, geographical and sectoral priorities, and impact. They’ve once again demonstrated their commitment and professionalism, even under sometimes difficult situations of degraded security, as in Ukraine and the Sahel. I thank them very much for those efforts.

Expertise France projects, especially in Africa, have helped mobilize domestic resources, support entrepreneurship, digitize government administrations, and make public policies greener. In this way, it has fully participated in achieving our official development assistance goals.

The year 2022 was marked by the integration of Expertise France into AFD Group. This will lead to greater clarity and stronger linking between their actions, but several challenges will arise for the agency in 2023.

I’d like to see increased synergies with AFD and Proparco, so that our partners are proposed integrated offers combining financial support and technical expertise. A lot of progress has already been made

in this area, but there’s room for more, including in terms of functional synergies to help consolidate Expertise France’s business model.

Projecting France’s economic influence is another priority, and one that my ministry is supporting directly by increasing the number of international technical experts (ITEs), who contribute to promoting and disseminating our interests in priority regions and sectors. Credit should be given to Expertise France’s role here in identifying, coordinating, and deploying the best experts to our partners.

Strengthening Expertise France’s position as a benchmark operator of EU projects is another strategic priority, as we can see in the increased importance of Team Europe initiatives and the “Global Gateway” strategy. Expertise France is a privileged partner in their implementation, and I hope it will continue to be so when these projects are in line with France’s geographical and sectoral priorities.

These various projects will be considered in the strategic reflection to be undertaken in 2023 during the meetings of the Presidential Development Council and the Inter-ministerial Committee for International Cooperation. At these events, we can redefine our priorities in a changing and unstable global context, and we can rethink our tools to maximize their impact. We should also be able to reaffirm France’s role in providing support through greater deployment of technical expertise abroad, which is destined to continue to grow. I’m counting on Expertise France to help us make this ambition a reality. **B.L.M.**

“A comprehensive technical and financial support offer”

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



How do you assess the integration of Expertise France into AFD Group, one year down the road?

R.R. The results are very positive. In 2022 we experienced the first year of our brand new AFD Group with Expertise France included. As we saw when we presented our results—first to the AFD Board on April 20, 2023, and then to the press on April 26—our Group not only met all its objectives, but it also set new records! These include €12.3 billion in new agreements signed, 1,000 new projects, €9 billion in disbursements, 65% in financing that contributes to fighting climate change and 62% for gender equality, and more. Expertise France is largely responsible for these results! Our 625 new colleagues and their network of 1,000 experts around the world have greatly contributed to this growth and to this transition from communication based on financial commitments to communication based on action, that's to say projects that are carried out in concrete terms, on the ground, producing results and impact for people.

But Expertise France's contribution to AFD Group is invaluable regardless of these results. With Expertise

France, AFD Group has, for example, become a major player in global health, which happens to be Expertise France's second-largest sector of intervention. A total of 64 million people will benefit from improved care thanks to AFD Group's new projects in 2022. And the outlook for the next few years is very encouraging. Here, I'd like to congratulate Expertise France and our colleagues in its Health Department for their success in implementing *L'Initiative*, which is going to manage 20% of France's contribution to the Global Fund to Fight AIDS, Tuberculosis and Malaria, as announced by the President of the French Republic in September 2022, at the Fund's replenishment conference. I could of course also mention Expertise France's significant work in peace and security, governance, and justice, and its action in Ukraine, which all contribute to the growth of AFD Group as a whole.

Now that we have Expertise France in our Group, we can offer all our partners a comprehensive and unrivaled offer of technical and financial support. AFD Group is now a bit like the World Bank, the IFC, and the UNDP all rolled up into one! Few bilateral development finance players can match our strength

and continuum of financial offerings and expertise. We'll nurture and maximize these in the coming years.

Africa is one of the priorities of French official development assistance. What does this mean for Expertise France?

J.P. Half of AFD Group's financing commitments and 65% of Expertise France's activities are concentrated in Africa. It's very important to maintain this commitment for and with Africa at a time when the continent is facing very serious financial difficulties.

We're part of the new partnership that has developed since the New Africa-France Summit of 2021. We're also firmly committed to mobilizing and supporting youth, cultural and creative industries, entrepreneurship, and sports, and in 2023 we'll continue to develop our contribution in Group format to the transformational agenda put forward by the President of the Republic.

Meanwhile, AFD Group has worked with Expertise France to create emblematic projects in line with these priorities. I'm especially thinking of our women's entrepreneurship projects in Niger, our partnership with NBA Africa, and—outside of Africa—our support to the music industry in Palestine.

Youth is a key theme of the transformational agenda established by the French Government to rebuild our bilateral relations. Our support programs for youth are seeking to boost access to education as well as entrepreneurial and innovative capacity. We also sponsor socio-professional integration programs to increase youth participation in economic life. In parallel, we similarly want to mobilize French youth so that they support international cooperation.

What's the strategic outlook for French development policy and AFD Group?

R.R. Along with Expertise France, we're proud to put into motion and work for the renewed ambition of French development policy and for the international partnerships that the President of the Republic has developed since 2017. This ambition has already raised France to fourth position globally in 2022, in terms of countries showing the most solidarity: 0.56% of our GNI is now devoted to official development assistance, representing more than €15 billion euros, a record for France!

We're now at a new strategic turning point: at the French level with the Presidential Development Council and the Inter-ministerial Committee for International Cooperation and Development meetings, which will both be held before the summer, and at the international level with the Summit for a New Global Financial Pact, which will be held on June 22–23 in Paris and will redefine the framework in which we operate.

At the AFD Group level, talks with the French Government on our future agreements on targets and resources have begun, and we've already started our own reflections on our future strategic guidelines—the first one that will include Expertise France. These guidelines will of course reflect the broad orientations determined by the President of the Republic and the Prime Minister during the Presidential Development Council and the Inter-ministerial Committee for International Cooperation and Development meetings. We can already say that Expertise France will have a specific role to play when it comes to the planet, social link, and strengthening of democratic institutions, which are at the heart of the United Nations 2030 Agenda.

What consequences has the enlargement of AFD Group had on Expertise France's mandate?

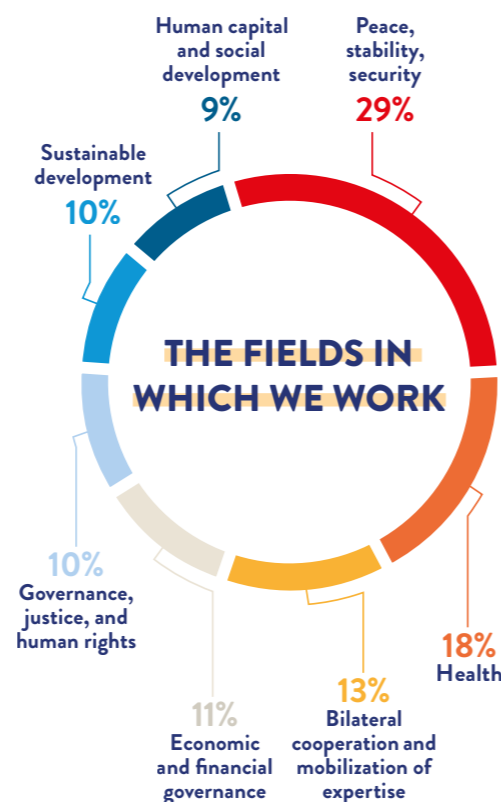
J.P. Being part of AFD Group opens up possibilities in new countries and regions. Without abandoning our focus on Africa, Expertise France is now increasing its actions targeting the European Neighbourhood, the major emerging countries, and the Indo-Pacific region. Development of a Group network will allow us to strengthen our geographical footprint and work closely alongside our partners. Another challenge is to continue to diversify our activity by working on new themes, such as the just transition, or by developing more enhanced Group offers in collaboration with AFD and Proparco. For example, we can target the private sector and entrepreneurship as part of the Choose Africa 2 initiative, in an effort to strengthen African tech ecosystems.

For our part, we're proud to have enabled AFD Group to provide emergency support to the Ukrainian Government and to be part of the longer-term response of reconstruction and support for Ukraine's institutions. ■

Expertise France in brief

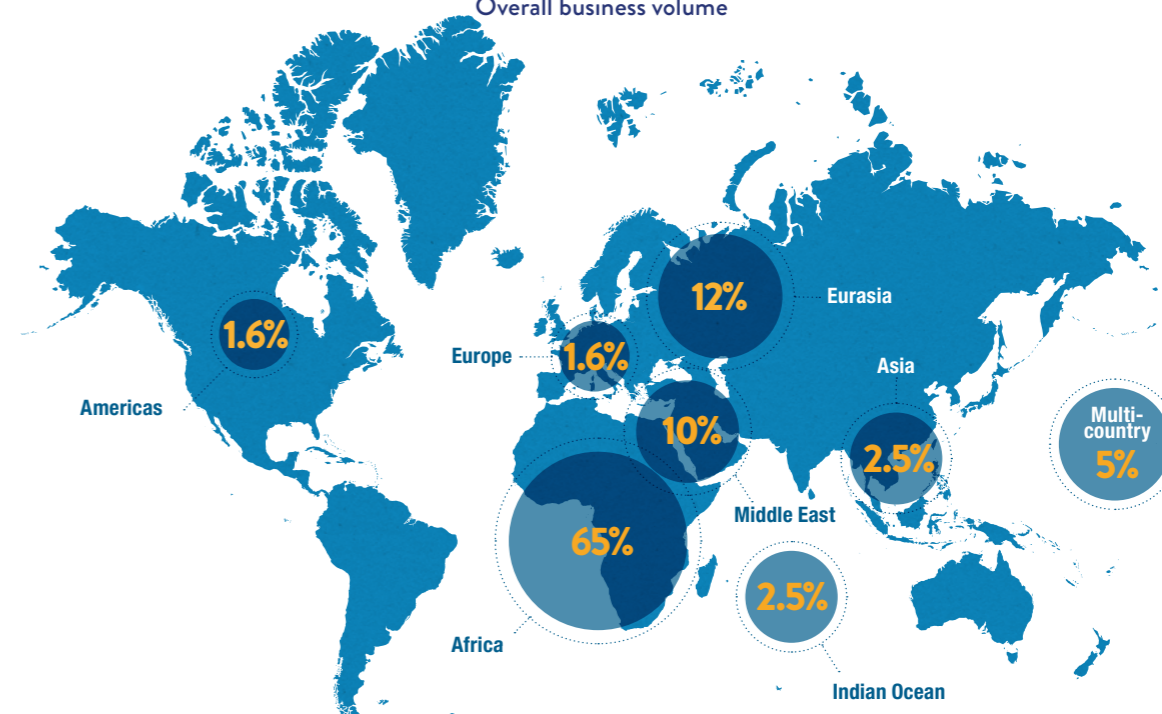
As a subsidiary of AFD Group, Expertise France works to strengthen the public policies of its partner countries over the long term. The agency helps guide central government ministries and agencies, regional organizations, local authorities, and civil society organizations. Its mission: contribute to achieving the SDGs.

WHAT WE DO



OVER 60% OF OUR BUSINESS IN AFRICA

Overall business volume



OUR TOOLS

Methodology and technical advice: preliminary studies, recommendations, action plans, etc.

Capacity building: training, coaching, change management, etc.

Networking: peer exchanges, study visits, consultation workshops, etc.

Supply of goods, services, and works: drafting of specifications, procurement, coordination of construction, etc.

Financing from various sources



Our teams



625
employees at our
headquarters



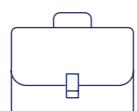
1,000
staff
in the field

Our results for 2022

The integration of Expertise France into AFD Group in January 2022 has enabled it to continue and intensify its action to promote sustainable development. The year 2022 saw a 5% increase in Expert France's business and stronger impact in their partner countries.

OUR IMPACT

ENTREPRENEURSHIP



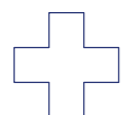
3,222
businesses supported

FOOD SOVEREIGNTY



34,780
members of family farms supported

HEALTH



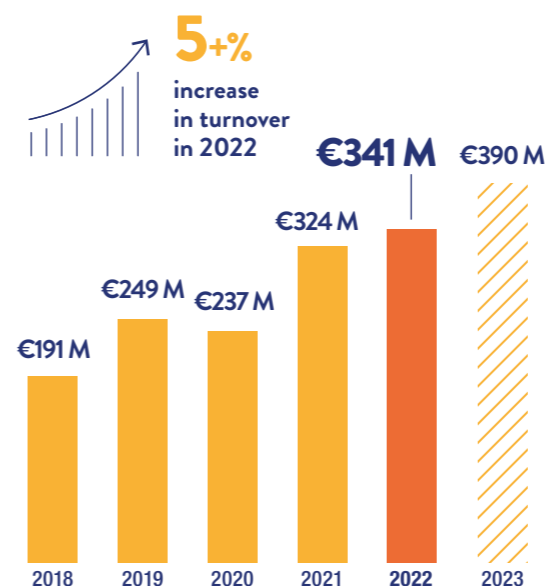
1,979
organizations involved in the provision of enhanced health services

EDUCATION AND YOUTH



186
training centers supported

Confirmed growth



380+
current projects
(172 new projects signed in 2022)

220
international technical experts (ITEs) deployed
(up 50% in 2022)

145
countries where we operate worldwide

100,000
person-days of expertise

20
projects that act as catalysts to fight pandemics and strengthen health systems, funded through L'Initiative

BIODIVERSITY



580
organizations strengthened for enhanced biodiversity protection

CLIMATE



28
countries guided in their fight against climate change

DIGITAL TECHNOLOGY



2,318
organizations supported in their digital transition

SECURITY AND STABILITY



616
organizations ensuring the security or stability of a country or region supported

Striving toward the **SDGs**

Expertise France’s multi-sector expertise enables it to pursue its commitment to the Sustainable Development Goals. This section looks at the highlights in 2022–2023.

CONTRIBUTING TO PEACE AND STABILITY

EL PACCTO was a European Union program organized between European and Latin American countries to back up the fight against organized crime. It presented its final results in Buenos Aires in November 2022, after five years of operations.

Expertise France is also working for stability in Niger: since 2023, it has been bolstering civil protection in three regions to improve people’s resilience, especially in the face of climate change.

bit.ly/peace-stability-2022-en

TAKING ACTION FOR CLIMATE AND BIODIVERSITY

In 2022, Expertise France took part in COP27 on climate change and COP15 on biodiversity.

The agency works on these topics through projects such as BIODEV2030, which promotes the mainstreaming of biodiversity-related issues into the economic sectors of 16 countries, and the Post-2020 Biodiversity Framework – EU Support project, which supported the European Commission in preparation for the COP15 negotiations.

bit.ly/gcca-2022-en



A RESOLUTELY EUROPEAN AGENCY

Expertise France celebrated its 10 years of cooperation with Greece in June 2022. This decade of action supported the country’s administrative reforms in public finances, human resource management in the civil service, and digital transformation. Fifty experts were deployed in Greece each year. Another European highlight occurred in May 2023, when Expertise France became Chair of the Practitioners’ Network for a one-year term.

dev-practitioners.eu

BRINGING THE DEVELOPMENT ASSISTANCE COMMUNITY TOGETHER

The development community participated in two important events in 2022. One was the first edition of the International Technical Experts (ITEs) Days. It was a great success, with 150 participants from the French cooperation and influence network. The other was the second edition of the International Cooperation Conference, which brought together observers, players, and beneficiaries of development assistance to reflect on specific themes.

rencontres-expertisefrance.com

SUPPORTING THE PRIVATE SECTOR AND ENTREPRENEURSHIP

At the end of 2022, the EU and Expertise France took stock of the EU4PSL project in Libya and noted a growing private sector, an improved business environment, and increased job opportunities, especially for young people and women. On the same theme, the European MEET Africa program held its flagship event in Paris, in February 2023: the African Diaspora Entrepreneurs Forum. This event offers services for promoters of economic initiatives for Africa.

bit.ly/eu4we-2022-en

ACCELERATING GENDER EQUALITY

Since 2020, Expertise France has redoubled its efforts to put gender at the heart of its action. Gender is now mainstreamed into all its operational themes, and the teams now have greater capacity to work on the issue, thanks to support from an internal expert, an increase in the number of gender focal points within the units, and implementation of dedicated training tools. The gender dimension is now mainstreamed into all the agency’s activities and at each stage of the project life cycle.

bit.ly/gender-2022-en

Supporting human development

No country can be prosperous without human development. Expertise France's actions in this field include support for professional training, employment, and health system strengthening.

Professional integration to leverage development

Expertise France is working to “ensure inclusive and equitable quality education and promote lifelong learning opportunities” (SDG 4). The agency considers education, training, and professional integration as core activities, because they're inseparable from the fight against poverty.

Supporting training for young Rwandans

Rwanda is a fast-growing country facing a shortage of skilled workers and high youth unemployment. To meet these challenges, the Rwandan Government has undertaken to bolster the country's training ecosystem.

With financing from AFD, Expertise France has been supporting the Ministry of Education since 2020, working with it to improve Rwanda's technical and vocational training

offer. A training course in mechatronics and a language lab have already been set up at the Integrated Polytechnic Regional College in Kigali, where more than 30 language teachers and 6 mechatronics trainers have been trained. Four secondary technical schools were also given a boost, through training courses for trainers and the acquisition of new equipment. Actions to strengthen the employability of graduates and develop entrepreneurship have also been set up.


23,800
beneficiaries
of professional and technical
training supported
by Expertise France

Actions to employ Syrian refugees in Turkey

The humanitarian crisis due to the war in Syria caused millions of civilians to flee the country. Many of them wound up in Turkey, where they need better employment prospects and opportunities for earning a living for their integration into society.

The European project VET4JOB, launched in 2020 and implemented with the help of EDUSER Education Consulting, works to facilitate access to quality apprenticeship training for young Syrian refugees as well as for their Turkish host communities. Training centers run by the Turkish Ministry of National Education provide the training, which is adapted to the needs of the labor market. The project thus helps Young Syrians and Turks between the ages of 14 and 17 obtain a certificate of advanced professional skills that will facilitate their access to the job market. VET4JOB promotes apprenticeship as a means of formal education and raises public awareness about the ravages of child labor. ■

 **Read:** interview with Fatma Özdemir Uluç, VET4JOB team leader
bit.ly/vet4job-2022-en

“We promote a qualitative, market-based training and learning system to provide sustainable employment opportunities for host communities and refugees.”

FATMA ÖZDEMİR ULUÇ,
VET4JOB team leader




↑ At the vocational training center in Abomey, Benin, the skilled artisans of Les Compagnons du Devoir were mobilized to train apprentices in carpentry.

Public health: an international priority

Expertise France guides the partner countries of France and the European Union in implementing their national health development plans. From 2018 to 2023, for example, the agency cooperated with the Guinean Ministry of Health and the Nzérékoré Region to strengthen their financial governance, develop health facilities, and promote people's access to health care—especially for mothers and young children. This project, financed by France, the EU, and the German ministry in charge of development cooperation, was implemented jointly with GIZ.

The year 2022 also marked a milestone in the trajectory of *L'Initiative*, which is implemented by Expertise France. In September, at the replenishment conference

of the Global Fund to Fight AIDS, Tuberculosis and Malaria, President Emmanuel Macron announced that the *L'Initiative* facility, whose purpose is to improve the access and performance of the Global Fund's grants, would implement 20% of the French contribution between 2023 and 2025, up from the 9% figure of the previous three-year period. The intervention budget of *L'Initiative* will thus surpass €300 million over the next three years. This boosted capacity will help strengthen health systems and fight major pandemics in some 40 countries. ■

 **Read:** interview with Dr. Mamadou Péthé Diallo, Minister of Health and Public Hygiene of Guinea
bit.ly/health-guinea-2022-en

Strengthening governance and innovation

One of the special features of Expertise France is that it works simultaneously with public institutions, the private sector, and civil society. This helps the agency put its expertise in governance and innovation to work for global, inclusive, and sustainable development.

Digital technology for growth and achievement of the SDGs

Expertise France mobilizes expertise to assist public and private organizations in partner States in implementing economic policies whose goals are to consolidate the private sector and support its ecological transition, create decent jobs, and diversify local economies.

Gender equality and ecological transition: two crucial issues

Expertise France has been implementing the AFD-funded project “Pour Elles” since 2022. The project’s goals are to reduce gender inequalities and promote the economic empowerment of women in the DRC. For this, it provides financial and technical support to high-potential projects led by women entrepreneurs. “Pour Elles” also helps strengthen the capacities of

public and private stakeholders working to develop women’s entrepreneurship.

Support for environmentally friendly “green” business is another increasingly important theme at Expertise France. In Tunisia, the agency is working on the ecological transition of the economy through the Greenov’i project, which was launched in February 2023 with EU funding. Greenov’i has the two-fold goal of supporting the creation and development of green goods and services companies, and of guiding existing companies toward low-carbon, fair, and sustainable production methods.



3,222
businesses supported

Digital technology: an opportunity for development

In 2021, the EU inaugurated the Digital 4 Development Hub (D4D Hub), a cooperation platform that



← In Lebanon, women entrepreneurs have been able to purchase equipment thanks to support from Expertise France and the EU.

Supporting cultural and creative industries

As vehicles of economic and social development, cultural and creative industries are one of Expertise France’s priorities. The agency works to structure their value chains, thereby helping to expand their economic opportunities and at the same time improve access to culture. A good example of this approach is the support provided to the Palestinian music industry. The project is being implemented with the music label Jafra Production and with SACEM.

seeks to bridge the digital divide internationally and bolster the EU’s strategic commitment to digital partnerships. In concrete terms, the D4D Hub facilitates multi-stakeholder discussions between the EU and its partner countries in Africa, Asia, Latin America, the Caribbean, and the EU’s Eastern Neighbourhood. It also encourages the sharing of digital expertise and investments from European and global partners.

One example is a two-day workshop held in 2022, in which the EU and Egypt discussed green technologies and artificial intelligence for sustainable agriculture and sustainable cities. Another is a workshop in Senegal, held in partnership with various European and Senegalese stakeholders, on geospatial data and how they can be used for the country’s development. ■

Read: interview with Sidonie Latere, Director and Founder of the Kobo-Hub incubator (DRC)
bit.ly/kobo-hub-2022-en

Fighting human trafficking in the Gulf of Guinea

The fight against human trafficking is a multidimensional challenge in the Gulf of Guinea: the countries of the region are simultaneously territories of origin, transit, and destination of people trafficked for sexual exploitation or forced labor.

To help combat this scourge, Expertise France has been supporting authorities and CSOs in six countries since 2019: Guinea, Côte d’Ivoire, Ghana, Togo, Benin, and Nigeria. Its actions aim primarily at supporting the interministerial bodies to fight trafficking. But they also work to build the skills of key stakeholders in the various aspects of prevention, repression, protection and reintegration of victims, and regional cooperation. In 2022, the agency provided support to Ghana’s Ministry of Gender, Children and Social Protection, notably by refurbishing the offices of the Human Trafficking Secretariat. Meanwhile, a shelter for trafficking victims was inaugurated in Guinea.

This five-year project receives funding from the EU Emergency Trust Fund, with additional co-financing from France for actions in Togo and Benin. It follows an initial project implemented by Expertise France in the region between 2013 and 2017 that received funding from the French Ministry for European and Foreign Affairs. This project is part of the “Human Rights and Development” strategy that France adopted in 2018. ■

Read: interview with Abena Annobea Asare, Head of the Human Trafficking Secretariat
bit.ly/human-trafficking-ghana-2022-en

Working for the climate and the planet

Expertise France works with its partners to mitigate the effects of climate change and protect biodiversity. The agency works to put the energy transition into motion in many countries, thereby generating both environmental and social benefits.

Supporting Côte d'Ivoire in its energy and climate transition

Expertise France is helping Côte d'Ivoire in its energy transition and climate strategy. The agency is working in particular within the framework of three EU-funded projects.

Progress in electrification

Expertise France is implementing ECLER IVOIRE, a project to electrify rural areas through the development of renewable energies. Since its launch in 2017, this project has helped build 16 solar power plants in 17 municipalities, benefiting 10,000 people. The national operator Ci-Énergies has been operating the plants since August 2022. Expertise France supports it in setting up its plant supervision system. At the same


time, ECLER IVOIRE is seeking to increase energy efficiency in public buildings. Work has begun on the Sogefiha building in Abidjan, with the goal of making it a benchmark of energy efficiency. An awareness-raising workshop on energy-saving behavior was also conducted with the building's occupants.


28
countries supported in their fight against climate change

Meanwhile, a complementary initiative called the MAX project promotes access to efficient electrical services and equipment in rural areas. It benefits a variety of stakeholders, including households, the private sector, and public authorities. The aim is to offer new economic opportunities to local communities, especially in the processing of agricultural products. Expertise France has been implementing MAX since 2021, via European funds delegated to AFD.

Achieving the climate objectives

Expertise France is supporting Côte d'Ivoire in implementing its climate commitments made as part of the Paris Agreement, within a project that began in early 2023. For four years, it will help develop interministerial and intersectoral coordination to establish a monitoring and evaluation system for the country's climate commitments both to climate-change adaptation and mitigation. The project will also provide support for the key sectors of forestry, energy, agriculture, and waste management, as well as raise awareness about climate change among the Côte d'Ivoire civil society. ■

 **Read:** interview with Sabati Cissé, Ministry of Petroleum, Energy and Renewable Energy of Côte d'Ivoire
bit.ly/ecler-ivoire-2022-en



The decentralized electrification systems put into operation as part of ECLER IVOIRE are designed to be fully integrated into the country's rural electrification strategy.

SABATI CISSÉ, Director General of Energy – Ministry of Petroleum, Energy and Renewable Energy (Côte d'Ivoire)

↑ In Côte d'Ivoire, the village of Dibykro was electrified as part of the EU project ECLER IVOIRE.

Protecting biodiversity in the Indian Ocean

Human activities are putting pressure on natural ecosystems, consequently jeopardizing the exceptional biodiversity of the southwest Indian Ocean. For example, nearly all the endemic birds in Mauritius are considered threatened. This degradation in turn weakens the ecosystem services that biodiversity provides to people, such as the supply of natural resources and its power to regulate soil, the water cycle, the climate, and pollination.

of public, private, and civil society stakeholders. Its many project components include organizing networks of regional stakeholders to coordinate biodiversity preservation initiatives, particularly in marine protected areas; helping economic players mainstream the issues of the ecological transition, by helping them to measure and limit their impact on biodiversity; and supporting dialog between research and society. ■

The purpose of the Varuna program, launched in 2022 and funded by AFD, is to help preserve biodiversity in the region, for the benefit of its inhabitants. Varuna focuses on capacity building and pooling the efforts

 **Read:** interview with Frédérique Jankowski, socio-anthropologist and Living Forest Project Manager at CIRAD
bit.ly/living-forest-2022-en

Promoting resilience to crises

Expertise France works in cooperation with its local and European partners in the field, to prevent risks, manage crises, and provide emergency support—especially in war situations.

Reducing people’s vulnerabilities

Countries and regions can face very diverse and sometimes unpredictable crises. These include natural disasters, new vulnerabilities to climate change, political tensions, and conflicts. Expertise France works with local public authorities to assess risks and strengthen their means of action.

Support for civil protection in Jordan

AFD Group has been providing support to Jordanian civil protection since 2019, as part of the “Strengthening civil protection and relief capacities” project. The aim is to improve prevention and the quality of locally delivered services, as well as to bolster civil protection operational capacity in the Mafraq governorate.

In implementing this project, Expertise France is aiding in the assessment of

the risks of natural and human origin faced by the Mafraq pilot zone and in the planning for emergencies and the operational responses to the identified risks.

By the end of 2022, the project had helped train 280 people on both a national and decentralized level. Two offices with highly interdependent missions were also opened, and teams continue to be trained there: one within the national civil protection service to study countrywide risks, and the other in the Mafraq governorate to coordinate disaster-response preparedness there.


11,055
personnel
in organizations ensuring
the security or stability of a
country or region supported

The agency is additionally implementing the SECFRON project, co-funded by the Netherlands and France, to provide the Jordanian authorities with a logistics hub in Ruwaishid. This hub will enable the authorities to provide rapid and sustainable responses in the event of a humanitarian crisis or a security threat at the borders with Iraq and Syria.



←
In Jordan, Expertise France’s support helped the Mafraq governorate cope with natural hazards.

Ethiopia, restoring access to health care

Since 2020, the conflict in northern Ethiopia has led to massive destruction of public infrastructure, human rights violations, and forced displacement of populations. In March 2022, Expertise France took action to restore access to essential services in the city of Dessie. Its aim was to rehabilitate the local hospital, which provides services in an area that hosts 10 million people. ■

 **Read:** interview with Haymanot Ayele, CEO of Dessie Hospital
bit.ly/dessie-hospital-2022-en

Building trust between civil populations and security forces

In 2022, Expertise France worked with various French government ministries (Europe and Foreign Affairs, Armed Forces, Interior) and AFD to finalize a framework document on strengthening relationships of trust between civilians and defense and security forces. This document will provide crucial guidelines for the development of Expertise France’s future projects. It comes at a time when several regions of the world are experiencing a deteriorating geopolitical situation and growing distrust of public authorities.

Ukraine: supporting justice in wartime

Expertise France has been implementing the Pravo-Justice project in Ukraine since 2021. The Russian invasion in 2022 led to a reorientation of the project. Phase 2 is thus responding to the urgent needs of the country’s justice system—as well as of displaced populations through legal assistance to Ukrainian refugees, for example.

The project is helping to document the acts of violence and war crimes committed in the country. The many tasks of Phase 2 include providing material and human support to the Ukrainian Prosecutor General’s Office and the judicial authorities, in the form of funding and deploying 20 criminal expert

analysts in military matters; supporting legal reflection on certain critical issues; supplying technical and forensic equipment; training judges on war crimes investigations; and supporting the development of a platform for collecting evidence.

Pravo-Justice is an EU-funded project, initially dedicated to reforming Ukraine’s judicial system. It has helped fight corruption, train judges in European law, and accelerate the digitization of justice. ■

 **Read:** interview with Anna Adamska-Gallant, expert for Pravo-Justice
bit.ly/pravo-justice-2022-en

Alongside Teams France and Europe

Expertise France is an interministerial agency that mobilizes French expertise to help its partner countries. The agency is resolutely European, and works closely with European institutions and counterparts.

“Do more and work better, together with developing countries



By **AURÉLIE CHEVALLIER**, Director General for Globalisation, Culture, Education and International Development, French Ministry for Europe and Foreign Affairs

Under the leadership of President Macron, France is pursuing an ambitious policy of inclusive development. Parliament adopted the Act on Inclusive Development and the Fight Against Global Inequalities in 2021, and since then France has developed a threefold ambition. First, to “do more,” thanks to a significant increase in the resources allocated to our development policy. Second, to “work better” within Team France, via renewed working methods and tools and enhanced management of our operators. And third, to do all this “together with” and not just “for” developing countries, via a partnership approach.

Our operators—especially AFD Group and its technical cooperation subsidiary, Expertise France—are working hard to make this ambition a reality by

contributing to the achievement of our priority objectives: the eradication of all forms of poverty, the promotion of human rights, and the protection of global public goods.

Three expectations from Expertise France

With the integration of Expertise France into AFD Group in 2022, the French development system has been reorganized to provide greater coherence and respond more effectively to the needs of our partners. We have three big expectations from Expertise France:

- Because it’s the agency that mobilizes French technical expertise, we want it to maintain strong links with French government ministries and the entire French ecosystem of experts, who can be found among public operators, local authorities, enterprises, and NGOs. These links enable us to build up a pool of experts, especially through the International Technical Experts (ITEs) scheme, which will need to be strengthened over the next few years



← In March 2023, the three European cooperation networks (EDFI, JEFIC and the Practitioners’ Network) reaffirmed their efforts to strengthen their cooperation.

Supporting Team Europe initiatives

Expertise France participates fully in the collaborative dynamics of Team Europe, whose initiatives have a lasting transformational impact in partner countries. This is the case of the Investing in Young Businesses in Africa project, launched in 2023, which supports new African businesses and young entrepreneurs in their growth. Another example is the Digital for Development Hub, which bolsters digital cooperation between Europe and Africa.

to ensure the deployment of more specific and adapted expertise.

- Expertise France is also a valuable tool thanks to its great agility, which has enabled it to work in crisis areas such as the Sahel, Ukraine, and Syria. This responsiveness benefits all of Team France, and more broadly our actions as Team Europe: we’re counting on it continuing in the coming years.

- Lastly, Expertise France ensures a French presence on the ground, by deploying experts who represent France’s image on the international stage and foster close dialog with our partners. Thanks to cooperation and exchanges of expertise between peers, Expertise France must act as the linchpin of the partnership approach we’re promoting. **A.L.**

 **Read: full interview with Aurélien Lechevallier**
bit.ly/aurélien-lechevallier-2022-en

Expertise France chairs the Practitioners’ Network

In May 2023, Expertise France assumed the presidency of the Practitioners’ Network for one year, succeeding FIIAAP (Spain) and SNV (the Netherlands).

The Practitioners’ Network is a platform founded in 2007, dedicated to European development cooperation organizations. Its goal is to develop peer exchanges, share feedback on experiences, and promote the capitalization of operational innovations and coordination between players. It works in close contact with the European Commission (the network’s observer), and in particular with the Directorates General for International Partnerships (DG INTPA) and Neighborhood and Enlargement Negotiations (DG NEAR).

Expertise France is involved in this network and is strengthening its ties with its European counterparts, not only as Chair, but also within the framework of the working groups it co-leads (Fragilities, Digital Technology, Contractual and Financial Frameworks). Expertise France encourages the Team Europe approach, co-creation, and joint initiatives. The agency also helps bolster the network’s role in the European aid architecture, in conjunction with the two other European networks: European Development Finance Institutions (EDFI) and Joint European Financiers for International Cooperation (JEFIC), of which Proparco and AFD are members respectively. ■

 **To find out more:**
dev-practitioners.eu

Working to meet the challenges of each region

Expertise France currently operates in about 100 countries. Its multi-sector expertise enables it to adapt its strategy to the challenges of each region, in line with French and European development aid policies.



AFRICA

Contributing to the priorities of the Africa-France partnership

Africa is the top priority—and the main beneficiary—of France’s bilateral official development assistance. Technical cooperation also focuses there, to support African countries on their path toward sustainable growth models while reducing social inequalities.

◆ **Meeting the aspirations of young people**

Africa is the world’s youngest continent: 60% of its population is under the age of 24. The demographic situation there will intensify in the coming decades, representing both a challenge and an opportunity for development. Jobs will have to be created rapidly and massively, business sectors will have to diversify, and innovation opportunities will have to expand.

Expertise France is helping to boost training and the job market not only in traditional sectors like agriculture, but also in services, which are more

attractive to young people. Digital technology offers innovative solutions in both training and employment, by creating jobs in promising sectors for the future, such as e-health and digital banking.

In Rwanda, for example, Expertise France has been involved since 2020 in improving technical and vocational education, with the goal of boosting the employability of young graduates (see page 12). Dialog with public authorities and the business world ensures that the training provided corresponds to market needs.

◆ **For a dynamic, innovative, and diversified economy**

Expertise France supports innovative digital entrepreneurship by highlighting the cutting-edge expertise of African countries. In Tunisia, the agency has been working since 2019 to strengthen the support systems and financing arrangements for start-ups. The agency is also developing an inclu-



↑ The Tunisian start-up *Iley'Com* receives support through the MEET Africa program, helping it to provide entrepreneurs with access to new outlets for their products via a digital marketplace.

sive business culture by offering specific support to women, as it does in the DRC through the “Pour Elles” project launched in 2022 (see page 14).

At the same time, Expertise France is helping to create an African cultural ecosystem that creates jobs and generates growth. This involves numerous projects in the cultural heritage field and in creative and cultural industries. These include the creation of the Dahomey Kings and Amazons Museum, launched in 2022 in Abomey, Benin. The museum will enhance the palace site and, more generally, promote the country’s national heritage as a way to attract tourists.

◆ **Building state capacity and public finances**

Strengthening the state remains a major challenge in Africa, which is suffering several types of crises. That’s why Expertise France supports national and local authorities in their reforms and modernization.

In French-speaking Africa, for example, it’s implementing a project to support open government. The aim is to strengthen transparency, accountability, and participation in democratic life. Expertise France trains government administrations, civil society, and the media in partner countries and helps them meet their commitments.

Financial governance and the mobilization of domestic resources are also major challenges. As part of the DATAFID project, financed by the French Ministry of the Economy and Finance, Expertise France is working with several WAEMU and CEMAC countries and with Mauritania to promote economic development and combat fraud, thanks to a better understanding of the impact of the digital economy and a sound grasp of data science.

Expertise France is also helping to improve the initial and ongoing training of customs and tax authorities in the 14 WAEMU and CEMAC member states. ■



MEDITERRANEAN

A common space to protect and revitalize

Because Mediterranean issues are transnational in nature, they call for a heightened level of cooperation among the countries of the region.

→ In Lebanon, Expertise France contributed to the creation of murals in a particularly complex neighborhood of Tripoli to strengthen social ties.



Working with youth to build the Mediterranean of tomorrow

The SALAM project is financed by the French Ministry for Europe and Foreign Affairs and implemented by Expertise France. It provides a platform for young citizens from both sides of the Mediterranean to exchange ideas and build the future of their region together. As part of the platform, 200 young people took part in the Forum des Mondes Méditerranéens in February 2022. After brainstorming in transnational working groups coordinated by Expertise France, the participants produced a white paper on their proposals for a more prosperous and sustainable Mediterranean.

◆ Protecting and promoting cultural heritage

Mediterranean countries share an attractive cultural heritage. It must not only be protected, but also made accessible and a core aspect of the economy. That's why Expertise France has been putting the Patrimoine 3000 project into action in Tunisia since 2019. The aim is to diversify the tourist offer, a pillar of the national economy, by promoting sites of cultural and historical interest, such as Carthage. In Algeria, the agency has been contributing to the development of the blue economy since 2021. There, it's mobilizing a wide range of stakeholders to take up the social, economic, and environmental challenges of the coastline, including protection, job creation, and increased income for fishers.

◆ Bolstering cohesion and trust

Preserving a shared space also means securing and stabilizing it. In the Middle East, Expertise France is taking action in response to the many crises in the region. In Lebanon, the Qudra 2 initiative seeks to mitigate the effects of the Syrian and Iraqi crises and meet the needs of refugees, displaced persons, and host communities.

Because it's a key component of social cohesion, Expertise France is also committed to advancing gender equality and reducing violence against women. The Ajyal Égalité project, financed by AFD and implemented in four Maghreb countries, illustrates this commitment. Finally, the agency works to build trust between governments and citizens by promoting more inclusive and participative models of governance. In Jordan, for example, the Stronger Together project strengthens the role of CSOs in social protection. In Lebanon, meanwhile, the agency is promoting transparency in public administration and the fight against corruption. ■



EUROPE

Working for convergence on EU norms

Russia's war of aggression in Ukraine has demonstrated the need to build a united European space. Technical cooperation plays a crucial role in this work, by helping to bring countries in the European neighborhood into line with European norms, particularly in view of EU accession processes.

◆ Dealing with the emergency in Ukraine

Expertise France has reoriented the Pravo-Justice project it has been implementing in Ukraine since 2017. This new focus allows the agency to respond to the urgent needs of the country's justice system and of displaced populations, and to document alleged war crimes (see page 19). Expertise France is also contributing to the implementation of "peace corridors" to keep Ukrainian grain exports flowing around the world. For example, the agency is helping to strengthen the capacities of several shipping terminals in Romania.

◆ Bolstering rule of law and good governance

Rule of law and good governance are prerequisites for European Union membership. Expertise France supports countries in the Europe region in their administrative reforms and efforts to develop good governance, particularly in the justice sector. This is the case in Bosnia-Herzegovina where, since February 2023, the agency has been helping to strengthen the integrity of the institutions that guarantee rule of law. In Moldova, whose financial system suffered greatly from the banking fraud of 2014, it has deployed an international expert to support the presidential office in recovering stolen assets.



↑ Expertise France helps partner countries mainstream the *acquis communautaire*, with a view to EU membership.

◆ Supporting convergence in European norms

Joining the EU also means moving closer to its standards and procedures in a wide variety of sectors, so that the country can mainstream the *acquis communautaire*—the body of common rights and obligations binding on all the EU member states. Expertise France helps partner countries meet this challenge. In Albania, the agency is implementing a technical assistance program for energy-sector reform, financed by AFD and KfW. As part of the European SOCIEUX+ program, it's also helping Moldova draw up strategies for youth employment and the vocational rehabilitation of disabled people. ■



LATIN AMERICA AND THE CARIBBEAN

Protecting our global public goods

Latin America and the Caribbean are home to both the world's largest reserves of biodiversity and to many emerging economies. In this region, Expertise France's approach to the climate challenge is decompartmentalized, as it mainstreams all the issues involved: energy, urban development, the economy, biodiversity, environmental justice, etc.

◆ Preserving biodiversity

In January 2023, the EU launched the EUROCLIMA Caribbean program. Implemented by Expertise France, GIZ and UNDP, the program's primary aim is to support efforts to mitigate and adapt to climate change in the area. It will also strengthen the protection and conservation of biological diversity and promote the green transition through political and legal measures.

The agency is also operating in the Caribbean via the ReSEMBID program, launched in 2018 and also funded by the EU. Its aim is to foster sustainable economic development in the countries and territories of the region, by promoting energy efficiency, protecting marine biodiversity, and adapting to recurring extreme natural phenomena.

◆ Combating environmental destruction

The fourth most lucrative criminal activity in the world is that made from environmental destruction, which is also the second-largest cause of biodiversity loss. Expertise France is firmly committed to environmental justice. The agency works to train and coordinate the actors of the criminal justice system and to help raise civil society's awareness of environmental offenses. In Latin America, the European EL PAcCTO program, implemented from 2017 to 2022, led to an operational cooperation network of European and Latin American police forces specializing in environmental crime. Since 2021, the agency has also been supporting Bolivia, Ecuador, Mexico, and Costa Rica in implementing the 2018 Escazú Agreement, which is the first environmental treaty in Latin America and the Caribbean. ■



↑ In Latin America, Expertise France is supporting efforts to mitigate and adapt to climate change.



INDO-PACIFIC

Priority on the environment and security

The Indo-Pacific Region is intricately linked to the SDGs. It's also one of the priority areas for French development assistance and cooperation, especially as France is a fully-fledged Indo-Pacific country: 1.6 million of its citizens live there, and the region is home to three quarters of France's exclusive economic zone. As it works on issues dealt with by different government ministries, Expertise France is looked to for its experience on maritime issues, which require the mobilization of a wide range of stakeholders and sectors.

◆ Maritime security as a key issue

In line with these strategic priorities, Expertise France is increasingly expanding its activities in the region. The ESIWA project, for example, launched in 2020 and implemented with GIZ, is helping to strengthen cooperation between the EU and its Asian partner countries on issues such as cybersecurity, crisis management, and counterterrorism. ESIWA also contributes to the recognition of the EU as a guarantor of international safety. Expertise France is also implementing the European CRIMARIO project, which seeks to reduce maritime risks and secure shipping routes by strengthening information exchange. This project has seen its activities extended from the Indian Ocean to the Pacific Ocean.

◆ Supporting the blue economy

The challenge of maritime security echoes that of economic development and the exploitation of fishery resources. For example, Expertise France is implementing the Go Blue project in Kenya, where the vast majority of goods transit by sea. In addition, Kenya's blue economy holds untapped potential, with opportunities in aquaculture, tourism, and research and development. Expertise France is mobilizing judicial

and legislative authorities, the private sector, and civil society to combat illegal maritime activities and expand income-generating activities for local communities. ■



← Cloves, one of the three agricultural export value chains supported under the France-Comoros development plan.

In the Comoros, new dynamics in development

As part of the France-Comoros Development Plan, Expertise France is working with AFD on several projects in the Comoros, which has become one of its main countries of action. There, the AFIDEV project is improving the competitiveness of agricultural export value chains and producers' incomes. Meanwhile, the Komor Initiative is helping young people gain access to jobs, and the Diaspora project will support 100 project leaders and investors from the Comorian diaspora to contribute to the country's development. The agency is also supporting regional cooperation in the health sector and the development of the new healthcare offer in the Comoros.

Visit us online!



WANT TO FIND OUT MORE?

Visit the web version of our *Results & Outlook*:

rapport-annuel.expertisefrance.fr/en

There you'll find a number of **exclusive interviews and articles** with our partners, our supervisory ministries, and our general management, as well as **archives of all our annual reports**.



See a **video** on our key figures for 2022 and our objectives for 2023.

Abbreviations and acronyms

- **AFD**: Agence Française de Développement
- **CEMAC**: Economic and Monetary Community of Central Africa
- **COP**: Conference of the Parties
- **CSO**: Civil society organization
- **DG INTPA**: Directorate-General for International Partnerships of the European Commission
- **DG NEAR**: Directorate-General for Neighbourhood and Enlargement Negotiations of the European Commission
- **DRC**: Democratic Republic of Congo
- **EDFIs**: European Development Finance Institutions
- **EU**: European Union
- **FIEAAP**: Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas
- **GIZ**: Deutsche Gesellschaft für Internationale Zusammenarbeit
- **GNI**: Gross national income
- **IFC**: International Finance Corporation
- **ITE**: International technical expert
- **JEFIC**: Joint European Financiers for International Cooperation
- **KfW**: Kreditanstalt für Wiederaufbau
- **NBA**: National Basketball Association
- **NGO**: Non-governmental organization
- **SACEM**: Société des auteurs, compositeurs et éditeurs de musique (French professional organization for the collective management of authors' rights)
- **SDGs**: Sustainable Development Goals
- **SNV**: Netherlands Development Organisation
- **UNDP**: United Nations Development Programme
- **WAEMU**: West African Economic and Monetary Union

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Contacts:

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

communication@expertisefrance.fr
www.expertisefrance.fr/en

Find us on:

