

RESULTS & OUTLOOK

2025-2026



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).
For a world in common.

→
*In the Comoros,
the AFIDEV project,
funded by AFD,
improves the
competitiveness
of export-oriented
agricultural
value chains
and increases
producers' incomes,
particularly in the
ylang-ylang sector.*



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*“Impact for
our partners **and**
for French citizens alike”*

The year 2025 and the first months of 2026 confirmed one fact: the world is becoming harsher. In response, France is adapting by undertaking a far-reaching overhaul of its international partnerships policy. Greater clarity and effectiveness: this is the ambition set by the President of the Republic. The aim is to pursue an investment policy grounded in solidarity, sustainability and a humanist vision.

Expertise France is at the heart of this strategy. It helps translate the priorities of our diplomatic action into concrete results in areas such as peace and security, governance, health, and a sustainable and inclusive economy. Its missions are designed to deliver tangible impact, for the benefit of our international partners and of French citizens alike. In the most exposed areas, its engagement is decisive. In Ukraine, it supports the resilience of the State and prepares for reconstruction. In Syria, it works as close as possible to communities and supports the strengthening of institutions. In our European neighborhood and in the Indo-Pacific, it advances our strategic priorities, from combating drug trafficking to fighting climate change. The professionalism and dedication of Expertise France's teams directly strengthen our influence and credibility. I would like to thank them here. ■

JEAN-NOËL BARROT, Minister for Europe and Foreign Affairs



*“Strong, recognized
and valued cooperation
with our partners”*

In recent years, France has undertaken a far-reaching renewal of its international partnerships policy. The year 2026 will once again be decisive, with the Africa Forward summit and the French presidency of the G7, whose development track will seek to put forward a new approach to international cooperation: more partnership-based, more effective and more attentive to the resilience of our partners.

For more than ten years, Expertise France has embodied this drive for transformation. Its creation through the merger of six international cooperation operators, followed by its integration into AFD Group, has helped make our policy more effective. Its sustained growth also reflects our ambition: Expertise France is now the second largest technical cooperation agency in Europe. The establishment of thirteen country directorates has strengthened the operator's presence in the field, close to our partners. Finally,

Expertise France's capacity to mobilize European funding—nearly €400 million in 2025—is one of the best examples of our ability to catalyze financing for sustainable development. Congratulations to Expertise France and its teams, who are building strong, recognized and valued cooperation with our partners on every continent. ■

ÉLÉONORE CAROIT, Minister Delegate for Francophonie, International Partnerships and French Nationals Abroad



*“Remarkable results
that demonstrate the trust
of our partners”*

For more than a decade, Expertise France has successfully promoted French expertise internationally. In health, education, sustainable development and economic and financial governance alike, your cooperation projects are among the most effective channels for our action in support of the least developed and most vulnerable countries.

In 2025, thanks to your commitment and the strengthening of teams in the field, Expertise France signed more than €650 million in projects, about half of them on behalf of the European Union. These remarkable results demonstrate the quality of Expertise France’s work and the trust placed in it by our partners.

Our international partnerships and solidarity policy has undergone notable changes since the Presidential Council for International Partnerships held in April 2025. I know that you are fully contributing to the collective objective we have been given: to forge alliances that better combine our economic and strategic interests abroad with the needs expressed by our partners, by mobilizing France’s full range of support, from financing to public and private expertise. The year 2026 will provide an opportunity to further strengthen this ambition, notably through the Africa Forward summit to be held in Nairobi on May 11 and 12, and throughout our presidency of the G7, for which international and solidarity partnerships are a central priority. These key moments will underscore the priority we attach to the continuous strengthening of the development finance architecture in order to build

Expertise France’s cooperation projects are among the most effective channels for our action in support of the least developed and most vulnerable countries.

mutually beneficial relationships with our partners while fully involving French companies.

Finally, we must implement an ambitious international partnerships policy while taking account of the need to restore public finances, which requires ever greater agility in our action. Further deepening synergies among the different entities of AFD Group, increasing our mobilization of third-party funding, and investing in future-oriented sectors, including those that help secure our supplies of critical minerals: these are the challenges and opportunities that Expertise France, like AFD Group as a whole, must continue to address. I congratulate you once again on your 2025 results and will support your efforts to meet the challenges of 2026. ■

ROLAND LESCURE, Minister of the Economy, Finance and Industrial, Energy and Digital Sovereignty



With **JÉRÉMIE PELLET**, Expertise France CEO,
and **RÉMY RIOUX**, AFD Group CEO
from 2016 to 2026

“*Strengthening institutions and public policies, even in times of crisis*”

How would you assess 2025?

J. P. For Expertise France, 2025 was a year of consolidation, transformation and forward planning. It first marked the tenth anniversary of the French interministerial agency. This is an opportunity to take stock of how far we have come: in a decade, we have become Europe's second largest technical cooperation agency, with nearly 2,700 staff members working in almost 170 countries. The past year also confirmed our growth momentum, despite a constrained and complex environment, with revenue exceeding €570 million, more than 400 projects underway and a managed volume of nearly €2.6 billion.

Beyond the figures, we should also highlight significant progress in structuring our agency in the field. We continued to decentralize our activities so as to work as closely as possible with our partners. We now have nearly 40 locations abroad, including 13 country directorates covering 15 countries, and new priority geographies such as Angola, Ethiopia and Madagascar, in addition to the shared AFD Group network. We intend to further strengthen our presence in the field by structuring regional directorates in order to increase our management capacity and impact.

The year was marked by numerous crises. How did the agency adapt?

J. P. Working in fragile and crisis contexts is part of the core business of a technical cooperation agency such as Expertise France. In 2025, we continued to adapt our activities in severely degraded environments, including Ukraine, Syria, Lebanon, Haiti and the Palestinian Territories, where our teams work every day alongside our partners. Our ambition is simple: to strengthen institutions and public policies, even in times of crisis, by responding to emergencies and, above all, by ensuring the safety of our staff. This is what we are doing in Ukraine in the areas of justice and health, in Haiti by strengthening state institutions, and in Lebanon by supporting civil society organizations.

Beyond these security crises and fragile contexts, which require us to rethink our action and our methods of intervention, Expertise France must also adapt to the reshaping of development aid, including the decline in French budget allocations. Strengthening the partnership with European institutions, diversifying our partners and donors, increasing our accountability and the impact of our projects, and reinforcing synergies within

AFD Group are all efforts we must continue to pursue. They will be essential if we are to maintain our level of activity and continue implementing France's investment policy grounded in solidarity and sustainability, in support of efforts to address global challenges.

Rémy Rioux, you will soon leave AFD Group after ten years at its helm. What lessons and conclusions do you draw from this mandate?

R. R. In ten years, we have restored France's strong capacity to cooperate and invest around the world, driven by a powerful and coherent movement since the Paris Climate Agreement and the 2030 Agenda for the SDGs. Together with all our AFD Group colleagues, whom I warmly thank, we have built an effective, powerful and respected platform, which has now reached the critical size needed to support the most vulnerable—in the face of Covid and multiplying crises—and to contribute to the collective management of our global commons: climate and nature together, demographics and inequalities, technology and peace.

Our Group is larger, with activity that has doubled and more than 5,000 staff deployed around the world. It is more partnership-based, with stronger national roots and an international role recognized by the major multilateral and European institutions. It is more innovative, investing in new fields such as transition minerals, migration, culture and sport. Finally, our Group is more robust, thanks to consolidated financial fundamentals that enable us to focus on the quality and impact of our investments.

Ten years is also the age of Expertise France. What role has Expertise France played so far in building AFD Group?

R. R. Expertise France has strengthened AFD. The creation of AFD Group on January 1, 2022, following a decision in principle in 2018, completed a reform

of our development policy that had been underway for more than twenty years, since January 1, 1999. I am very proud to have contributed to it. By bringing together all the instruments useful to our cooperation policy within a single institution, we created a unique tool, representing France in the field in times of peace as well as in times of war and extreme vulnerability.

Look at Ukraine: Expertise France was the first to be present, thanks to its technical cooperation and direct project-management expertise, and then the entire Group deployed. Expertise France has also enabled us to be even more European, and also more French, by building on the mobilization of French expertise. Expertise France has contributed to the innovation dynamics that I strongly encouraged within AFD, particularly on the links between security and development.

Conversely, AFD has also been highly beneficial to Expertise France. We now have a shared network, multiple projects funded by AFD, ever-stronger operational synergies, and we are opening up our knowledge, training and financial and non-

financial instruments in support of our common mission: to help build a world in common through our country's international action.

How do you see the coming years for AFD Group?

R. R. A new phase clearly opened in 2025, marked by very strong geopolitical tensions and a sharp decline in budgetary cooperation. We need to revisit our approach and redefine a paradigm for development finance and technical cooperation that resonates with our time. I believe AFD anticipated this and, over the past ten years, made many proposals to inform the debate. It is now up to Christophe Lecourtier to find the way forward. I wish him every success. I leave with a sense of duty fulfilled and immense gratitude to AFD Group teams for this magnificent and useful decade. ■

Working in
fragile and
crisis contexts
is part of the
core business
of a technical
cooperation
agency such
as Expertise
France.

Expertise France at a Glance

As a subsidiary of AFD Group, Expertise France contributes to the long-term strengthening of public policies in its partner countries. We support central administrations, regional organizations, local authorities, and civil society organizations. Our mission: to help achieve the Sustainable Development Goals.

VARIOUS FORMS OF SUPPORT



Methodological and technical guidance: diagnostics, recommendations, action plans...



Capacity building: training, coaching, change management support, study tours...



Networking: study visits, consultation workshops, funding for local civil society initiatives...



Provision of goods, services and works: drafting specifications, procurement procedures, works coordination, implementation monitoring support, and support for direct funding to local stakeholders, including CSOs...



Public policy support: mobilization of technical expertise, methodological assistance, implementation monitoring support...



Direct financing: calls for projects, strengthening the technical and administrative capacities of local stakeholders, including civil society...

FOR TAILORED ASSISTANCE



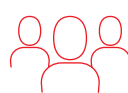
Mobilizing funding



Assessing needs



Co-designing the project with partners



Mobilizing the team



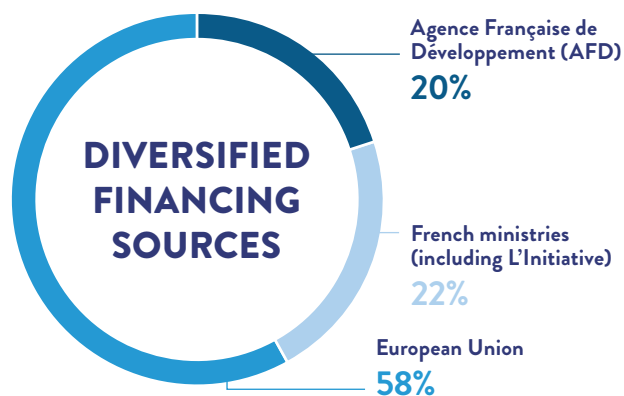
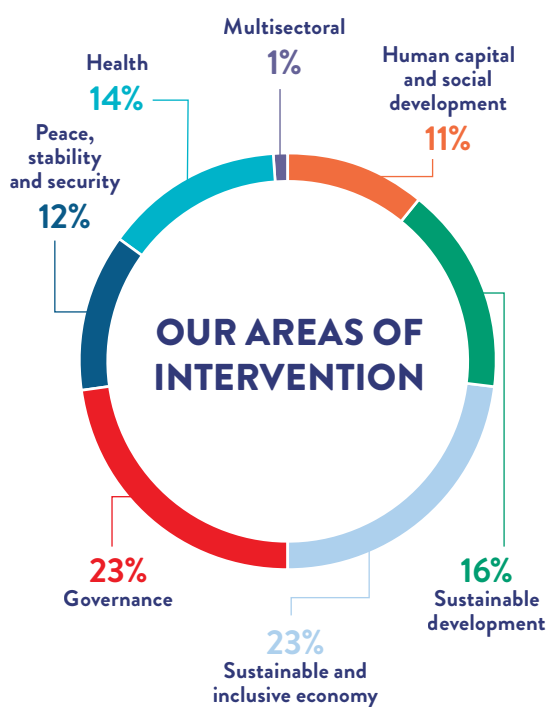
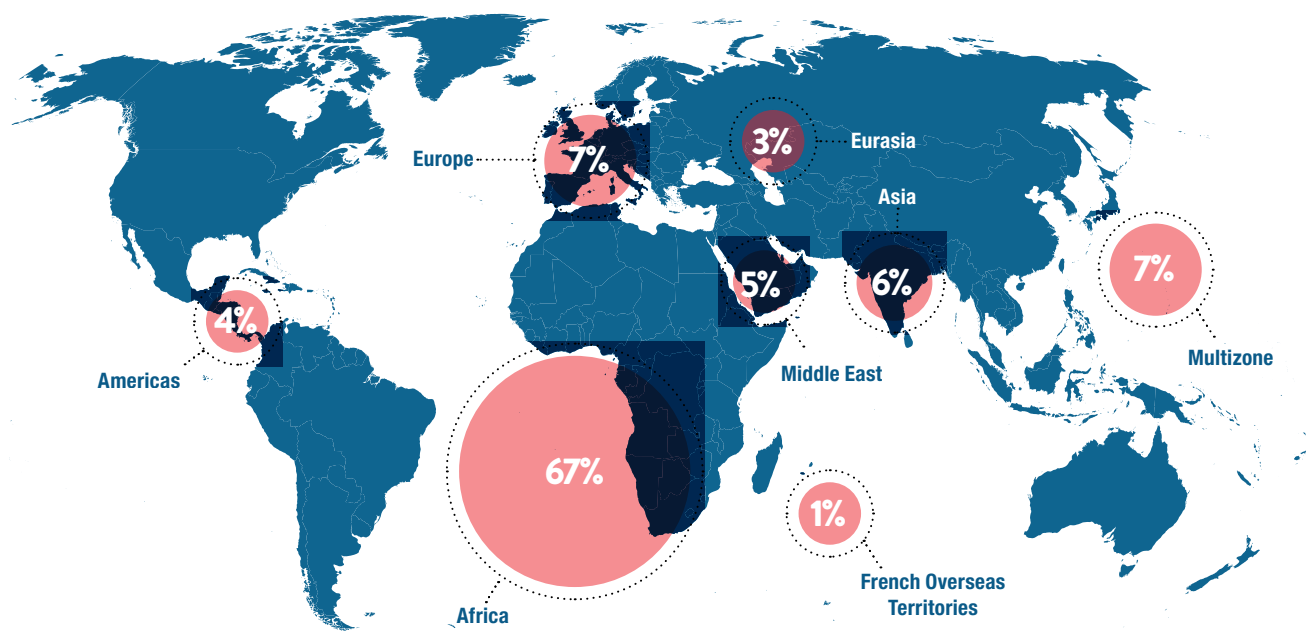
Implementing and monitoring the project



Evaluation and knowledge capitalization

67% OF OUR ACTIVITY IN AFRICA

Volume of contracts signed in 2025



Our teams



870
staff members
at headquarters

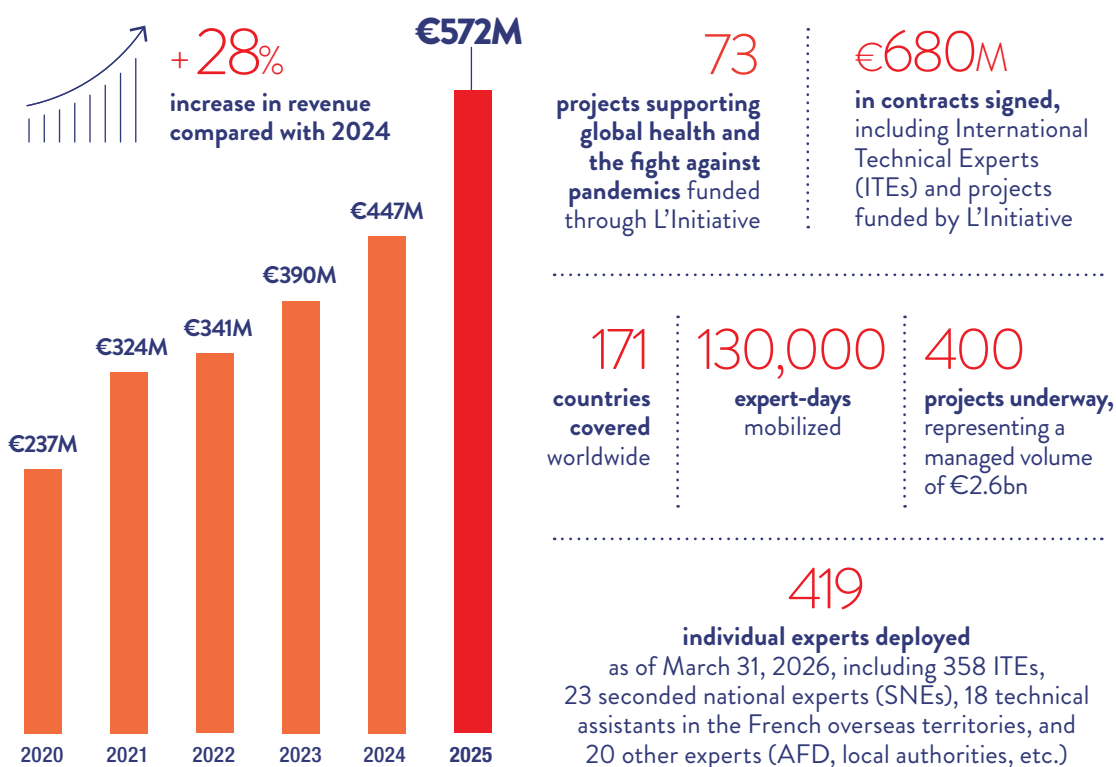


1,800
field experts
and project teams

Our Results for 2025

In 2025, Expertise France continued to strengthen its commitment to the Sustainable Development Goals. The year was marked by a 28% increase in the agency's activity and by greater impact in its partner countries.

CONFIRMED GROWTH



OUR IMPACT

SUSTAINABLE DEVELOPMENT



2,528

organizations benefiting
from capacity building
on sustainable development issues

EDUCATION



4,269,983

students reached by Expertise
France's action

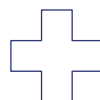
TRAINING



82,200

people benefiting from strengthened
vocational and technical training

HEALTH



1,395,880

people benefiting from
strengthened health systems

ENTREPRENEURSHIP



4,127

businesses or business projects
supported

GOVERNANCE



199

binding documents on democratic,
economic and financial governance
developed or revised with support

GENDER EQUALITY



514,868

people reached through training
or awareness-raising activities
that integrate gender issues

SECURITY AND STABILITY



42,775

people benefiting from security,
stabilization or crisis-management
activities

An Agency Close to Its Partners

Expertise France has developed a broad international network. To meet growing needs and work effectively with its partners, the agency continues to strengthen this network and decentralize its activities.



With **MARYNA MOREAU**,
Expertise France
Representative
in Uzbekistan



and **LAURENT CHABRUT**,
Country Director
for the Comoros

*“We mobilize French
and European experts
—that is our soft power*

They hold different positions in countries separated by almost everything. Yet, Maryna Moreau and Laurent Chabrut share a great deal of common ground in how they represent Expertise France. Both identify new opportunities, launch projects that mobilize diverse skill sets, and ensure these initiatives line up perfectly with local needs.

What are your respective responsibilities in your countries?

M. M. I simultaneously serve as the Green Economy Project Manager in Uzbekistan, Head of the Expertise France Tashkent office, and the agency's official representative in the country. Our office hosts several flagship projects, including two Team Europe initiatives spanning all of Central Asia. As Head of Office, I provide administrative and logistical support to

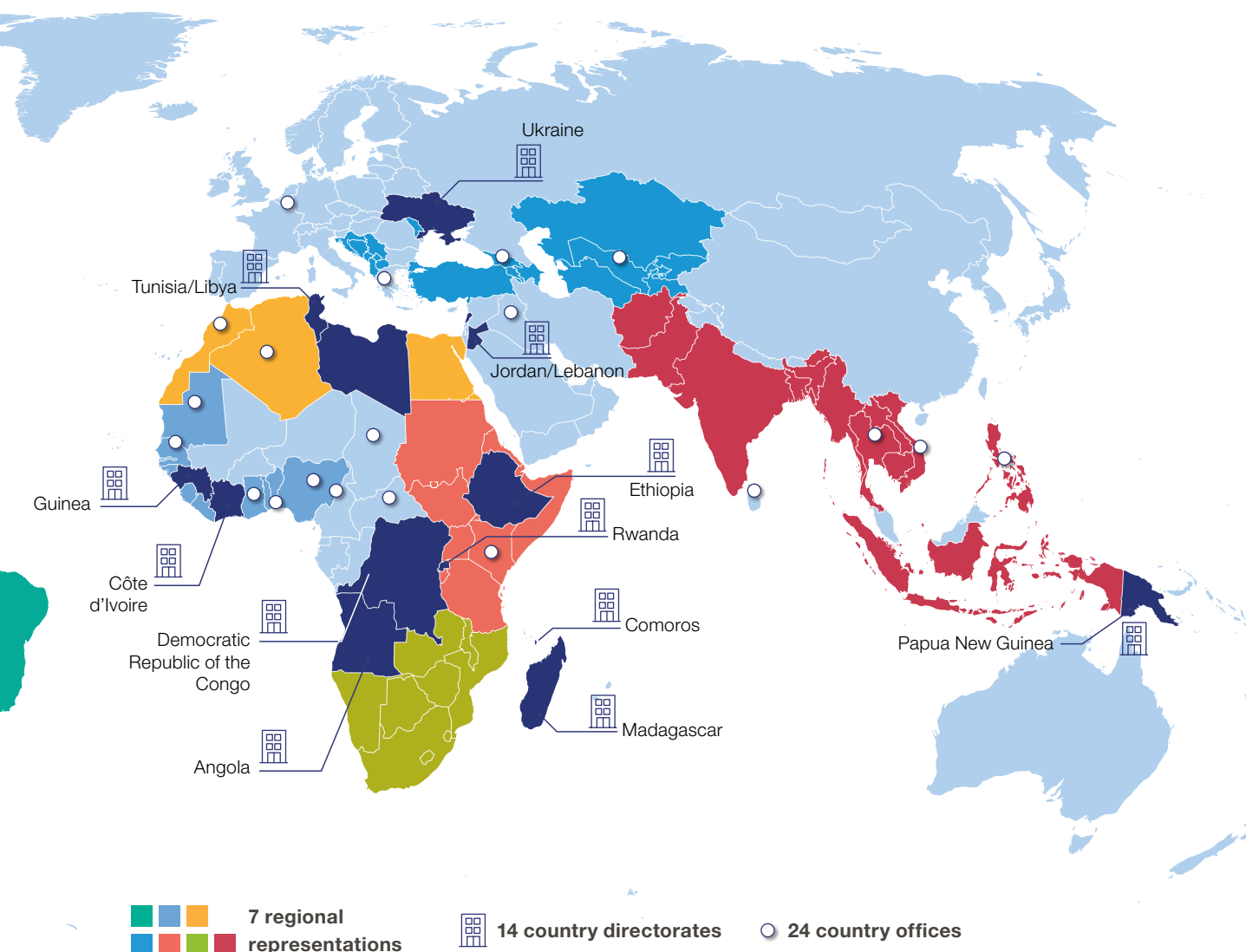
these project managers. Parallel to this, my role as representative requires me to serve as the interface between our agency, Uzbek authorities, and other key stakeholders.

L. C. I am the Country Director for the Comoros, and I also serve as the Regional Coordinator for the Indian Ocean. In the Comoros, I run the office and its sixty staff members, while also supervising all project managers. Finally, I formally represent Expertise France before the Comorian government and other key stakeholders, notably funding partners like AFD and the European Union.

What professional posture do you adopt as a Representative or Country Director?

L. C. Expertise France is the sole European operator permanently established in the





Comoros, due to historical factors and the sheer operational complexity on the ground. We are therefore in a prime position to be proactive: identifying priority development areas where our intervention could be structurally transformative, and working to mobilize funding to get projects off the ground.

M. M. In Uzbekistan, we are far from being the only operators. Expertise France has only been present here since 2021. Consequently, I frequently step outside my core role as Green Economy Project Manager to identify new development opportunities—and there are plenty. I work closely with the French Embassy, which pursues its own economic diplomacy goals. We mobilize a significant

amount of French and European expertise and stakeholders for our projects. That is our soft power.

L. C. That is very true. In a country office, you never operate in isolation. Our ties to headquarters and to Expertise France's technical departments are absolutely paramount. Maintaining and rethinking these links with technical directorates was one of the major challenges—and greatest successes—of decentralizing our operations and deploying country directorates. It has allowed us to sustain a positive, constructive headquarters-to-field dynamic. ■



Read the full interview:

1ap.fr/regional-network-2026

A Resolutely *European Agency*

The second largest technical cooperation agency in Europe by size, Expertise France works in close cooperation with European institutions and its European counterparts. It plays an active role in coordination networks and Team Europe initiatives.



With **JEAN VAN WETTER**,
Enabel CEO

“In both the Global North and South, we are all developing countries

How can we reinvent international cooperation in a rapidly shifting world? For Jean Van Wetter, head of the Belgian international cooperation agency Enabel, European agencies have every incentive to join forces. He champions this collective approach within the Practitioners’ Network for European Development Cooperation (PN), which Enabel co-chaired alongside the Swedish agency Sida from 2025 to 2026, succeeding Expertise France.

How would you describe the current landscape of international cooperation?

The old model—where agencies from a Global North funded development projects in a Global South—is fading away. In both the North and the South, we are all developing countries now. We must all reinvent ourselves to face

climate change, the energy transition, security challenges, and economic and social inequalities. Added to these global challenges is a crisis of trust in international cooperation itself, which directly impacts our agencies.

What does this new reality mean for projects led by European agencies?

We need to better highlight the vital link between the development of other countries and our own—between European reindustrialization and African industrialization, for instance. Through the Global Gateway strategy, the European Union stands apart from other major global players. It pairs the defense of its economic development with values of solidarity and a social component that offers genuine added value. The MAV+ TESS project—supported by Expertise France, Enabel, and GIZ (the German cooperation agency)—shares European



Enabel and Expertise France work together within Team Europe Initiatives, particularly on strategic corridors and port security.

Contributing to the implementation of the **Global Gateway**

Alongside its European partners, Expertise France contributes to making the European Global Gateway strategy a reality. In 2025, the agency organized a study visit for eight Caribbean countries and regional organizations committed to marine renewable energy. The objective was to connect them with European industrial players in the sector. The visit was organized under the European Euroclima+ program.

The agency also continued implementing European projects designed to strengthen cooperation on maritime and port security: the SCOPE Africa projects in East and Central Africa, ESIWA and CRIMARIO in the Indo-Pacific, and SEACOP in the Caribbean, West Africa and Latin America.

Since 2023, Expertise France has also implemented the European EU-LAC Digital Accelerator initiative. Its aim is to accelerate digital innovation by supporting partnerships between start-ups and major European, Latin American and Caribbean companies. The initiative notably connected a Brazilian start-up with a Portuguese hospital to improve the prevention of musculoskeletal disorders. ■

expertise in vaccine design and manufacturing with African nations. This makes the entire world more resilient ahead of the next pandemic.

Have relationships between European agencies within Team Europe and the Practitioners' Network evolved as well?

The PN, which used to be a simple knowledge-sharing network, is transforming into a strategic forum. Inside it, we redefine our mandates, unite, design joint programs, and take collective stances regarding the European Commission's policy directions. This shift represents an exciting opportunity to examine our value proposition and map out our specific niches

of expertise, linking them to the strengths of each country's private sector.

How can we bring international cooperation back to the forefront?

Politics follows public opinion; cooperation must therefore win back popular support. Within the PN, we are working on new narratives around development to remind people that international cooperation is one of our most effective tools for conflict prevention. Compared to the billions of dollars spent waging wars, international solidarity proves to be a highly sensible investment. ■



Read the full interview:
1ap.fr/enabel-2026-en

Mobilizing French Expertise Internationally

Expertise France acts as a coordinator of national know-how. Whether it comes from the public sector, the private sector, or civil society, the agency mobilizes this expertise for the benefit of its partner countries, both through its projects and through long-term bilateral cooperation.



With **ISABELLE BOKHARI**,
International
Technical
Expert, Advisor
to the Minister
of Education,
Youth and Sports
of Cambodia

“An International Technical Expert is there to listen, engage in dialogue, and be proactive”

Expertise France helps deploy French technical expertise within national institutions and international organizations on behalf of French ministries. The goal is to foster cooperation projects across a wide range of sectors: governance, education, climate, health, and culture. Isabelle Bokhari, an International Technical Expert in Cambodia since 2024, shares insights into her profession and its challenges.

You are an advisor to Cambodia’s Minister of Education, Youth and Sports. What does your job entail on a day-to-day basis?

An International Technical Expert is there to listen, engage in dialogue, and be proactive with their peers. Upstream, this means co-building initiatives and facilitating decision-making; downstream, it involves supporting implementation alongside all relevant stakeholders.

My role is twofold: to help build human capital within the Ministry, and to support school governance reforms and curriculum revisions for school principals and teachers of French (and in French) at the secondary and university levels. Working with funding agencies and international organizations, our goal is to respond as precisely and effectively as possible to the requests expressed by our Cambodian partners and counterparts.

Concretely, what types of projects do you work on daily?

The projects and initiatives are incredibly diverse. For example, we are currently working to establish partnerships with French universities and institutions on projects centered on inclusive schooling, gender equality, and language didactics. A joint project is also being developed between the Cambodian Ministry of Education and the French-Cambodian Chamber of



The 20th Francophonie Summit will be held in November 2026 in Phnom Penh. Nearly thirty years after the Summit was first held in Asia, in Vietnam, this edition reflects Cambodia's intention to reaffirm its commitment to the values of the Francophonie among French-speaking countries in the Asia-Pacific region.

Mobilizing French companies and their know-how

Health, digital technology, space: Expertise France mobilizes the know-how of French private companies across many themes. In 2026, the “talking drum” Djidji Ayôkwé became the first artifact officially returned by France to Côte d'Ivoire; it benefited from innovative 3D digitization by Summum 3D to safeguard collections and support scientific research.

Through its projects supporting the space sector, notably in Rwanda, Chile and Côte d'Ivoire, Expertise France works with partners such as Thales Alenia Space, Airbus, Kinéis and CLS, the latter two being subsidiaries of CNES. Under the Indian Ocean Biodiversity Business Fund project of the VARUNA program, the Franco-Malagasy company Floribis, which specializes in importing Bourbon vanilla to Europe, ensured the sustainable management of the Analalava forest massif while creating income-generating activities that promote ecosystem services. Finally, the agency mobilizes the expertise of French suppliers and industrial groups such as Engie, COLAS and RAZEL-BEC in the management of public-private partnerships, notably for the deployment of programs supporting infrastructure and connectivity in African territories. ■

Commerce and Industry. The goal is to raise awareness among students and parents regarding the career opportunities offered by French companies operating in the country. Another collaboration under review involves a French EdTech company, Edumalin, which delivers an innovative pedagogy designed to improve student outcomes, particularly in mathematics.

The 20th Francophonie Summit will take place in Phnom Penh in November 2026. What are your expectations for this event?

It is a massive event that should successfully connect ecosystems and forge new

political, economic, and cultural partnerships among countries that share French as a common language. To echo the words of the Alliance of Francophone Corporate Leaders: “In a fragmented economic landscape, the 20th Francophonie Summit will offer an exceptional advantage, providing shared reference points and streamlined exchanges to create concrete opportunities.” This collective milestone, gathering 90 member states, associate members, and observers, will be vital for both the future of Cambodia and the future of the Francophonie. ■



Read the full interview:
1ap.fr/ite-2026

Serving French and European *Feminist Diplomacy*

Firmly committed to gender equality, Expertise France aligns its action with France's international strategy for feminist diplomacy and with the European Union's Gender Action Plan III.

A central sustainable development challenge, gender inequalities are constantly amplified by crises. Women and girls are more exposed to violence while remaining under-represented in decision-making spheres, even though they play an essential role in the emergence of fairer, more inclusive, sustainable and peaceful societies.

A cross-cutting issue for all sectors

Expertise France adopts a two-level approach: responding to the needs of partner countries while catalyzing structural change in social norms and power relations. The agency develops co-created and comprehensive solutions through multi-stakeholder and multi-level partnerships, mobilizing civil society organizations, the private sector and local public actors.

The agency takes a systemic, intersectional, and holistic approach, integrating gender into every dimension of its action. From entrepreneurship support to education, health, sport, culture, security, digital technology, public finance, and environmental justice, these issues are addressed coherently across all projects to foster visible and lasting change.



SULAIMA RAMADAN,
Palestinian
social entrepreneur,
CEO of the
NGO Ibtikar for
Empowerment
and Social
Entrepreneurship

Within the framework of the Laboratory for Women's Rights Online, supported by Expertise France, Ibtikar helps strengthen the cyber-resilience of women and girls in Palestine, particularly in the southern West Bank. We create safe spaces for dialogue where women can speak openly about their experiences of online harassment, share protection strategies and break the silence that often surrounds technology-facilitated gender-based violence.



In the Democratic Republic of the Congo, the “Pour elles” project aims to improve the quality of life and well-being of young girls through sport and culture.

A renewed commitment in 2025

The year 2025 saw the launch of new projects promoting gender equality. Funded by the European Union, the D4D Hub project, signed in 2025 and launched in 2026, aims to prevent and combat online gender-based violence. It carries a dual commitment: to strengthen efforts to regulate the digital space, and to promote the rights of women and girls and gender equality.

In parallel, several large-scale programs continued during the year. In the Democratic Republic of the Congo, the “Pour elles” project, funded by AFD, promotes women’s economic empowerment through entrepreneurship. In Syria, the HERNES program, funded by the European Union and the Ministry for Europe and Foreign Affairs, facilitates access to reproductive, maternal, neonatal and child healthcare for populations affected by the conflict. In Madagascar, the recently launched “Compétences pour toutes” project contributes to improving the employability

Gender is addressed coherently across all projects to foster lasting change.

of girls and young women by making the vocational training and technical education system more inclusive and higher quality. It resonates with the Lumin’iles project, which aims to promote the economic and financial empowerment of women through sustainable innovation and improved employment conditions in the Indian Ocean, in Mauritius, the Seychelles, the Comoros and Madagascar. This work involves improving childcare conditions, increasing women’s access to decent economic opportunities and pursuing workplace equality.

Finally, in 2025, the 1325 Facility was launched for a three-year period in Haiti and the Democratic Republic of the Congo. Directly inspired by the principles of feminist diplomacy,

this project gives concrete expression to the Women, Peace and Security agenda. It aims to transform local dynamics, strengthen dialogue and social cohesion, and contribute to a more sustainable and inclusive peace rooted in territorial realities by placing equality, protection and women’s participation at the heart of its action. ■

IN 2025



86%

of projects signed were marked DAC 1 or DAC 2



3,270

organizations supported through an approach aimed at reducing gender inequalities



22,997

people trained on gender issues or gender equality

HUMAN DEVELOPMENT

As poverty and inequalities deepen around the world, Expertise France contributes to investing in human capital, particularly in education, training and social protection.



With **TOBI RANSOMED**,
Education
Program
Coordinator
in Nigeria
(Plan International)

“For kids to be well-taught, we need to make sure the teachers are doing well

Nigeria faces a critical shortage of qualified teachers. To remedy this situation, particularly in crisis areas, Plan International adopted a comprehensive approach combining teacher professional development, policy engagement with government, and support for teacher wellbeing. Their program “Building Resilient Education Systems” is supported by Expertise France as part of the Facility of the Regional Teachers Initiative for Africa.

What is the situation for teachers in northern Nigeria?

The current activities of our project are located in two Nigerian states: Adamawa, in the northeast and Sokoto in the northwest, which both suffer from instability linked to insurgency or banditry, at different scales. In many cases, teachers are expected to handle each traumatic situation, just because they are adults, and to get back to the classroom as usual. However, for children to be well-taught, we need to make sure the teachers are doing well mentally.

What were the key needs you identified?

We noticed that many newly recruited teachers enter their first classrooms without sufficient understanding of how the school system works or some of the relevant policies, such as the career path policy. Their pre-service training did not equip them with that. We are designing an onboarding process for teachers in partnership with the Teacher Registration Council of Nigeria and the National Union for Teachers, to help them ease into the classroom with sufficient information about the school, their career path, and relevant Nigerian education policies. One of the legacies of this project will be an onboarding package for teachers, including a combination of training sessions and resources.

Do you have a chance to network with coordinators of similar projects in Africa?

Yes—the Facility organized a learning workshop for us in 2025 in Ethiopia, and another one in January 2026



87,492
teachers and teaching
staff trained on basic
education issues in 2025



In a crisis context, the Avni Nou project, funded by AFD, helps improve the quality of education in Haitian public schools.

in Kigali (Rwanda). It was extremely useful to hear about experiences in other countries, to see how similar some of our situations were, and to discover the innovative ways in which we were creating solutions. We decided we would keep meeting online quarterly, so we would keep sharing good practices.

Which of your own methods were found most interesting?

This year in Kigali, we talked about our peer-to-peer well-being approach for teachers' mental well-being. In many African countries, just talking about mental health can be considered a weakness. We realized that teachers needed support on that aspect, but we wanted to avoid having them to face experts who tell them that they are not well in their head! Instead, we used Psychlops, a peer-to-peer wellbeing monitoring tool validated by WHO. This is administered one teacher to another, and encourages them to deal with their stress. ■



Read the full interview:
1ap.fr/rtia-2026-en

Promoting decent work in Mexico

In line with the international decent work agenda, Expertise France contributes to promoting rights at work, quality jobs and the extension of social protection, particularly in emerging economies and middle-income countries. In Mexico, the agency has been implementing the European EU4DecentWork program since 2023, contributing to the National Development Plan and the European Union's Global Gateway investment agenda in cooperation with the Mexican federal government. The program combines action to formalize employment, sectoral and territorial dialogues bringing together public and private actors in strategic regions of the country, and pilot projects implemented with leading European companies. To date, it has notably enabled the formulation of 10 public policy proposals, raised awareness among more than 350 Mexican institutions, trained 100 young people as well as facilitated their access to the labor market, and trained more than 200 labor inspectors.

Through the CRECER project, funded by AFD, the agency contributes to professionalizing and formalizing the care sector. Certified training is offered to workers to strengthen their skills in childcare across Mexico City, benefiting 200 people. The project also conducts a participatory process to develop a new occupational skills standard. ■

GLOBAL HEALTH

Health is both a condition, a driver and an outcome of human and economic development. Expertise France helps strengthen health systems, facilitate access to healthcare and health products, and prevent as well as respond to health crises.



With **PROF. ROSE MCGREADY**,
Director of the
SMRU Maternal
and Child Health
Center



DR AYE MIN,
obstetrician-
gynecologist
at the SMRU



and **PROF. FRANÇOIS NOSTEN**, founder
and director
of the SMRU

Community health workers are vital to help us reach out to the most vulnerable people

Every year, people move to the border region between Thailand and Myanmar, fleeing conflict areas and the political and economic collapse of Myanmar. The sister organizations Shoklo Malaria Research Unit (SMRU) and Borderland Health Foundation (BHF), are helping to strengthen healthcare for these marginalized people. Among them, many young women, mothers and children rely on this organization to ensure a healthy future. They receive support from L'Initiative, a facility implemented by Expertise France.

You founded the SMRU in 1986 to provide emergency aid to refugees on the border between Thailand and Myanmar. How have the needs of the people you care for changed?

F. N. Forty years ago, we were treating around 8,000 refugees at the border, many of whom had malaria. Today, our facility sees around 80,000 people who are no longer emergency refugees but migrants seeking to stay in Thailand to build a new life. Malaria is no longer a major

problem, but maternal and child health and tuberculosis have become causes for concern.

What are your current priorities?

R. M. Our number one priority is that women don't die from pregnancy and childbirth. We try and help women make safe contraceptive choices and, when needed, we help them get through their pregnancy and birth safely. We try our best to get them through situations of emergency, but we also try to be proactive and to raise awareness with the community, in a context where people are very challenged in their access to health care by the distance, the potential arrests of undocumented people, the cost of transportation.

How do you work with community health workers?

R. M. L'Initiative helped us to support the network of community health workers. They are not trained for complex medical procedures, but there is a lot of work to do to reach out to the community, to



11,274

health facility staff
whose skills or knowledge
were strengthened through
L'Initiative

know what is happening on the ground, to convince women and girls to come and see us when something is wrong. Community workers play a major role in conveying and fighting misconceptions about health and hygiene, contraception, gender-based violence...

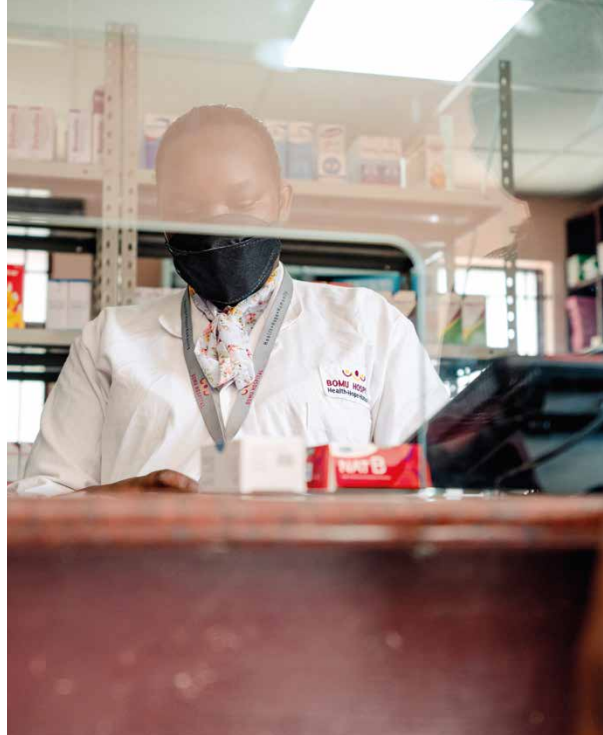
A. M. One in five of the pregnant women we see are teenagers. Community health workers are very important to get the message across, particularly to young women, about their rights to access contraception, even if they are not married; or against gender abuse, etc. We also disseminated a film on unwanted teenage pregnancies to open dialogue on family planning services for young people.

What can be done to ensure people's access to the full range of health care?

A. M. In our clinics, everything is free of charge. But if we have to refer people to a hospital, they have to pay the bill, which can be a difficulty. The M-Fund, supported by L'Initiative since 2022, is a health protection scheme for unregistered migrants and poor border communities, that can help with a more inclusive and sustainable model of care on the long term. ■



Read the full interview:
1ap.fr/linitiative-2026-en



With the MAV+ Initiative, Expertise France strengthens the production of and access to vaccines, medicines and health technologies in Africa.

Supporting European investment in African pharmaceutical systems

In 2025, Expertise France continued its support for the MAV+ program, a Team Europe initiative aimed at strengthening the production of and access to vaccines, medicines and health technologies in Africa. With a budget of €15.5 million, the mechanism is implemented alongside other European cooperation agencies, notably Enabel (Belgium) and GIZ (Germany). It illustrates Team Europe's coordinated approach to health sovereignty.

Through this support, Expertise France helps structure European investments, analyzes industrial and regulatory dynamics, and facilitates coordination among European institutions, Member States and African partners. The program covers several priority countries and forms part of a continental approach driven by African pharmaceutical development initiatives.

The MAV+ program illustrates Team Europe's approach to health sovereignty.

In 2025, particular attention was paid to strengthening regulatory frameworks, an essential lever for guaranteeing the quality and safety of locally manufactured health products. This work helps anchor the African continent's health sovereignty ambition in concrete and sustainable pathways. ■

GOVERNANCE

Public governance lies at the crossroads of many dimensions of development: it influences the relationship of trust between society and the State, the economic health of territories and the well-being of populations. Expertise France supports its partners in addressing these various challenges.



With **HASSAN CHAITOU**, Head of the Migrant reception and orientation bureau for the municipality of Belfaa (Morocco)

“The community spirit guides all our activities, whether we were born here or elsewhere”

The municipality of Belfaa, located in southwestern Morocco, welcomes a large number of migrants who have arrived primarily from Sub-Saharan Africa to work in the agricultural sector. The local Migrant reception and orientation bureau (BAOM) supports their integration by leveraging the town's vibrant community and association culture. Expertise France provides guidance to the bureau under the Regional Program for Migration Initiatives, funded by AFD.

What needs do the BAOMs meet in the Souss-Massa region?

Our region is well-known for its agricultural sector, which exports heavily and faces a labor shortage. Many people have moved here to work, particularly from Sub-Saharan Africa. The BAOMs were established in 2021 to meet their needs upon arrival and to guarantee their economic and social rights, as well as their access to education and healthcare. We also organize numerous cultural and sporting activities to build connections between long-standing residents and new community members.

You recently refurbished a local municipal soccer field. How did that idea come about?

It all started with a soccer tournament organized with Migrations & Développement as part of the Regional Program for Migration Initiatives in Morocco (PRIM). The tournament was an excellent way to connect residents, but we noticed that Belfaa's field was not fit for purpose. So, the following year, we helped the town's youth submit a refurbishment proposal. The community association spirit is at the very core of our local culture. It guides all our activities, whether we were born here or elsewhere.

Expertise France's support for the BAOM places a strong emphasis on improving gender equality. What steps can be taken in this area?

We have developed a natural reflex: for every project we launch, we make sure women have a full seat at the table. For this field, we encouraged co-ed soccer participation, a sport that is traditionally male-dominated in Morocco. Two local



1,416

people trained on issues related to migration, diasporas or human trafficking in 2025



↑ Deployed as close as possible to local areas, the caravan of the AMIS project, supported by the European Union and France, helped strengthen the prevention of risks linked to irregular migration and combat human trafficking and violence against women and girls.

schools formed girls' teams for the latest school tournament, setting a wonderful example for other girls in the village. Last year, 477 young people, including 126 girls, participated in our sports and awareness activities on the new field.

Do you think your approach could be replicated elsewhere in Morocco?

I hope so, but every municipality has its own unique characteristics. Belfaa chose to listen to local associations, dedicate staff and resources (including 480,000 dirhams for the soccer field), and mobilize funding from the State, NGOs, and foreign partners to make their projects a reality. Today, the PRIM program is wrapping up, and it is time to assess the results. We hope that the BAOM's community-driven approach will be championed by the regional council and clear a path to the national level to be permanently institutionalized. ■



Read the full interview:
1ap.fr/prim-2026-en

Environmental justice: cooperating to better prevent, sanction and remedy

In the face of accelerating climate change and biodiversity collapse, Expertise France supports the handling of environmental offenses by justice systems and promotes citizen participation in environmental matters. In the Western Balkans, with AFD funding, the agency helps bring together justice, environment and civil society actors to improve judicial responses to environmental harm. From prevention to reparation, including detection and sanction, all key stages of environmental justice are addressed during national roundtables.

In Latin America, through the Hacia Escazú project, Expertise France supported the implementation of the Escazú Agreement, the first environmental treaty in Latin America and the Caribbean. In Mexico and Ecuador, nearly 700 people—including judges, police officers and civil servants—have been trained in environmental law and on the Escazú Agreement since 2021.

In Armenia, several training sessions were organized in 2025 with the Academy of Justice, the Chamber of Advocates and local NGOs. The objective was to present, through a bilateral approach, the major common challenges faced by France and Armenia in environmental litigation. Training was also provided for Armenian Bar lawyers and civil society representatives. ■

SUSTAINABLE AND INCLUSIVE ECONOMY

Expertise France contributes to reconciling economic development, social inclusion, and environmental protection. It promotes equitable access to economic opportunities for all, including the most vulnerable.



With **NATALIIA DENIKEEVA**,
Deputy Minister
for Digital
Economy
Development
at the Ministry
of Digital
Transformation
of Ukraine

Developing purposeful policy and practical, founder-facing instruments

A partner of Ukraine since 2006, Expertise France has stepped up its support since 2023 in response to Russia's large-scale invasion. In 2025, the agency implemented 18 national and regional projects in the country. Among them, the EU4Innovation East project, funded by France and the European Union, promotes innovation, fosters competitiveness, and guides the transition within the startup ecosystem.

What are the main priorities of the Ministry of Digital Transformation?

We are clear on our mission and align everything to it: helping Ukraine defend its freedom and rebuild its economy through next-generation institutions and innovation. Our North Star is a Ukraine that ranks among the top 30 countries by GDP per capita, with digitalization, technology, and innovation powering long-term growth.

We aim for two outcomes: first, a powerful pipeline of homegrown startups, including a strong defense-tech sector that directly

supports our security and industrial capacity; second, Ukraine positioned as a top-tier European jurisdiction and a global magnet for founders and investors in the future.

How do EU4Innovation East and Expertise France support these priorities and address these challenges?

EU4Innovation East and Expertise France are core partners helping us move faster with targeted, high-impact support. Expertise France facilitates the systematization of international and French models and best practices through targeted technical assistance to the ministry, helping Ukraine adapt proven frameworks to its local context. In this context, EU4Innovation East contributes to the development of an EU-aligned innovation ecosystem in Ukraine by facilitating the harmonization of its regulatory framework with European Startup Nations Alliance (ESNA) standards.

At the same time, it contributes to the development of financial instruments,



228

organizations supported
in entrepreneurship and
business development
in 2025

co-investment schemes, and regulatory improvements aimed at attracting new venture capital and unlocking private investment. This includes the launch of a grant program targeting early-stage startups.

EU4Innovation East also supports the development of robust databases and digital dashboards to monitor startup growth per capita, guide policy refinement, and foster transparency across the innovation ecosystem.

Finally, EU4Innovation East provides targeted technical support for strategic development and coordination within the Ukraine's Global Innovation Strategy WINWIN 2030, contributing to the fostering of the Ministry of Digital Transformation of Ukraine's expert capacity across key sectors, including GreenTech, Space Tech, AI, MedTech, and BioTech. ■



Read the full interview:

1ap.fr/eu4innovation-east-2026-en

↑ As part of the EU4Innovation East project, a delegation of Ukrainian entrepreneurs was able to take part in the Vivatech 2025 trade fair in Paris, accompanied by partners from the country's start-up ecosystem.

Space technologies serving development

Expertise France helps harness Earth observation data for innovation, growth and the SDGs. It fosters the emergence of dynamic ecosystems in the space sector by strengthening institutional frameworks, deploying data-access infrastructure and supporting public-private dialogue. To do so, it mobilizes a network of French and European public and private experts.

Since 2023, Expertise France has supported the Rwanda Space Agency in structuring the user community for its data hub, funded by AFD. It has also supported the deployment of a national space-data access platform

in Senegal and the establishment of open-source infrastructure for prototyping Earth observation-based services in Kenya.

In parallel, the agency strengthened its action in support of space innovation and entrepreneurship in Latin America and Central Asia. It supported business-support structures and start-ups, notably through specialized mentoring and incubation programs. It also fosters dialogue among universities, research institutes, ministries and the private sector, and deploys open-innovation programs encouraging collaboration between large groups and start-ups. ■

**Expertise
France fosters
the emergence
of dynamic
ecosystems
in the space
sector.**

PEACE, STABILITY AND SECURITY

Protracted crises, violent conflicts, natural disasters and organized crime all place a heavy burden on human security. Expertise France supports its partner countries in strengthening risk prevention and crisis response.



With **DR TAHA AL-OMAR**,
Director of
the Health
Department at
the NGO Mehad

“The health of mothers and young children is fundamental to Syria’s future

The people of northeastern Syria continue to suffer the consequences of a series of armed conflicts, which have destroyed civilian infrastructure and displaced more than one million people. The HERNES project, funded by the Ministry for Europe and Foreign Affairs and launched in 2019 in partnership with the NGO Mehad, is helping to rebuild essential health services in the region.

What is the current health situation in northeastern Syria?

Every conflict situation affects residents’ living conditions and complicates access to essential healthcare: we faced an influx of people who were injured, traumatized, homeless, and lacking food, while some hospitals and maternity wards had to close due to the fighting. Some centers have been attacked, and in some cases looted. Meanwhile, babies continue to be born. As we speak, the situation has stabilized, but most public health centers are not operational. The population remains dependent on NGOs and humanitarian aid for access to essential care. These

challenges affect the entire country. Infrastructure remains weakened, with shortages of equipment, medicines, and supplies.

How do you organize your field operations?

Since 2019, the HERNES project has supported 18 facilities, including 6 health centers, 2 maternity wards, 4 mobile clinics, 1 dialysis center, 2 training centers, 2 dental clinics, and 1 medical waste incinerator. As part of the project’s fourth phase, we are currently supporting 2 health centers, 1 maternity ward, 1 training center, and 1 medical waste incinerator.

We focus on care for women of reproductive age, mothers, and young children, as they represent both the majority of people who come to us and the most urgent needs. Furthermore, from a public health perspective, health status during early childhood often determines health status throughout life. The health of mothers and young children is fundamental to the country’s future.



1,017

CSO staff trained on security, stability or crisis-management issues in 2025



←
In Syria, the NGO Mehad, supported by the HERNES project, manages more than 40 health centers in response to the conflict and crisis affecting the country. Here, a doctor carries out a pediatric consultation.

Strengthening cooperation with Latin America and the Caribbean in the face of **organized crime**

We work with all health sector stakeholders in northeastern Syria and across the country—including regional health authorities, and, since the change in the political landscape, the Ministry of Health, as well as NGOs and health professionals. Together, we are able to identify gaps and priorities and respond to emergencies.

The fourth phase of the HERNES project is set to conclude in 2026. How are you preparing for the future?

Over the past few years, we have sought to bring about sustainable improvements to the Syrian healthcare system through staff training, facility rehabilitation, and equipment provision. We are currently formalizing our processes and work methods to establish clear reference documents for training and care. Displaced people are gradually returning home. Our goal is to ensure their access to basic health services so they can rebuild their lives. ■



Read the full interview:
1ap.fr/hernes-2026-en

In Latin America and the Caribbean, criminal networks are characterized by their flexibility, the diversity of their activities—drug trafficking, human trafficking and environmental crime—and their technological sophistication, including artificial intelligence and encryption systems. They also make extensive use of intermediaries responsible for providing essential services, notably logistics and money laundering.

Identifying and dismantling high-risk criminal networks is one of Expertise France's priority areas of action under the EL PaCCTO 2.0 program, which is designed to structure dialogue between Latin America, the Caribbean and the European Union on justice and security.

In 2025, field studies conducted with several partners helped identify the main transatlantic routes used by these networks, analyze their organizational structures and contribute to the development of a coordinated criminal justice response. This process led to the creation of a first joint investigation team between Latin American and European countries. Focused on several high-value targets, it is led by judicial authorities and supported by European agencies.

EL PaCCTO 2.0 also facilitated the exchange of operational information concerning more than 300 individuals linked to criminal organizations and currently supports three criminal investigations. ■

SUSTAINABLE DEVELOPMENT

As climate change and biodiversity loss accelerate, the vulnerability of populations is increasing in many regions of the world. Faced with this alarming trend, Expertise France promotes the adoption of best practices for sustainable development.



With **JORGE SANTOS**, Minister of the Sea of Cape Verde

“Our ocean holds immense wealth, which we must develop and govern together”

The blue economy represents a major development driver for coastal countries across West Africa. Confronted with the challenges of overfishing, biodiversity preservation, and climate change, the West Africa Sustainable Ocean Programme (WASOP)—funded by the European Union under the Global Gateway initiative—has supported these countries since 2025 in building a sustainable, inclusive blue economy. Expertise France handles the global coordination of the program.

The regional directorate for the WASOP program is located in Cape Verde. Why did your country choose to play a central role in this initiative?



31

countries supported in developing, adapting or implementing their international environmental commitments in 2025

Cape Verde is an island nation situated in the middle of the Atlantic Ocean. In fact, 99.3% of our territory is maritime. Our economy has always depended on maritime trade and fishing, and, more recently, it has come to rely heavily on tourism. Our central Atlantic location makes us a natural crossroads, deeply open to the world, meaning regional

cooperation is an essential requirement for our ongoing development. It was therefore entirely natural for us to step into a pivotal role within the WASOP program, which will help us deploy the right infrastructure and governance mechanisms.

What distinct opportunities does the blue economy offer Cape Verde?

Our national maritime strategy pairs two complementary pathways for fisheries development: on one hand, consolidating coastal artisanal fishing via programs that improve fishermen's living and working conditions; on the other, industrializing the sector by establishing logistics hubs, canning facilities, and commercial networks. For instance, we are looking both to develop artisanal longline fishing and to back investments in larger vessels capable of fishing for tuna beyond ten nautical miles. Both pillars will strengthen our country's food security.

However, the blue economy is about much more than just fishing. We also plan to develop marine aquaculture,

sports tourism, recreational boating, port infrastructure, maritime corridors, and renewable energy like solar and offshore wind. We are also scaling up seawater desalination to secure our drinking water and irrigation resources. The overarching goal is to diversify our economy to make it far more resilient.

What progress does cooperation at the regional level and with the European Union enable?

Our ocean holds immense wealth, which we must develop and govern together. The sound management of fish stocks and the fight against illegal fishing, for example, can only succeed in close cooperation with neighboring coastal states.

These concerted actions require solid financing: in the spirit of the Global Gateway, we rely heavily on public-private partnerships and build strong relationships of trust with commercial and development banks. Cooperation with the European Union is absolutely crucial—not just for the direct grants it provides, but because it helps diversify our funding for the most innovative projects. The technical assistance facility set up by Expertise France under the WASOP framework (the “Blue Facility”) actively drives private sector mobilization toward sustainable ocean industries. Additionally, a regional call for project proposals with a 10-million-euro budget supports local pilot actions. These have high replication or scaling up potential, and are well positioned to unlock complementary funding, including from the private sector. We are also currently establishing financing mechanisms alongside African development banks such as the WADB and the EBID. ■



Read the full interview:
1ap.fr/wasop-2026-en



Through the European RESEMBID program, Expertise France helped strengthen energy efficiency in the Cayman Islands.

Facilitating the energy transition in the Overseas Territories

European overseas countries and territories face numerous energy challenges: heavy dependence on imported fossil fuels, exposure to energy price volatility, fragile electricity grids and heightened vulnerability to climate change. Expertise France implements several European programs designed to support their energy transition.

Since 2020, the agency has, for example, supported them in structuring their energy projects under the European Green Overseas program. Feasibility studies, regulatory reforms and technical frameworks for integrating renewable energy are essential pre-requisites for mobilizing financing. Through this program, Expertise France also supports the development of renewable solutions adapted to local contexts, for example on the islands of Wallis and Futuna.



13

public-sector buildings renovated in the Cayman Islands under the RESEMBID program

In the Cayman Islands, under the RESEMBID program, the agency supported the Ministry of Health, Environment and Sustainability between 2023 and 2025 in implementing building energy-efficiency projects. Thirteen public-sector buildings, including schools, libraries and government offices, were audited and retrofitted. Ten houses belonging to the National Housing Development Trust (NHDT), a public body responsible for facilitating access to property for low- and middle-income residents, were also renovated. ■

Working to address each region's challenges

Expertise France now operates in nearly 170 countries. Drawing on multi-sector expertise, it adapts its strategy to the challenges of each region, in line with the sustainable, inclusive and sustainable investment strategies of France and the European Union.



AFRICA

Supporting the renewal of the partnership with France

African countries are Expertise France's main partners. The agency is implementing more than 200 projects on the continent, funded by the European Union, AFD and French ministries. Its action reflects France's strategic priorities and contributes to the renewal of Franco-African relations.

◆ Education and training: working for young people

Expertise France uses education and training to support individual empowerment and social and economic integration. In 2025, a major training program, E-SKILLS, was launched in Djibouti with European funding to develop digital skills among young people and women.

The year was also marked by the launch of the Africa-Europe Youth Academy. Funded by the European Union, the project aims to promote inclusive leadership

among young people in sub-Saharan Africa. Expertise France will also contribute, under the AFTER 2 project, to modernizing the campuses of the Rwanda Polytechnic Institute with AFD funding.



72
organizations
supported for youth
or sport in 2025,
including 69 CSOs

◆ Culture and sport in support of social cohesion

To strengthen social cohesion, increase the attractiveness of territories and stimulate the economy, Expertise France contributes to promoting heritage and developing cultural and creative industries. In Côte d'Ivoire, for example, the agency is contributing to the renovation of the Museum of Civilisations, training its teams and developing its cultural mediation strategy. In April 2026, the "talking

drum" Djidji Ayôkwé, officially returned by France, was able to take its place in the Museum of Civilisations of Côte d'Ivoire.



On February 20, 2026, a ceremony was held at the Musée du Quai Branly in Paris to formalize the return of the “talking drum” Djidji Ayôkwé to Côte d'Ivoire, in the presence of Ivorian Minister of Culture Françoise Remarck, her then French counterpart Rachida Dati, and members of the Atchan community.

Sport is also a powerful lever for action: it can drive inclusion, peace, empowerment and growth. In 2025, Expertise France notably launched the CAP Rugby project, which covers, among others, five African countries: South Africa, Côte d'Ivoire, Madagascar, Morocco and Tunisia. Funded by AFD, the project aims to make rugby a tool for combating social inequalities, promoting gender equality and mobilizing climate action.

◆ Mobilizing the private sector

Support for the business climate and for the structuring of entrepreneurial ecosystems are priorities for Expertise France. In 2025, the agency notably continued implementing the Lumin'Îles project in Madagascar, the Comoros and Mauritius. Funded by AFD, the project supports the development of childcare services that are adapted and accessible—a sector still little explored, but crucial to removing barriers to women's employment.

In early 2026, two new initiatives were also launched. In Libya, the INVEST4Libya project, funded by the European Union and France, notably aims to strengthen financial governance and create an environment more conducive to private investment. In Liberia, a private-sector support project was signed to contribute to developing value chains, financing SMEs and strengthening social inclusion.

◆ Supporting the development of strategic corridors

In a context of intensifying trade and growing momentum for regional integration in Africa, the development of strategic corridors is a key lever for growth and stability. Expertise France supports this dynamic by strengthening the governance, security and performance of logistics chains, which lie at the heart of regional integration challenges.

These actions are fully aligned with the European Global Gateway strategy. In this framework, the agency notably launched the SCOPE Africa project in 2025, which contributes to improving port security in West and Central Africa and supporting the development of safer and more sustainable maritime corridors.

In parallel, Expertise France works on land and multimodal corridors through structuring initiatives. The GGSP-CALAO “Ouagadougou-Abidjan-Lagos” project, implemented in consortium with Enabel and TradeMark Africa, promotes smoother trade flows and regional commerce in connection with the AfCFTA.

In Central Africa, the agency also supports an integrated approach to corridors 5 and 6 (“Libreville-Kribi/Douala-N'Djamena” and “Douala/Kribi-Bangui-Kampala”), with the aim of strengthening connectivity, harmonizing governance and revitalizing border areas. ■



MIDDLE EAST

Assisting States and civil society in a context of multiple crises



↑ Student exhibition organized under the WE-HUB program, funded by the European Union in Lebanon. Presented on the premises of the Lebanese University, the works explore gender equality, youth participation and social change.

The countries of the Near and Middle East are affected by multiple crises and conflicts. Expertise France helps strengthen their resilience through multi-sectoral action:

support for public institutions, support for private-sector development and the provision of essential services to populations.

◆ Supporting institutions and gender equality

In the Palestinian Territories, Syria, Lebanon and Iraq, the agency contributes to strengthening or

rebuilding political institutions. Its action notably involves consolidating public finances, combating corruption and strengthening judicial, defense and civil protection systems.

Gender equality is also a key dimension. In 2025, an AFD-funded project was notably launched to promote women's entrepreneurship in Iraq. In Lebanon, the European WE-HUB project also aims to increase women's participation in the political and public spheres, particularly to improve their representation in the labor market.

◆ Responding to crises and conflicts

In the face of the crises affecting the region, Expertise France continues its action in support of peace, security and stability. In Syria, the provision of essential services is a priority. For more than thirteen years, the agency has mobilized to respond to people's needs and help rehabilitate infrastructure and basic services.

Since the fall of the Assad regime in 2024, several avenues are being explored to support the country's reconstruction. Through FEXTE funding, Expertise France notably plans to strengthen the capacities of the Syrian Central Bank in order to stabilize the national economy and foster the country's financial reintegration.

The year 2025 was also marked by the launch of the European SECFRON III program, which will make it possible to continue efforts undertaken over several years in support of sustainable security and stability in Jordan. ■



213,715
beneficiaries of basic
social services supported
in 2025



Fostering European convergence and connectivity

In 2025, Expertise France strengthened its action in the European neighborhood by supporting institutional reforms and structuring projects: strengthening judicial systems, modernizing social protection mechanisms and more. The objective is to contribute to convergence with European standards.

◆ Strengthening judicial and budgetary systems

Two new projects implemented by the agency in the region were signed in 2025. One of them—funded by the European Union—aims to monitor judicial integrity in Bosnia and Herzegovina. The other, funded by AFD, contributes to financial, budgetary and fiscal reform in Armenia. Expertise France also works on emerging challenges: in Albania and North Macedonia, for example, it facilitates access to climate justice.

◆ Ensuring just transitions

In parallel, Expertise France supports the modernization of social protection systems and employment policies. In the Western Balkans, a new European project will help facilitate a just transition for regions, industries and workers.

In Ukraine, through L'Initiative as well as the APPUI and REHAB projects funded by France, the agency contributes to combating HIV and strengthening health systems. It notably supports the NGO Superhumans by mobilizing AP-HP (Greater Paris University Hospitals) expertise in maxillofacial surgery. ■



In Ukraine, the Superhumans center in Lviv cares for war victims. With French funding, doctors from AP-HP were mobilized to perform facial reconstructive surgery.

Central Asia: facilitating interconnections

Present in Uzbekistan since 2020, Expertise France is strengthening its activity in Central Asia. The year 2025 was notably marked by the announcement of two Team Europe initiatives in the region. The agency and GIZ established a Franco-German consortium to support the development of the Trans-Caspian transport corridor. The program will cover five countries: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. Another program was also launched to expand satellite internet connectivity and thereby reduce the digital divide in the region.





LATIN AMERICA AND THE CARIBBEAN

Protecting the planet and combating organized crime

In Latin America, Expertise France contributes to European regional cooperation programs while working on a growing number of national projects, notably in Central America and the Andean region. The agency is developing its activity on priority themes in the region, such as the preservation of natural resources and the fight against global threats.

◆ Preserving natural resources to support a just transition

Expertise France is strategically positioned with technical and financial partners in the region on sustainable development themes, notably natural resource management. In the Amazon, under the AMABIO program launched in 2025 with AFD funding, the agency encourages Brazilian public banks

and their beneficiaries to adopt practices that help preserve biodiversity.

In parallel, the agency supports digital innovation and the green transition through the Digital Accelerator and the Digital & Green Innovation initiative, accompanying start-ups and mobilizing satellite data to address climate challenges in the region.

◆ Combating illicit activities at regional level

In Central America and the Andean region, nearly 40% of the agency's activity focuses on protection, enforcement and containment of global threats linked to trafficking, transnational crime and violations of human and territorial rights.

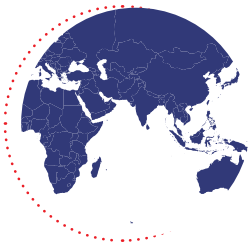
In Ecuador, Expertise France contributes to implementing the European SERPAZ program, launched in 2025 to support the fight against money laundering and the recovery of financial assets belonging to organized criminal groups. In maritime security, the European CRIMARIO program was extended to Colombia, Chile, Ecuador and Peru. The objective is to strengthen regional cooperation along the West Pacific coast, through which many forms of trafficking pass.

Through the European EL PAcCTO 2.0 project, the agency also continues to promote and strengthen high-level regional dialogues on security and justice between the European Union and Latin American and Caribbean countries, notably Honduras, Panama and Uruguay.

In Latin America and the Caribbean, Expertise France is engaged in the EU-LAC Digital Alliance, particularly through policy dialogues on digital regulation and technical capacity-building activities, with a specific focus on cybersecurity. ■



↑ Meeting between women lawyers and indigenous defenders of the Amazon rainforest, as part of the AFD-funded Hacia Escazú project. The photo was taken in the territory of the Quechua people of Sarayaku, Ecuador.



INDO-PACIFIC

Contributing to sustainable growth

To promote the achievement of the SDGs in the Indo-Pacific, Expertise France helps reconcile economic development and environmental performance. Its action now extends to South Asia, with the signing of a project in India in 2025. It is fully aligned with French strategy while also supporting those of the Global Gateway and AFD Group.

◆ Supporting the development of green finance

The year 2025 was notably marked by the launch of the second phase of the “Greening Fiscal and Budgetary Policies in Vietnam” project. The objective is to develop the carbon market, environmental taxation and green bonds to encourage authorities to invest in sustainable projects and policies. In Sri Lanka, the “EU Green Recovery Facility” project notably contributes to increasing access to green and sustainable financing.

◆ Preventing natural and human-made disasters

In response to natural disasters, Expertise France is extending its support to local authorities. In northern India, the agency is developing a new support package for forest-fire management, mountain rescue and emergency response. In parallel, the European “Global Port Safety” project strengthens capacities for preventing and managing accidents involving dangerous goods in eight countries in the region. To do so, it relies on training and awareness-raising activities as well as the purchase of monitoring equipment. ■



In South Asia, and Sri Lanka in particular, combating plastic waste requires strengthening sustainable production, distribution and consumption models linked to food loss and waste.

Promoting the circular economy

In the Philippines, Expertise France is strengthening the engagement of the private and financial sectors in waste reduction, in partnership with the Global Green Growth Institute (GGGI). Its action forms part of the Team Europe initiative “Circular Economy and Plastic Waste” and the European Union’s 2021-2027 multiannual program on a resilient green economy and green jobs. In Sri Lanka, the agency contributes to reducing single-use plastic waste in the food sector, in consultation with small businesses, start-ups, social enterprises and local cooperatives. It operates under the CIRCULAR project, funded by the European Union.



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Watch our 2025 key figures
in video format.

Abbreviations and acronyms

- **AfCFTA:** African Continental Free Trade Area
- **AfD:** Agence Française de Développement (French Development Agency)
- **AP-HP:** Assistance Publique – Hôpitaux de Paris (Greater Paris University Hospitals)
- **BAOM:** Bureau d'Accueil et d'Orientation des Migrants (Migrant Reception and Orientation Office)
- **BHF:** Borderland Health Foundation
- **CLS:** Collecte Localisation Satellites
- **CNES:** Centre National d'Études Spatiales (National Centre for Space Studies)
- **CSO:** Civil society organization
- **DAC:** OECD Development Assistance Committee
- **EBID:** ECOWAS Bank for Investment and Development
- **ECOWAS:** Economic Community of West African States
- **Enabel:** Belgian international cooperation agency
- **ESNA:** European Startup Nations Alliance
- **FENTE:** Fund for Technical Expertise and Experience Sharing
- **G7:** Group of Seven
- **GGGI:** Global Green Growth Institute
- **GIZ:** Deutsche Gesellschaft für Internationale Zusammenarbeit (German Society for International Cooperation)
- **ITE:** International Technical Expert
- **MEAE:** Ministry for Europe and Foreign Affairs
- **MEFSIEN:** Ministry of the Economy, Finance and Industrial, Energy and Digital Sovereignty
- **NGO:** Non-governmental organization
- **NHDT:** National Housing Development Trust
- **OECD:** Organisation for Economic Co-operation and Development
- **PN:** Practitioners' Network for European Development Cooperation
- **SDGs:** Sustainable Development Goals
- **Sida:** Swedish International Development Cooperation Agency
- **SME:** Small or medium-sized enterprise
- **SMRU:** Shoklo Malaria Research Unit
- **WADB:** West African Development Bank
- **WHO:** World Health Organization

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