



RESULTS OUTLOOK

2024-2025



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.



FOREWORDS	P. 2
INFOGRAPHICS	
Expertise France at a Glance	P. 6
Our Results for 2024	P. 8
IDENTITY CARD	
An Agency Close to Its Partners	P. 10
A Resolutely European Agency	P. 12
Mobilizing Expertise and Strengthening Partnerships	P. 14
Ten Years of Expertise France – : Ten Proposals for the Future of International Cooperation	P. 16
RESULTS	
Supporting Human Development.....	P. 18
Acting for Global Health	P. 20
Strengthening Governance.....	P. 22
Promoting a Sustainable and Inclusive Economy.....	P. 24
Working towards Peace and Stability	P. 26
Taking Action for Climate and the Planet	P. 28
OUTLOOK	
Africa: Committing to Address Development Challenges	P. 30
Middle East: Supporting States and Civil Society in a Context of Multiple Crises	P. 32
European Space: Supporting European Convergence.....	P. 33
Latin America and the Caribbean: Preserving Biodiversity and Promoting a Just Transition	P. 34
Indo-Pacific: Cooperating on Shared Interests	P. 35



FOREWORDS

“Expertise France demonstrates daily its adaptability and responsiveness”

By **JEAN-NOËL BARROT**, Minister for Europe and Foreign Affairs

In a geopolitical context marked by the return of war and the multiplication of crises, France reaffirms its determination to pursue a genuine cooperation policy. This policy is rooted in a progressive and humanist vision, as reiterated by the President of the Republic during the Presidential Council for International Partnerships held on April 4, 2025.

Our ambition is to conduct this policy in a truly partnership-based manner, with demonstrable impact both on the ground—benefiting local populations—and for French citizens, through enhanced clarity and visibility. France pays particular attention to the least developed and most vulnerable countries, including those affected by climate change. The goal is to focus our efforts where needs are most acute. In this context, state operators—foremost among them Expertise France—are on the front lines.

Founded in 2015, Expertise France is celebrating its 10th anniversary this year. It also provides a moment to acknowledge the achievements of its teams. The agency has established itself as a key player in international technical cooperation. Year after year, it has expanded its geographical and thematic reach: it now operates in nearly 150 countries, working in areas as diverse as governance, climate, health, peace, and a sustainable, inclusive economy. Expertise

France proves its adaptability and responsiveness every day. It is active in crisis and conflict zones such as Ukraine and Syria. It contributes to our transformational agenda in Africa, particularly by supporting youth and entrepreneurship. It also plays a key role in “Team Europe” initiatives on migration. The mobilization of Expertise France thus serves as a strong extension of French foreign policy.

This anniversary is also an opportunity to look towards the future. As part of a constructive dialogue with Expertise France, the Ministry for Europe and Foreign Affairs and the Ministry of the Economy, Finance and Industrial and Digital Sovereignty have established an ambitious strategic framework for 2024–2026, via a new performance and objectives contract. This framework will enable Expertise France to act with greater efficiency, agility, transparency, and visibility.

I wish to extend my sincere thanks to all Expertise France staff, both in France and abroad. Each of you plays an active role in promoting France’s influence on the global stage. ■

“Expertise France is now a reference in international technical assistance



By **ÉRIC LOMBARD**, Minister of the Economy,
Finance and Industrial and Digital Sovereignty

Ten years on, the consolidation of ministerial technical cooperation operators within Expertise France has proven to be a success: Expertise France is now a reference in the field of international technical assistance. Since its integration to AFD Group in 2022, the technical cooperation it provides has become one of the Group's core pillars.

Pursuing an ambitious agenda of international partnerships and sustainable, solidarity-based investments does not only mean financing major infrastructure projects. It also involves supporting our partners in implementing transformative public policies and modernizing their institutions—essential conditions to ensure the lasting impact of our partnerships.

In 2024, Expertise France signed 162 projects worth a total of €800 million, each one an opportunity to promote French expertise and know-how. This commitment to showcasing our strengths on the global stage, through alliances that combine diplomatic and economic interests, is at the heart of the new performance and objectives contract signed between the state and Expertise France. It is also one of the key goals of the Presidential Council for International Partnerships held on April 4.

The work of Expertise France is fully aligned with the ten presidential priority objectives set in 2023 and reaffirmed in 2025. These reflect the core values and priorities of our international action, particularly in relation to women's rights and climate issues. I am especially attentive to support for economic and financial governance. Sound public governance—built on healthy public finances and a favorable business environment—is a prerequisite for strong, sustainable, and inclusive growth.

Lastly, in the broader context of restoring public finances—and although the creation of Expertise France has already streamlined the activities of several agencies—it remains essential to continue innovating in order to strengthen the agency's economic model. Many challenges lie ahead: deploying our international technical experts, designing integrated offerings within AFD Group, seeking synergies and efficiency gains, and mobilizing European and multilateral funding. I am confident that Expertise France will meet these challenges, and I will follow its progress with close attention. ■

“Redoubling of boldness to support our partners’ trajectories”



With **JÉRÉMIE PELLET**,
Expertise France CEO,
and **RÉMY RIOUX**,
AFD Group CEO and
Chairman of the Board
of Directors of Expertise
France

The role of international cooperation was at the heart of public debate in early 2025. What role can AFD Group play in a world marked by geopolitical instability?

R.R. We are living in an uncertain world, marked by multiplying conflicts, climate disasters ravaging entire territories, and intensifying diplomatic, commercial and financial tensions. The dismantling of USAID—the US bilateral development agency—by the White House and the budgetary adjustments in Europe have placed international cooperation under strain, sparking an unprecedented public debate. We must take part in this debate, both to account for the effectiveness of our action and to reiterate how essential it is, in this increasingly complex world, to continue linking our interests with those of our partners to build shared benefits. That is the mission of AFD Group.

During the Presidential Council for International Partnerships—which Jérémie Pellet, Françoise Lombard and I had the honor of attending—the President of the Republic and the Government reaffirmed France’s progressive and humanist vision, fully aligned with our values and interests: the fight against inequality and poverty, and support for the climate and biodiversity. The Council also called for a shift from a logic of aid to one of

sustainable, solidarity-based investment. This is the path AFD Group is following through its new strategic orientation plan, shared for the first time across Expertise France, Proparco and AFD. We are implementing this vision by devoting a growing share of France’s solidarity-based action to the most vulnerable countries, while also investing in global public goods. The Council further emphasized the need to demonstrate impact and to enhance each actor’s capacity to explain this public policy clearly and everywhere—including in French territories. I know I can count on all our colleagues throughout AFD Group to show ever greater boldness and innovation in supporting the sovereignty and sustainable development of our partners—and in engaging our fellow citizens in this collective endeavor.

Expertise France just celebrated its 10th anniversary. How are you preparing for the decade to come?

J.P. The agency has undergone a profound transformation during its first ten years, moving from a set of dispersed ministerial operators to an agency of international scale. This change in scale is also reflected at the European level: Expertise France is now the second-largest technical cooperation agency in Europe. At the same time, the global landscape of international cooperation and official

development assistance is undergoing a major shift. Expertise France and AFD Group are at the heart of this paradigm change—due to our interministerial role, the diversity of our sectors and regions of operation, and, above all, the technical and human dialogue we engage in daily with our partners. On the ground, our teams play a structuring role with beneficiary institutions and in delivering France's international solidarity, which we are honored to carry out every day.

For the decade ahead, Expertise France has set itself three main objectives: to ensure it has the best tools to meet its partners' needs, to improve the effectiveness and visibility of Team Europe in order to enhance its impact, and to ensure that the implementation of our projects brings the highest possible level of satisfaction to the governments and populations we serve. Lastly, the agency's field presence and the deployment of country offices will continue in 2025 to stay as close as possible to our partners and interlocutors, for greater impact and efficiency.

What are AFD Group's priorities for 2025?

R.R. First, to remain as active and impactful as possible in our partner countries and for the populations hardest hit by today's upheavals. Building on this work, the Group must also step up to meet major international milestones. This year marks the 10th anniversary of the Sustainable Development Goals (SDGs) and the Paris Agreement, which guide our efforts more than ever. The blue economy will be at the heart of the debates during the Oceans Conference in Nice, global financing for the SDGs will be addressed in Seville, and aligning finance with climate goals will be on the agenda in Belém at COP30... These are all critical challenges that are engaging the Group this year. We're also continuing our work with public development banks worldwide through Finance in Common (FICS), to help build an international financial architecture that is both coordinated and rooted in solidarity—an architecture in which technical cooperation agencies like Expertise France play an essential role.

In this international context, 2025 is the year for AFD Group to deliver on our promise—to “act as a group”—by pushing further on the synergies between our three entities, to offer seamless solutions to our partners. These synergies are operational, to boost efficiency in our activities, but also geographical, with a shared network. I'm pleased to note that Expertise France has opened five new offices within the Group's regional directorates. Our offerings are also being built in concert with Team Europe, within the networks of European development banks and agencies.

Expertise France is a French agency—but also the second-largest European cooperation agency. How does this dual positioning play out?

J.P. Expertise France is a French agency serving our solidarity-based and sustainable investment policy, but it also operates under European funding. This dual affiliation is a valuable asset for both the agency and France. On the ground, every day, hundreds of project teams serve our partners and beneficiaries, identifying needs and meeting objectives to strengthen public policies. This implementation of both French and European support in our partner countries fits within AFD Group's overarching approach and aligns with locally defined development strategies under the supervision of our ambassadors.

Thanks to our European footprint, we help advance the European Union's priorities and the Global Gateway strategy for sustainable infrastructure. This involves improving the business climate, mobilizing the private sector, and strengthening human capital, notably through vocational training. Expertise France plays a role in this structural transformation, which extends beyond Europe. The European network of technical cooperation agencies, the Practitioners' Network—which we have chaired for the past two years—has been instrumental in driving this momentum. Our two-year presidency has enabled the creation of a true international network that fosters stronger synergies among European players. ■

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, study tours...



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



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



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

... FOR TAILORED ASSISTANCE



Mobilizing funding



Assessing needs



Co-designing the project with partners



Mobilizing the team



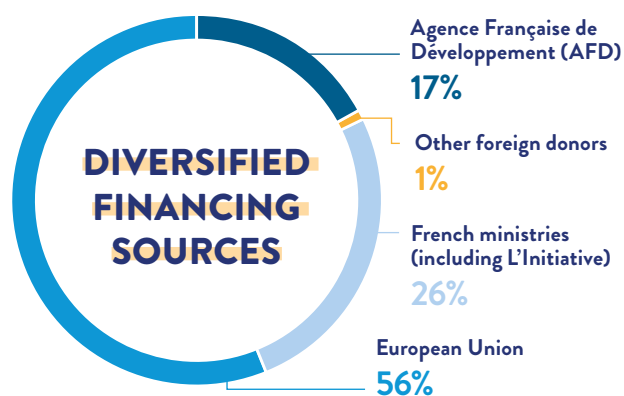
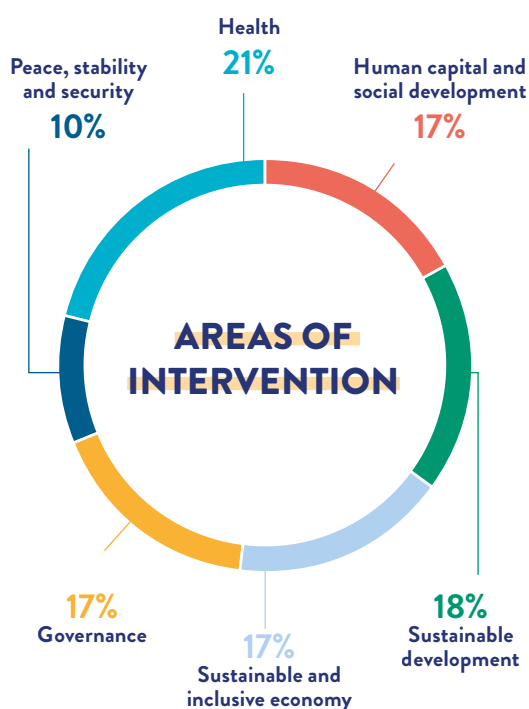
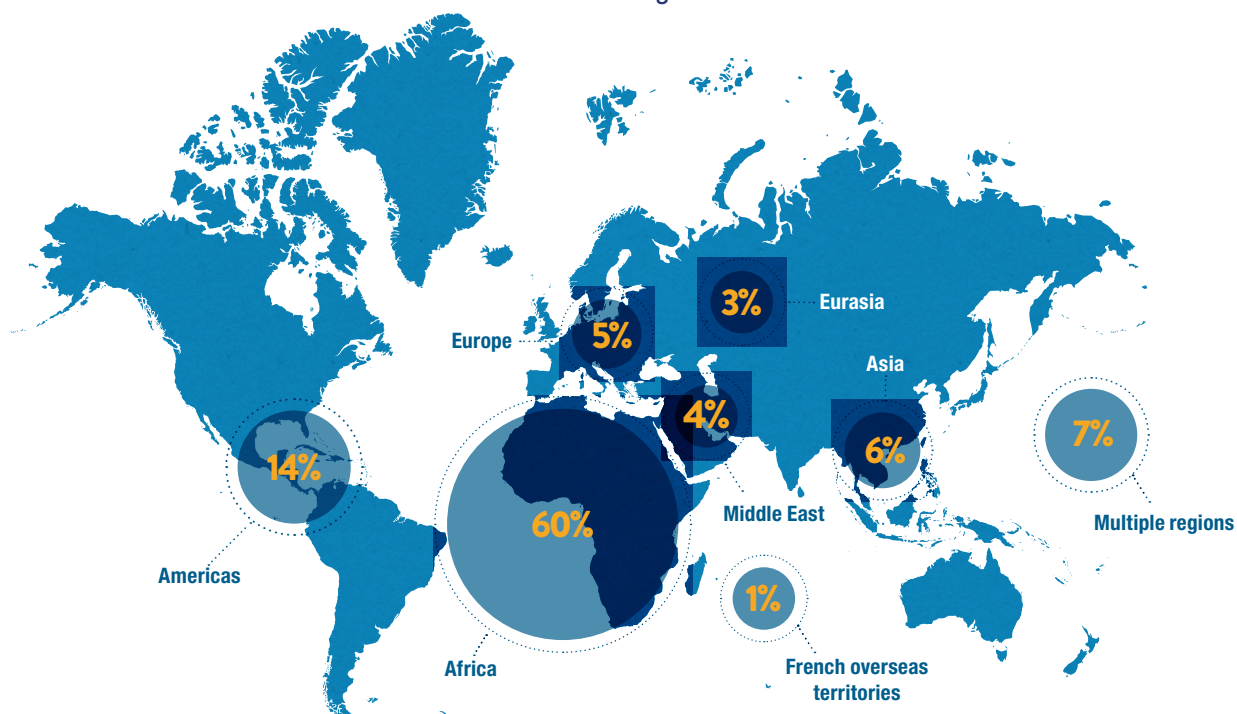
Implementing and monitoring the project



Evaluation and knowledge capitalization

60% OF OUR ACTIVITY TAKES PLACE IN AFRICA

Volume of contracts signed in 2024



Our teams:



870
staff members
at headquarters



1,450
field
experts

Our Results for 2024

In 2024, Expertise France continued to strengthen its commitment to the Sustainable Development Goals. The year was marked by a 15% increase in the agency's activity and a greater impact in its partner countries.

OUR IMPACT

SUSTAINABLE DEVELOPMENT



991

institutions benefited
from capacity building on sustainable
development issues

EDUCATION



340,344

students supported
in the field of education

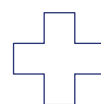
TRAINING AND HIGHER EDUCATION



514

universities or training centers
supported in training and/or
professional integration

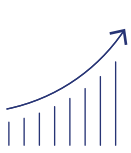
HEALTH



11,767

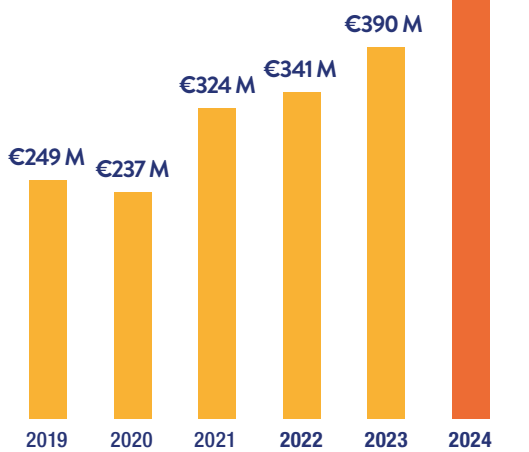
staff from institutions received
enhanced skills/knowledge in the
delivery of healthcare services

A sustained growth



+15%

increase in
business volume
in 2024



26

projects supporting global
health and the fight
against pandemics funded
through L'Initiative

€800 million

in contracts signed in
2024, including ETIs
and projects funded
by L'Initiative

147

countries
covered
worldwide

135,000

expert-days
mobilized in 2024

384

projects under way,
representing a managed
volume of €2.9 billion

375

individual experts deployed
as of March 31, 2025, including 322 ETIs,
18 seconded national experts and 35 others
(AFD, local authorities, etc.)

ENTREPRENEURSHIP AND BUSINESS CLIMATE



3,274

businesses or entrepreneurial
projects supported

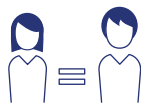
DEMOCRATIC, ECONOMIC AND FINANCIAL GOVERNANCE



178

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

GENDER EQUALITY



1,191

organizations supported as
part of a gender inequality
reduction approach

SECURITY AND STABILITY



572

organizations supported to help ensure
territorial security/stability and/or crisis
management

An Agency Close to Its Partners

Expertise France has developed a vast international network. To meet the growing demand, it continues to strengthen this network and decentralize its activities, so it works more effectively with its partners.



With **DAVID BRUCHON**,
Country Director
for Haiti,
Expertise France



And **LOUISE POUDRET-HARDY**,
Prospection
Officer for
Eurasia,
Expertise France

Strengthening AFD Group's Local Presence

Thanks to the deployment of new country offices and the support of regional coordinators, Expertise France is reinforcing its action through management that is ever closer to the field.

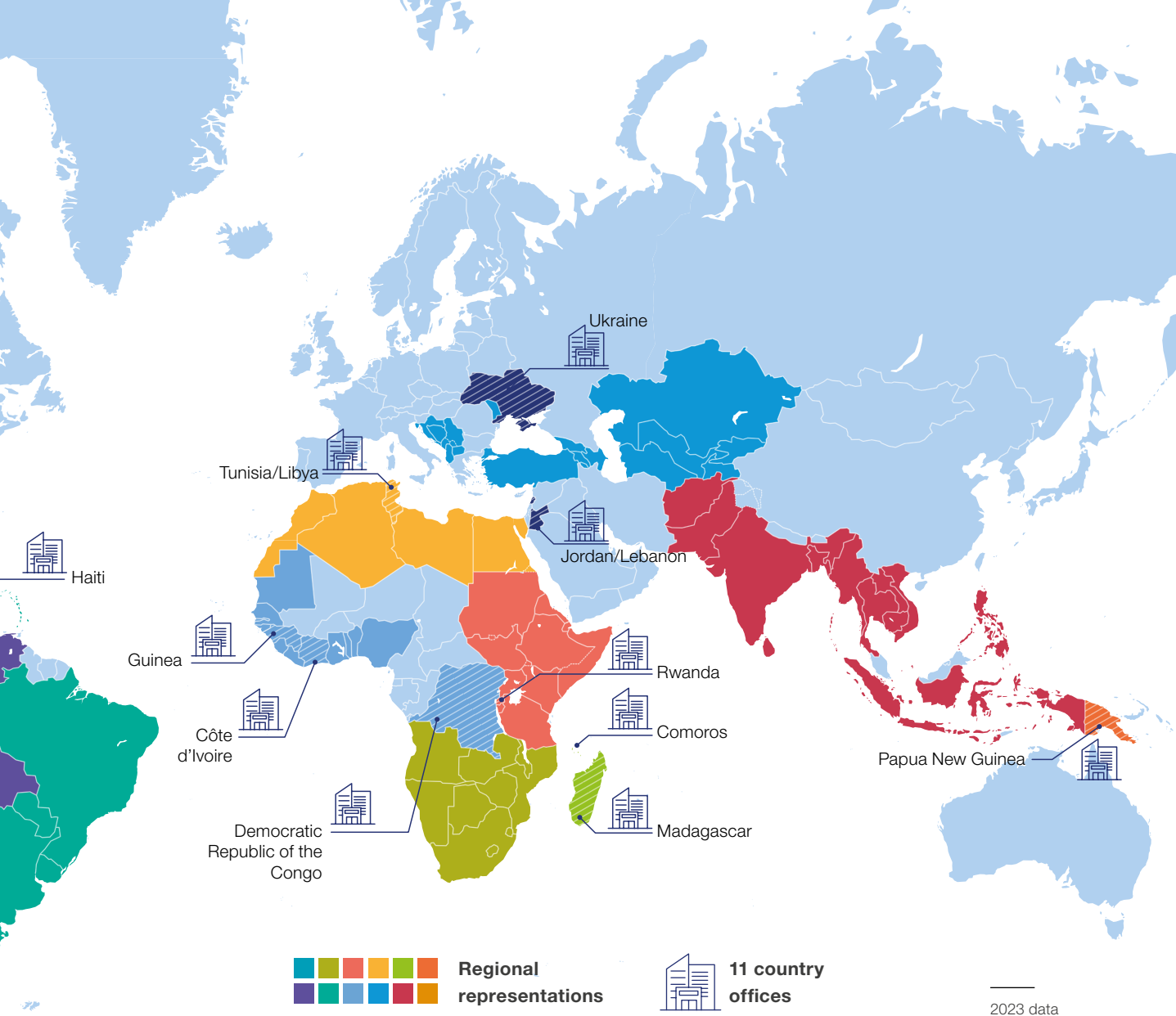
How does the establishment of a country office reinforce Expertise France's impact?

DAVID BRUCHON: The country office embodies a strong commitment to meeting the expectations of local populations and aligning with the public policies of the Haitian state. The office's project team operates in key sectors such as state reform, agriculture, health, education, and civil protection. It is supported by a dedicated Project Support Unit (PSU) that handles HR, logistics, and financial functions. As director, I also ensure institutional representation with Haitian authorities,

diplomatic posts, AFD, and donors. I contribute to portfolio development in close coordination with the geographic department at headquarters. Strategic dialogue with national authorities and development partners, as well as risk management—particularly in terms of security—are daily priorities. The country office helps convey a coherent voice and vision, highlight ongoing projects, and identify new development opportunities.

What is your role as Regional Coordinator in Eurasia?

LOUISE POUDRET-HARDY: When I took up my position in autumn 2023, Expertise France had only limited activity in the region, which spans 16 countries—from the Balkans to Central Asia. At the time, the contract volume stood at around €20 million; by 2024, it had more than quadrupled to €99 million. At the



crossroads of AFD Group dynamics, European donors, and local partners, my role is to amplify the voice of Expertise France—an engaged French public operator—across the region, and to strengthen the visibility of its work, notably through representation with embassies, AFD Group colleagues, EU delegations, and partner ministries. I also conduct business development efforts, closely coordinated with the agency's technical departments. My

goal is to identify opportunities and suitable funding partners—mostly European—to launch new projects. I maintain constant dialogue with colleagues at headquarters, AFD's local offices, Expertise France's project teams, and donors on the ground. The diversity of this region is both an asset and a challenge. The growth in activity and requests clearly shows that Expertise France is now seen as a key and expected partner. ■

A Resolutely European Agency

As a resolutely European agency, Expertise France works in close cooperation with European institutions and its European counterparts. In this regard, it plays an active role in coordination networks and Team Europe initiatives.



With **THORSTEN
SCHÄFER-
GÜMBEL**, Director
of GIZ

GIZ, Fully Committed to a Sustainable Future

As Europe's leading technical cooperation agency, GIZ works with Expertise France on joint initiatives within a collaborative European framework.

What are the key themes and sectors for GIZ in 2025?

2025 is a pivotal year for international cooperation. In a context of global uncertainty, GIZ reaffirms its commitment to helping build a future worth living, everywhere in the world. As a service provider, we constantly adapt to evolving frameworks, interests, and needs—whether those of our implementation partners or our commissioning clients, particularly the German federal government and the European Commission. Our ambition is to offer sustainable, integrated solutions to the most pressing challenges of our time: promoting stability and development in contexts of conflict and fragility, mitigating climate change

and adapting to its effects, and fighting communicable diseases.

How have GIZ and Expertise France strengthened their cooperation?

We have successfully collaborated for many years within the Practitioners' Network, on themes such as integrating financial and technical cooperation, improving the effectiveness of European cooperation formats, or promoting the European Green Deal and gender equality. Expertise France and GIZ are jointly engaged in many Team Europe initiatives, such as Manufacturing and Access to Vaccines, Medicines and Health Technologies (MAV+), through which we collaborate with several African partner countries in the health sector, and the Digital for Development Hub (D4D Hub), which supports digital transformation. Last July, Expertise France and GIZ signed an agreement to extend and deepen our fruitful collaboration.



Expertise France and GIZ are jointly involved in numerous Team Europe initiatives, such as the one aimed at strengthening the youth entrepreneurship ecosystem in South Africa, Benin, Kenya, Senegal, and Togo (IYBASEED project).

Structuring the Practitioners' Network in Europe

What is GIZ's role within Team Europe?

GIZ has contributed to Team Europe's success from the outset. Germany is involved in 133 initiatives deployed across various regions and countries—96 of which feature GIZ in an implementation role—and 113 of which directly support Global Gateway. In some cases, we help coordinate Team Europe initiatives alongside the European Union (EU) and other organizations, including Expertise France and AFD. One example of our involvement is the Euroclima program, dedicated to climate action and environmental governance in Latin America and the Caribbean, in alignment with the Global Gateway. This program demonstrates the long-term development impact possible through joint European action. Experience has repeatedly proven it: we are stronger together. ■

“The Practitioners' Network (PN) is a key actor in coordination within Team Europe,” explains Jérémie Pellet. Expertise France has chaired the network since 2023, joined in 2024 by the Austrian Development Agency (ADA). In January, the network of European development cooperation agencies took a new step by becoming a fully-fledged international non-profit association under Belgian law, allowing it to better serve the needs of its members. Within the PN, Expertise France and its counterparts have strengthened their efforts to improve synergies and pool resources, aiming for stronger, more efficient, and more visible European cooperation and action—through the mobilization and promotion of joint expertise. This year, Expertise France and ADA have worked to increase the network's visibility, make it more inclusive—through greater participation and involvement of its members—and ensure its continued strengthening and sustainability. The network has contributed to high-level European and international debates and has increased exchanges on technical issues, particularly those linked to the Global Gateway and the upcoming multiannual financial framework. Since the April 2025 General Assembly, the Belgian (Enabel) and Swedish (Sida) cooperation agencies have taken over as co-chairs of the PN. ■

Mobilizing Expertise and Strengthening Partnerships

Whether through the deployment of French experts abroad or partnerships with French university hospitals, the agency acts as a coordinator of national know-how serving partner countries.



With **DOMITILLE KAUFFMANN**, International Technical Expert (ITE), Program Officer in Nutrition, Resilience, and Climate at the World Food Programme (WFP)

Deploying French Expertise Internationally

Expertise France has strengthened the International Technical Experts (ITE) system, a key tool for promoting French technical cooperation abroad.

Can you tell us about your background?

I've been working for twenty years on issues related to food security and nutrition. In 2019, I applied for a newly created position within the WFP's Nutrition Division. This position, at the intersection of my previous experiences, allowed me to build bridges and connections between the French government and authorities, and international organizations, in the fields of food security and nutrition.

What is your role at the WFP as a Program Officer?

Initially, my role focused on integrated resilience programs, particularly in the Sahel, to strengthen populations' ability to withstand crises, especially nutritional ones. My mission has since evolved: today, I focus more on integrating nutrition into climate change adaptation programs and on anticipating climate shocks to prevent and mitigate their impact on vulnerable populations. I was also involved in preparing the "Nutrition for Growth" quadrennial summit, hosted by France in March 2025, to advance the global fight against malnutrition.



In March, Expertise France organized a "Solutions Village" in Paris on the sidelines of the Nutrition for Growth summit, promoting sustainable and inclusive nutrition policies. ITEs working on food security led a session on the resilience of food systems in the face of crises.

What are the main challenges in anticipating and reducing the impact of shocks and crises on diets and nutrition?

In the face of conflicts, economic crises, and increasingly frequent and severe climate shocks, it is essential to strengthen the resilience of vulnerable populations to create an environment conducive to preventing malnutrition and avoiding a descent into food and nutrition disasters. Malnutrition is a multisectoral challenge—it affects food systems, education, health, social protection, access to water and sanitation, and more. Today, while funding is decreasing, needs remain immense. Building resilience is a long-term endeavor requiring sustained investment to address the root causes of crises—preventing them or at least mitigating their impact—rather than merely treating their symptoms. ■

Accelerating International Hospital Cooperation

Expertise France is fully engaged in addressing the global challenges facing health systems. Improving the quality of care and strengthening human resources in health rely in part on strong partnerships with French university hospitals.

Numerous leading health institutions in mainland France and overseas are currently involved in projects with international partners. Since February 2024, the agency has managed the "Hospital Networks and Partnerships 2024–2027" project (PRPH4), which strengthens international hospital cooperation in target countries.

Supported by Expertise France, in coordination with the Directorate-General for Healthcare Provision and the Directorate for European and International Affairs, the mobilization of French hospitals in Ukraine contributes to rebuilding and strengthening the country's health system. For example, Expertise France organized a visit by doctors from Toulouse University Hospital to Dnipro to discuss on intensive and pre-hospital care, and to treat war-wounded patients.

With the support of the Paris public hospital system (AP-HP), the agency also coordinated the deployment of maxillofacial surgeons to train Ukrainian surgeons and treat patients from the NGO Superhumans in Lviv. Expertise France is also supporting the construction of the new Superhumans center in Odessa, which will care for war-wounded patients.

The strategic importance of university hospitals in the agency's activities is also evident in Africa. In Rwanda, as part of the Technical Expertise and Knowledge Sharing Fund (FEXTE) project funded by AFD, Strasbourg University Hospital deployed its expertise to assess training needs in medical education and hospital infrastructure at Ruhengeri Hospital, in the north of the country. ■

10 Proposals for the Future of International Cooperation Years of Expertise France

To mark its 10th anniversary, Expertise France is publishing a white paper developed in collaboration with researchers from the French Institute for International and Strategic Affairs (IRIS). It sets out ten proposals for the future of international cooperation in the face of tomorrow's major challenges.



PASCAL BONIFACE,
Director of IRIS

The collaboration between IRIS and Expertise France teams in producing this white paper once again highlights the importance of breaking down silos and fostering synergies across all fields of international cooperation. At a time when the stakes and modalities of cooperation must be redefined, the productive dialogue between international relations experts and practitioners of development cooperation is both promising and forward-looking.



JÉRÉMIE PELLET,
Chief Executive
Officer of Expertise
France

As Expertise France enters its second decade—and as the very notion of international cooperation is being redefined—we felt it was essential to take the time to reflect. This white paper is the outcome of several months of work between the teams of Expertise France and the IRIS researchers. It offers avenues for reflection on ten key issues and challenges that we are facing—and will continue to face. These reflections could be explored further and transformed into concrete solutions through future projects co-constructed with our partners, to build more sustainable partnerships.



Read the white paper at:
whitepaper-expertisefrance.fr





To celebrate its 10th anniversary, Expertise France organized a major event at Station F in Paris on February 12, 2025. Designed as a large-scale debate broadcast, the ceremony offered a unique opportunity to showcase the bold initiatives that have been jointly built and collectively carried forward over the past decade with our long-standing partners and the broader development community. During the event, leading speakers shared their perspectives and experiences on today's global challenges and the innovative solutions to address them. Expertise France also looked ahead to the next ten years, with a vision of building the future alongside its partners, based on shared values and sustainable change for all. Following this event, and in collaboration with researchers from the IRIS, Expertise France produced a white paper putting forward ten proposals to strengthen international cooperation in the coming years. ■

10 Key Themes

For Reflecting on the Major Issues and Challenges Facing the Future of Technical Cooperation



A BALANCED GLOBAL COOPERATION



INCLUSIVE ARTIFICIAL INTELLIGENCE



HUMAN SECURITY AS A PRIORITY



FUTURE-ORIENTED EDUCATION



PROMOTING MULTI-STAKEHOLDER CLIMATE ALLIANCES



CULTURE AS AN ECONOMIC DRIVER IN AFRICA



ADVANCING WOMEN'S EMPOWERMENT



SUSTAINABLE SPORTING EVENTS



EQUITABLE GLOBAL HEALTH



ENHANCED KNOWLEDGE SHARING WITHIN THE EU

Supporting Human Development

Human development—an essential condition for prosperity—is a fundamental pillar of social justice. Expertise France is committed to promoting gender equality and access to training, helping to build inclusive and cohesive societies.



With **ALEJANDRA MORA MORA**, Executive Secretary of the Inter-American Commission of Women of the Organization of American States

Gender Equality: A Prerequisite for Development

Through the EUROsocial program, Expertise France has been committed to advancing gender equality in Latin America. Funded by the European Union and implemented by a consortium made up of the Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP), the Italo-Latin American International Organization (ILLA), and Expertise France, the program aimed to strengthen social cohesion at both national and continental levels by improving public policies. Expertise France was in charge of gender-related activities.

What links Europe and Latin America on the issue of gender equality?

Despite progress, women in Latin America remain underrepresented in public life. The burden of domestic, caregiving, and wellness responsibilities—the care work—while essential, is not recognized and limits their professional development and

economic independence. The COVID-19 pandemic highlighted these inequalities but also offered learning opportunities, notably by drawing from Europe's experience in managing dependent care. Europe has helped push forward the Latin American agenda for gender equality—an issue of global importance requiring intercontinental cooperation.

How has EUROsocial contributed to empowering Latin American women?

By building on existing experiences, EUROsocial has enhanced dialogue on women's roles in society and the economy and promoted public policies that support their physical, economic, and political empowerment. For example, Euro-Latin American collaboration facilitated the creation of shelters for victims and the recognition of new forms of violence, such as online abuse. We are currently collecting data to draft model legislation on this issue. The program also advanced recognition of unpaid care work done by women.



500,000

people reached through training and awareness campaigns focused on reducing gender inequalities



←

On March 8, 2024, Expertise France held a women's rights conference in partnership with SERVIR, the alumni association of ENA and INSP. From left to right: Najat Vallaud-Belkacem, Michelle Bachelet, Virginie Herz, Safia Ibrahim Netter, Constance Rivière.

What are the key challenges to achieving sustainable gender equality in Latin America?

The private sector must play a key role by creating working conditions that balance professional and personal lives, especially those involving caregiving responsibilities. As part of the EUROSociAL Bridge project, we produced a guide encouraging companies to better share these responsibilities. Gender equality is critical for the development of Latin America and the Caribbean. Experience sharing with Europe is crucial to strengthening actions that promote both horizontal and vertical gender parity. ■

Vocational Training: Shaping the Future

Vocational training and employment are foundational to an equitable society where everyone can find their place and contribute to sustainable socio-economic development. To create opportunities and enable people to seize them, Expertise France supports the development and implementation of public policies related to training, employment, and social inclusion. Strengthening dialogue and coordination between stakeholders is also a top priority. To help the most vulnerable populations—youth, women, people with disabilities—access decent jobs and lift themselves out of poverty, Expertise France promotes training programs. In Angola, the RETFOP project enabled more than 6,200 people to acquire skills that ease their integration into the labor market and supported seven vocational training centers. By providing learning opportunities, countries ensure their workforce remains employable, and in turn, build a qualified, productive, and socially integrated labor force. Through Cap Compétences, a facility funded by AFD, Expertise France mobilizes experts to improve the quality of instruction and to design and support projects in vocational training and higher education. Since 2020, twenty-eight such interventions have been carried out in Africa and Latin America. ■

Acting for Global Health

In line with France's 2023–2027 Global Health Strategy, Expertise France is working to strengthen health systems, support the development of public health policies, and fight pandemics. The agency particularly targets youth—an essential demographic for both sexual and reproductive health and rights (SRHR) and HIV/AIDS prevention—to create lasting impact on global health issues.



With **Dr. OANH THI HAI KHUAT**,
Co-founder
and Executive
Director, Center
for Supporting
Community
Development
Initiatives (SCDI),
Vietnam

Supporting young people and public health in Vietnam

In 2015, Expertise France launched the long-term project Saving the Future in partnership with SCDI in Vietnam. The goal: to tackle a major public health issue—slowing the spread of HIV/AIDS among young people, especially drug users.

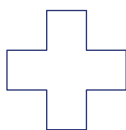
What is the context behind the project?

In Vietnam, drug use is criminalized. Offenders are fined, arrested, and may be sent to compulsory detoxification centers. This punitive approach fuels stigma and worsens the situation. Young people and women, in particular, are marginalized and often too afraid to seek help or access health services. Meanwhile, patterns of drug use among young people have shifted—from injectable opioids to synthetic stimulants like methamphetamines. Drug user networks have raised concerns

about the consequences: risky sexual behavior, mental health disorders, and increased violence. While authorities were considering harsher policies, SCDI felt the urgency to act.

What model have you developed to support drug users?

It took time to design a community-based intervention model because we had to build it from scratch. We worked with experts worldwide—including from France—to shape it. We identified the links between mental health, drug use, and HIV/AIDS, and based the project on five pillars: promoting protected sex, HIV testing, therapeutic support, healing childhood trauma, and providing guidance on drug use and mental health. What makes our approach truly innovative is the active involvement of young beneficiaries in designing and delivering the activities themselves.



474,868

people reached through
health projects supported
by L'Initiative





In addition to Vietnam, L'Initiative supports a project in Thailand. Led by the Shoklo Malaria Research Unit (SMRU) at the Wang Pha clinic, this project aims to address the complex healthcare needs of migrant women from Myanmar who live in Thailand.

Advancing Sexual and Reproductive Health and Rights

What do you see as the most urgent priority going forward?

We need to broaden mental health initiatives to include other key populations—especially the LGBTQIA+ community and sex workers. The strategies are already known; now it's time to build on what we've learned from Saving the Future and scale it beyond drug users. With support from Expertise France, through L'Initiative and funding from the French Ministry for Europe and Foreign Affairs, we can share our effective model with other countries facing similar challenges—saving them years of trial and error. ■



Read the full interview at:
bit.ly/health-vietnam-2024

Sexual and reproductive health and rights (SRHR) touch on key aspects of life: the body, sexuality, health, intimate relationships, and reproductive choices. These rights sit at the crossroads of fundamental human rights, gender equality, sustainable development, and public health.

France's International Strategy for SRHR (2023–2027) identifies six priority areas—including sexuality education and access to quality sexual and reproductive health services and products. Expertise France supports this strategy through a number of projects, such as in Guinea, where youth awareness and education on SRHR are a critical need. In the Boké region, in western Guinea, Expertise France and AFD are working together to empower women and girls by improving their knowledge of their rights and access to SRHR services.

Through L'Initiative, the agency also supported the PAJES project until the end of 2024. The project's goal: to promote SRHR and develop advocacy efforts, notably through innovative digital tools. It was implemented by Solthis, in partnership with the Coalition of Guinean Civil Society Organizations for Repositioning Family Planning, Ablogui, and the National Program for the Fight against HIV and Hepatitis. Through this effort, Expertise France helped strengthen the capacity and influence of two major Guinean civil society networks. ■

Strengthening Governance

Strengthening institutions is a key issue for ensuring the stability and development of societies. To function effectively, justice and gender equality—grounded in solid rules and meaningful decisions—are essential pillars. Expertise France supports both through projects in Ukraine, Africa, the Middle East and Latin America that aim to reinforce the rule of law and local institutions.



With **OLENA FONOVA**, Commercial Court Judge in the Luhansk region, Coordinator of the Donbass Regional Justice Reform Council, and Co-founder and Vice-President of the NGO Interregional Expertise Center PRO Justice

Reforming Justice in Times of War

Launched in 2017 with support from the European Union, the Pravo-Justice project assists Ukraine's judicial reform, a cornerstone of the country's European integration. Since the Russian invasion in 2022, the project's second phase has been reoriented to focus on humanitarian aid and support for the judicial system, with the backing of Expertise France.

What issues is the Pravo-Justice project addressing?

Pravo-Justice helps the Ukrainian judiciary face challenges stemming from both long-term reform efforts and the ongoing war. Since the start of judicial reforms in 2010, the system has undergone major transformations, but the Russian aggression has introduced new and urgent needs—particularly the need to maintain access to justice under martial law.

What are the project's positive outcomes?

The project has led to the creation

of Regional Justice Reform Councils (RJRCs), bringing together legal professionals, academics and civil society organizations. These councils foster dialogue between central authorities and regional actors, while monitoring reform implementation in the field. Their work involves collecting and analyzing data to evaluate reform effectiveness and identify areas for improvement—thus ensuring that local needs are better reflected in legislative changes. The NGO Interregional Expertise Center PRO Justice was created out of this dynamic to support judicial reforms nationwide.

How can digitalization improve the quality of court decisions?

In our analytical report on remote hearings, which I co-authored, we highlight the benefits of e-justice in a context of large-scale displacement. Digital tools give citizens easier access to legal information, enable them to interact with the justice system, and uphold their right to a fair trial—regardless of where they



1,487

staff members from institutions worldwide received training to enhance their skills and knowledge in the field of justice



With a grant from the EU-funded Pravo-Justice project, JustGroup is now implementing a systematic approach to support the psychological resilience of war crimes prosecutors.

are. Transparency is enhanced, and corruption risks are reduced, particularly thanks to automated case assignments.

What challenges still need to be addressed?

One of the main challenges is the acute staffing shortage: judges are overburdened, and there is a lack of clerks, assistants, and other staff. The project's Model Courts Initiative seeks to address this by modernizing court infrastructure—for example, through relaxation areas or child-friendly spaces. Increasing the salaries of staff, which have remained unchanged since 2021, and protecting them from external pressure are also essential to guarantee the independence of judicial decisions. ■



Read the full interview at:
bit.ly/justice-pravo-2024

Supporting Feminist Organizations

Aligned with France's feminist diplomacy, Expertise France promotes gender equality, and the physical, economic and political empowerment of women and girls—while fighting against gender-based violence (GBV). Across Africa, the Middle East and Latin America, the agency deploys a broad range of tools: capacity building for civil society organizations (CSOs) and institutions, advocacy, networking, and regional and multi-stakeholder dialogue.

In the Sahel, Expertise France supports CSOs through the Gender Fund Sahel, part of the EDIFIS Partnership. In Mauritania, the Sentinelle app was developed by two CSOs to confidentially and rapidly report GBV incidents, while also generating statistical data to strengthen prevention and support.

In Chad, the institutional support component of the partnership assists the Ministry of Women and Early Childhood in developing coordination and resource mobilization tools.

In North Africa, the Ajyal Equality project supports CSOs in Libya, Morocco and Tunisia in adopting fair and inclusive practices. This initiative not only promotes gender equality but also contributes to building a vibrant civil society, strengthening local and regional advocacy efforts. ■

Promoting a Sustainable and Inclusive Economy

Expertise France is committed to supporting inclusive and sustainable development by leveraging multiple approaches—from fostering artificial intelligence and cultural industries to implementing continent-wide macroeconomic initiatives.



With **ANASTASIE KADJA-OHOUE**,
Head of the
Entrepreneurship
Unit at the
Confédération
générale des
entreprises de
Côte d'Ivoire
(CGECI)

Promoting the economic empowerment of Ivorian women

The Investment Climate Reform (ICR) facility supports initiatives to improve the business environment in a more inclusive direction, particularly by promoting women's economic empowerment in Africa, the Caribbean, and the Pacific. This project is implemented by four European agencies, including Expertise France.

What is the role of CGECI in Côte d'Ivoire's private sector?

CGECI represents nearly 80% of Côte d'Ivoire's private sector. It brings together professional associations, business groups, and companies from all sectors—industry, services, agriculture, and commerce—totaling approximately 22,000 billion CFA francs in revenue and over 400,000 jobs. We play a central role in representing Ivorian businesses and advocating

for policies that improve their competitiveness and growth. We also promote dialogue and collaboration between the public and private sectors to foster a business-friendly environment. As a key interlocutor with labor unions, CGECI is also a major player in social dialogue.

What impact has the ICR facility had on CGECI's efforts to improve the business climate?

Within CGECI's national entrepreneurship promotion commission, we've worked to remove barriers that hinder women's entrepreneurship. We found that while Ivorian women are active in informal service and retail sectors, they rarely venture into industry, which is often seen as too large-scale or demanding. Support from the ICR facility is allowing us to conduct a study on women's representation in the industrial sector



143

**organizations
supported in business
development
initiatives**



↑ Like the ICR facility's work to improve Africa's business climate, the MEET Africa 2 program has supported women entrepreneurs in the diaspora, such as Nina Sandrine N'Guetta, founder of L'Atelier Blayo, specializing in handcrafted leather goods.

and to identify the obstacles they face. The study also includes a review of best practices from other countries and assesses their relevance to the Ivorian context.

What outcomes do you expect from this study?

Once these barriers are clearly identified, we will be able to advocate to public authorities for the removal of any regulatory hurdles impeding women's entrepreneurship in the industrial sector. Where needed, we can support reforms that create a more enabling business environment for women and ensure their inclusion in the country's industrialization strategy. This study also reinforces our commitment to women's economic empowerment and, more broadly, to gender equality. ■



Read the full interview at:
bit.ly/ivorycoast-women-2024

Artificial Intelligence in Service of a Sustainable and Inclusive Future

Artificial intelligence (AI) is transforming many areas of international cooperation, while raising complex ethical, technical, and environmental issues. Expertise France works alongside partner countries to establish best practices that ensure equitable, sustainable, and inclusive access to the benefits of AI—while minimizing the risks. The agency also advocates for community and citizen engagement in the development of these technologies and promotes the inclusion of women and civil society in global discussions on AI.

Expertise France sees AI as a driver of economic growth. For example, it is supporting Senegal in the development of a national AI strategy designed to boost job creation and act as a key pillar of development. The agency is also working to strengthen local capacities in AI, notably through programs that support incubators and tech startups—such as Innov'i in Tunisia and EU4Innovation East in Eastern Europe. Working in partnership with public institutions, Expertise France promotes real-world AI applications. The DATAFID project in West Africa and DATAMINING project in Senegal both aim at harnessing data science and AI to improve tax and customs revenue mobilization.

Finally, the agency is committed to building public trust in AI, particularly in light of its potential misuse by criminal groups for purposes such as financial fraud, identity theft, deepfakes, and ransomware. Under the EL PAcCTO program, Expertise France published a report titled “AI and Organized Crime,” analyzing the associated risks and proposing both regulatory and operational responses. ■

Working Towards Peace and Stability

As a field-based agency, Expertise France supports partner states in preventing and managing crises, combating cross-cutting threats such as terrorism and organized crime, and promoting security and peace-building.



With **VICE-AMIRAL ROY A. ECHEVERRIA**,
Director of
the Philippine
National Maritime
Center

Reforming Maritime Security

Expertise France implements the EU-funded CRIMARIO II project, which aims to enhance maritime safety across the Indo-Pacific region.

How does the Philippine National Maritime Center oversee maritime security operations?

It plays a pivotal role in monitoring security threats and safeguarding Philippine waters. The center collects, processes, and shares maritime intelligence—particularly with law enforcement agencies—to ensure effective surveillance and coordinate operations with key stakeholders. Its missions include tackling piracy, illegal fishing, and environmental threats, such as coral reef destruction.

Pacific Regional Information Sharing (IORIS) platform, which aims to facilitate information exchange, improve inter-agency coordination, and protect the environment. For example, in summer 2024, when the oil tanker MT Terra Nova sank off the coast of Limay in Bataan province, spilling 1.5 million liters of fuel oil, we coordinated a response—thanks in part to IORIS—that mobilized the Philippine Coast Guard and various other agencies. As a result, more than 97% of the spilled oil was recovered. CRIMARIO II also delivers training programs to strengthen analytical capabilities for assessing and responding to maritime threats.

What are the priorities for interregional cooperation in the area?

We aim to continue reinforcing maritime security and deepening partnerships across the Indo-Pacific. Ongoing engagement with regional and international stakeholders—such



7,551

personnel from various institutions benefited from capacity-building on territorial security/stability and/or crisis management



As part of the EU strategy for maritime security, Expertise France leads several projects aimed at reinforcing national, regional, and supranational cooperation in the protection of critical infrastructure, maritime safety, and security.

as ASEAN, the United Nations, and others—is essential to strengthening our national legal framework. We are also developing capacity-building programs for regional partners such as Vietnam and Papua New Guinea. These efforts are made possible through support from the European Union, which, via

CRIMARIO II, enables us to respond to present and future challenges while fostering robust and mutually beneficial regional cooperation. ■



Read the full interview at:
bit.ly/crimario-security-2024

Improving Cooperation Against CBRN Threats

Chemical, biological, radiological, and chemical (CBRN) risks are being exacerbated by global geopolitical shifts and advances in technology. Although often invisible, they present a growing threat to public health, the environment, and international security. For over ten years, Expertise France has contributed to global CBRN risk mitigation, notably through the European Union's CBRN Centres of Excellence Initiative launched in 2010. Through some twenty projects, the agency supports the development of legislative frameworks, harmonized standards, and tailored training to enable effective responses to these threats.

For instance, in West Africa's Atlantic coastal region, Expertise France is implementing a project

aimed at securing the transport of hazardous materials and high-risk installations using chemical substances. This involves updating legal frameworks and optimizing emergency response plans. The agency also supports a project to strengthen biosafety and biosecurity capacities in East and Central Africa.

Under the EU's Instrument for Nuclear Safety Cooperation, Expertise France works to improve nuclear safety in non-EU countries. Within the Iraq Nuclear Waste Management project, funded by the EU, the agency supports the Iraqi Radiation Protection Center in developing operational procedures, a comprehensive waste management plan, and a culture of safety. ■

Acting for the Climate and the Planet

Expertise France works alongside its partners to mitigate the effects of climate change and protect biodiversity. The agency supports a just energy transition in many countries, generating both environmental and social benefits.



With **RENÉ HENKENS**,
ecologist at
Wageningen
Environmental
Research
(Netherlands)



And **NATASHA SILVA**,
conservation
manager at
the Aruba
Conservation
Foundation

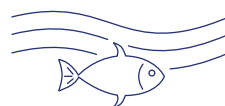
Restoring Coastal and Marine Ecosystems

Expertise France contributed to the RESEMBID program, co-financed by the European Union. The Turning the Tide project is part of this program. Its objective is to restore a healthy and resilient marine ecosystem on the island of Aruba, in the Dutch Caribbean.

What is the environmental situation in Aruba, especially concerning mangroves and coral reefs?

NATASHA SILVA: Aruba is a small 180-square-kilometer island in the Dutch Caribbean. There, our livelihoods depend on the health of coastal ecosystems, especially mangroves and coral reefs, which

sustain extraordinary biodiversity. Local pollution—linked to the island's high population density—harms the coral, which is also affected by climate change and increasingly intense storms. Coral bleaching and death are accelerated by Stony Coral Tissue Loss Disease (SCTLD). The reefs are deteriorating into rubble. Mangroves face rising salinity levels and drying out, worsened by sedimentation caused by soil erosion.



**11.7
million**

hectares have benefited
from improved marine
biodiversity management
practices

What actions have been implemented under the Turning the Tide project?

RENÉ HENKENS: In Aruba, the coral rubble covering the seabed does not provide a stable foundation for coral regeneration.





↑ *As part of "Turning the Tide," divers operate beneath the surface of the Caribbean Sea in Aruba to install MOSES reefs and accelerate coral regeneration.*

For this pilot project, we installed two types of small artificial reef structures—simple concrete blocks and iron-coated spider-shaped structures called MOSES and MARS reefs. These were often placed by hand at three sites along the southern coast. Fish began using the structures immediately—a clear sign that nature is ready to regenerate. We also expanded the coral nursery, collected coral fragments, fixed them to the structures, and began monitoring their growth. For mangroves, we focused on excavating sediment from clogged channels to restore hydrological flow to areas where it had stagnated or dried up. ■



Read the full interview at:
bit.ly/marine-ecosystems-2024

Supporting Cities in Sustainable Growth

In line with AFD Group's strategy, Expertise France promotes urban development that addresses contemporary urban challenges and encourages investment in sustainable infrastructure. The agency champions a participatory approach by closely collaborating with urban stakeholders.

Through the Urban Platform project in Cameroon, funded by the European Union, Expertise France has developed a locally driven, nationally scaled approach to strengthen public land-use policies. Specifically, the collaborative digital platform provides open access to socio-territorial data—essential for planning and urban management.

The agency supports urban planning that anticipates long-term challenges—demographic, social, and environmental. The REGUL project assists local governments in Kolwezi and the Lualaba province in southern Democratic Republic of Congo in developing a local land-use plan.

To meet environmental and climate-related challenges, the agency helps its partners prioritize investments for resilient urban services. The GEDEC-Togo project supports five municipalities in establishing a waste management system and effective sanitation services, aiming to tackle public health issues and improve environmental outcomes. ■

Working to Meet the Challenges of Each Region

Expertise France operates today in nearly 150 countries. Backed by broad multisectoral expertise, the agency tailors its strategy to each region's specific challenges, in alignment with France's and the European Union's solidarity-based investment policies.



AFRICA

Committing to Address Development Challenges

African countries are Expertise France's main partners. The agency is currently implementing 162 national and regional projects, representing a portfolio of €1.1 billion, with support from the European Union, AFD, and French ministries. These efforts align with strategic priorities defined at both presidential and governmental levels, and reflect the momentum of renewed Franco-African relations—as illustrated by the restitution of cultural heritage. Expertise France is committed to carrying out high-impact, multisectoral projects in support of sustainable development and transformative agendas, with a particular focus on youth. Financial governance and domestic resource mobilization are also key issues—such as in Guinea, where the agency supports the national government and pilot local

authorities in increasing their own revenue to better implement public policies that directly benefit the population.



2,149
business project
holders supported
in Africa

◆ Supporting Youth and Employment

Expertise France supports its institutional partners in designing and steering vocational training policies, rooted in the needs of emerging economic sectors. The agency assists young people in entering the job market, placing special emphasis on the economic empowerment of women. The Raqameyon project, for example, supports Libya's digital transition and contributes to diversifying the job market. In Rwanda, a project

is underway to improve technical and vocational education, with the aim of strengthening youth employability. Education and training are at the



In the Democratic Republic of the Congo, the "Pour Elles : Sport & Culture" project aims to improve young girls' quality of life and physical and mental well-being through the promotion of and access to sports and cultural activities.

core of development issues. As powerful tools for reducing inequalities, they open up opportunities for empowerment, mobility, and social inclusion.

◆ Promoting Culture

The agency supports both the enhancement of cultural heritage and the development of cultural and creative industries. As a development lever, this sector fosters social cohesion, enhances territorial attractiveness, and generates employment. With funding from AFD, Expertise France is contributing to the rehabilitation of the Royal Palaces of Abomey in Benin, a UNESCO World Heritage site. In Côte d'Ivoire, the agency is working—thanks to French financing—to strengthen museum cooperation. This project is closely tied to the planned return of the Djidji Ayôkwé drum, representing a historic opportunity to better structure Côte d'Ivoire's heritage sector and reinforce ties with French stakeholders.

◆ Strengthening Entrepreneurship and Innovation

Support for the development of entrepreneurial ecosystems is a key priority for the agency. This commitment is embodied in the "Pour Elles" program (funded by AFD), which supports women's entrepreneurship in the Democratic Republic of the Congo. Expertise France also manages large-scale projects such as MEET Africa II, dedicated to supporting entrepreneurs from the African diaspora, and IYBA-SEED, a multi-partner European program aimed at investing in youth-led businesses and strengthening entrepreneurial ecosystems across the continent. In the Comoros, the agency also supports diaspora entrepreneurs. Through these actions, Expertise France continues to work alongside its African partners to co-develop sustainable and inclusive solutions for the continent's future. ■



MIDDLE EAST

Supporting States and Civil Society Amid Multiple Crises



↑ As part of the Shabake 2 project, Expertise France worked with five civil society organizations (CSOs) at the height of the conflict escalation to address urgent needs in southern, northern, and Mount Lebanon, providing essential aid and food assistance to more than 8,450 beneficiaries, primarily internally displaced persons.

Countries in the Near and Middle East are facing multiple crises and conflicts. Expertise France supports public authorities and civil society in steering a course toward sustainable development.

◆ Strengthening Stability

In the Palestinian Territories, Syria, Lebanon, and Iraq, the agency contributes to building and reinforcing strong political institutions. This effort includes strengthening public finances—a key driver of development—and fighting corruption. Expertise France is also engaged in efforts related to justice, defense, and civil protection. Through projects

focused on digital economy and women's entrepreneurship, the agency supports the expansion of the private sector. In Jordan, Expertise France will soon begin projects focused on governance, stability, and social cohesion, with particular attention to women's participation.

◆ Improving Crisis Response

In Syria, delivering essential services to the population remains a top priority. Through complementary projects, Expertise France works to meet urgent needs and help rehabilitate basic infrastructure and services. Projects like HERNES and SABIR contribute to improving hospital care and the living conditions of vulnerable communities in the country's northwest and northeast.

Lebanon continues to be plagued by political and economic turmoil, compounded by the escalation of war in 2024. Expertise France is renewing its support for local CSOs, notably through the Shabake project (funded by AFD), launched in 2019. The program's first phase focused on building CSO resilience and strengthening their risk management capabilities. The current phase, running from 2022 to 2025, emphasizes implementing projects to provide effective emergency responses for Lebanon's most vulnerable populations. ■



More than 20,000

people benefit from basic social services supported by Expertise France in the Middle East



EUROPEAN SPACE

Supporting European Convergence

In Eastern Europe and the Western Balkans—where activities are growing rapidly—Expertise France plays a key role in fostering sustainable, inclusive, and resilient development. In neighboring countries, the agency supports reform processes and European integration.

◆ Supporting Judicial Reforms and the Rule of Law

Expertise France strengthens judicial systems and modernizes institutions, especially in the Balkans and Ukraine. Projects like EU4Justice and PRAVO III help align legal frameworks with European standards by promoting judicial independence, efficiency, and anti-corruption efforts. On emerging issues such as environmental justice, the agency provides training for judicial actors in Armenia and improves access to climate-related justice in Albania and North Macedonia.

◆ Enhancing Social Systems and Promoting Economic Inclusion

To support convergence with European standards, Expertise France aids in the modernization of social protection systems and employment policies. In Georgia, the agency backs the implementation of resilient social reforms to boost inclusion and adapt to climate challenges. Funded by the European Union, the SOCIEUX+ program supports countries in the Balkans and Eastern Neighborhood in reforming their social protection systems and promoting decent work. ■



The regional program EU4Innovation East, funded by the European Union, aims to enhance the competitiveness and maturity of start-up ecosystems in the Eastern Partnership region.

Expanding Digital Connectivity

Active in Uzbekistan since 2020, Expertise France implements projects focused on good governance and green energy, funded by AFD. In March 2025, the agency's Director General, Jérémie Pellet, signed the Team Europe initiative on digital connectivity in Tashkent, alongside Commissioner Jozef Síkela. This engagement marks a strategic expansion in line with the Global Gateway strategy. The €20 million program covers all five Central Asian countries and aims to extend satellite-based Internet connectivity to reduce digital divides across the region.





LATIN AMERICA AND THE CARIBBEAN

Preserving Biodiversity and Promoting a Just Transition

Expertise France's work in Latin America is becoming increasingly significant. Five national and regional projects are currently being implemented with funding from the European Union, AFD, and French ministries, representing a total portfolio of €313 million. These initiatives align with French presidential and interministerial strategic guidelines, the 2023–2025 France–Latin America and Caribbean Strategy, and European priorities—particularly those of the Global Gateway program. In the Caribbean, Expertise France further consolidated its presence by establishing a country office in Haiti in 2024.

◆ Addressing Environmental Challenges

The agency implements European-funded programs to enhance the region's capacity to tackle environmental challenges and to protect biodiversity—both of which are strategic priorities. The Euroclima+ program supports Latin American countries in implementing their climate commitments. The Amazonia+ program focuses on reducing deforestation and promoting the sustainable management of Amazon Basin ecosystems, with particular emphasis on Indigenous rights and environmental governance.

◆ Promoting Inclusive and Social Reform

Expertise France supports countries in implementing policies that combine vocational training, social protection, and environmental justice. The Team Europe Initiative Inclusive Societies builds on the work of EUROsociAL+ to improve social cohesion, reduce inequality—especially gender inequality—and strengthen public policies for inclusion. The SOCIEUX+ facility provides technical expertise to assist with employment and social protection reforms in partner countries. In El Salvador, under the Agustine project, the agency provides psycho-social support services, facilitates youth integration into the workforce, and promotes gender equality through inclusive education programs.

◆ Strengthening (Cyber)Security

In Latin America, Expertise France is active in the security domain. Funded by the European Union, it implements the regional El PacCTO program to combat transnational organized crime. In Ecuador, the agency contributes to strengthening security coordination mechanisms in Guayaquil. Through the EU–LAC Cyber project, Expertise France also works to improve legal and governance frameworks related to cybersecurity across the region. ■

A Broadened Mandate for Overseas Territories

Expertise France's mandate was extended to the French Overseas Territories following the Interministerial Committee on Overseas Territories held on July 18, 2023. For a period of three years, the agency is tasked with implementing technical assistance missions, under the joint oversight of the Ministry of the Interior, the Ministry for Overseas Territories, and AFD. Since 2024, around ten experts have been deployed across the Overseas Territories to address issues such as sanitation and hydraulic network management. In parallel, the agency is leading the Green Overseas (GO) program, which contributes to the sustainable, resilient, and inclusive development of 25 overseas and British countries and territories. The program focuses on key themes, such as supporting the energy transition and managing coastal zones in response to rising sea levels.



INDO-PACIFIC

Cooperating on Shared Strategic Interests

A strategic region, the Indo-Pacific concentrates both development opportunities and numerous risk zones, particularly those linked to the impacts of climate change. Expertise France's action in the region aligns with AFD Group's regional strategy—focused on climate resilience and disaster risk reduction—and with the European Union's Global Gateway strategy.

♦ Reducing Disaster Risks and Mitigating Climate Change Effects

Expertise France supports partner countries in the region by integrating ecological transition challenges across all economic sectors, especially by promoting green and blue economies as drivers of sustainable, inclusive, and job-creating growth. The agency's approach emphasizes raising awareness among public and private stakeholders, as well as the general population, about disaster risks and the consequences of climate change.

The AQIP project supports ASEAN member states in developing public policies to improve air quality. Another initiative aims to strengthen intra-ASEAN cooperation for the sustainable management of ship-generated waste. The DREALL project supports disaster risk reduction at the local government level in the Philippines.

♦ Developing Sustainable Finance and Supporting the Digital Transition

The agency helps mobilize the private and financial sectors around green recovery and circular economy goals, for instance by establishing regulatory policy frameworks for sustainable finance. In Cambodia, the Green PFM project is strengthening the Ministry of Economy and Finance's capacity to implement the



The marine and terrestrial biodiversity conservation project Solwara na Graun blo Pipol in Papua New Guinea involves local communities in the Highlands and promotes green growth and sustainable use of land and forests by small agricultural and forestry businesses.

organic budget law by incorporating environmental and climate criteria into budget analysis.

Expertise France also supports digital governance in Vietnam through a program focused on e-government services, by assisting in the rollout of a government information and performance monitoring center. ■

Visit Us Online



WANT TO LEARN MORE?

Visit the web version of the Results & Outlook:

rapport-annuel.expertisfrance.fr/en

You'll find over **a dozen interviews** highlighting the work done with our partners, along with **a complete archive of all our annual reports.**



Check out our 2024
key figures and 2025
objectives **in video format.**

Abbreviations and Acronyms

- **ADA:** Austrian Development Agency
- **AfD:** French Development Agency
- **ASEAN:** Association of Southeast Asian Nations
- **CEMAC:** Central African Economic and Monetary Community
- **CGECI:** General Confederation of Businesses of Côte d'Ivoire
- **EDFI:** European Development Finance Institutions
- **ENA:** National School of Administration
- **ETI:** International Technical Expert
- **FEXTE:** Fund for Technical Expertise and Experience Sharing
- **GIZ:** Deutsche Gesellschaft für Internationale Zusammenarbeit
- **ICR:** Investment Climate Reform
- **INSP:** National Institute of Public Service
- **IORIS:** Indo-Pacific Regional Information Sharing platform
- **IRIS:** Institute for International and Strategic Relations
- **SDGs:** Sustainable Development Goals
- **NGO:** Non-Governmental Organization
- **UN:** United Nations
- **CSO:** Civil Society Organization
- **WFP:** World Food Programme
- **PN:** Practitioners' Network
- **SCDI:** Supporting Community Development Initiatives
- **AU:** African Union
- **EU:** European Union

Image Credits

Cover: Illume Creative studio, Dalia Khamissy, Agence Atalaku, Rodrigue Ako, Mahdi Azouzi, Zarni, Aurore-Alexandra Castellaci
P.1: Traoré Karifa
P.2: Ministry for Europe and Foreign Affairs
P.3: Ministry of Economy

P. 4-5: Marcella Barbieri
P. 10: All rights reserved
P. 12: Gaby Gerster
P. 13: All rights reserved
P. 14: All rights reserved
P. 15: Guillaume Landry
P. 16: Sophie Palmier, Alexandre Salle de Chou
P. 18: CEPAL - United

Nations
P. 19: Xavier Renault
P. 20: Bokeh Lah
P. 21: Zarni
P. 22: All rights reserved
P. 23: All rights reserved
P. 24: All rights reserved
P. 25: Atelier Blayo
P. 26: All rights reserved

P. 27: Pierre Marchal/ Anakaopress
P. 28: All rights reserved
P. 29: Mark Vermeij
P. 31: Agence Atalaku
P. 32: All rights reserved
P. 33: Ion Plas Alexandru
P. 35: All rights reserved

Director of Publication: Jérémie Pellet, Chief Executive Officer

Editorial Coordination & Writing (Expertise France): Nicolas Jacquemard, Communications Officer

Editorial Consulting, Writing and Design: ANIMAL  PENSANT

With special thanks to our headquarters and field teams, and to our partners for their contributions.

This document was printed in France by Imprimerie solidaire, a socially inclusive enterprise where 80% of the production staff are workers with disabilities. Printed on FSC®-certified paper containing 40% (cover) and 50% (interior) recycled fibers.





40, boulevard de Port-Royal
75005 Paris
+33 1 70 82 70 82

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

Find us on:

