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Winning new international markets is a major challenge for this country: a key aspect is international technical expertise, worth tens of billions of euros per year.

France possesses particular skills in sectors as varied as demography, health, scientific research, culture, museography, education, the organisation of public administration, taxation, customs administration, town planning, and recognised and appreciated expertise that reflect the country’s values.

The French citizens, men and women, who have chosen to live abroad or undertake short and medium-term missions, building capacities in developing countries, stabilising fragile states and meeting the demands of emerging countries, contribute to this country’s influence and example in the world. This is the mission entrusted to France Expertise Internationale: to promote French expertise in other countries and to international donors, to professionalise our actions and provide our international technical experts with the support they need in global competition.

Skills, experience and references are the strengths of the human capital that deserves the support of our economic diplomacy, one of the priorities I have set for the Quai d’Orsay. As a modern instrument for the French government’s external action, benefiting from an innovative business model, FEI currently contributes to more than 170 cooperation projects in some fifty countries. Together with Campus France and the Institut Français, it belongs to a generation of agencies that extend the Ministry’s action to a range of fields: control of major pandemics, challenges of climate change and urbanisation, democratic transition, strengthening of civil society, security and risk prevention issues, post-crisis intervention and more.

I know I can count on FEI to carry out its actions, effectively and consistently, and to serve France.
I am honoured to introduce France Expertise Internationale’s annual report for the first time. FEI is a new industrial and commercial establishment which, along with the Institut Français and Campus France, report to the Ministry of Foreign Affairs.

International expertise is a major vector in both the example France sets in the world and our international solidarity policy. It is also a key element in this country’s international competitiveness and a tool for building the capacities of our partners.

To meet the challenges of development and international solidarity, part of the solution is the sharing and transfer of knowledge and experience at international level; in other words, expertise.

The promotion of French expertise is directly linked to the major themes of the Conferences on Development and International Solidarity which closed in March 2013:

- **A vision of development**: the experts funded by French, European and multilateral bodies will support the post-2015 objectives and will be the women and men directly implementing objectives of sustainable development.

- **Essential transparency and effectiveness of aid**: the quality of the experts, the values they represent, and their relevance to the needs of the Global South are key here. Our objective is clear: expertise must not be based on “turnkey” solutions duplicated unthinkingly. It must engage the beneficiary countries, encourage innovation and the hybridisation of ideas. The solutions it proposes must be designed for the long term.

- **Necessary coherence of public policies**: expertise is often used for crosscutting projects, particularly in the field of governance. Experts may be French or another nationality, active or retired, coming from many administrations, the private sector or civil society. Designing projects involves overcoming the silo approach and excessive specialisation. As an agency working on a wide range of activities, FEI can actively contribute to the coherence of our development policies and link its actions to the priorities of French foreign policy.

- **Partnership with NGOs**: many of FEI’s activities involve experts from the NGOs and directly or indirectly benefit civil society, be it in controlling major pandemics, combating discrimination or supporting media in Africa.

- **Promotion of technological and social innovations**: the effective use and sharing of talent, ideas and initiatives lie at the heart of our development actions. With more than 21,000 days of expertise abroad in 2012, FEI contributes to this objective on issues relating to stability, security, health, education and governance, sustainable development, energy and climate change, all topics on which FEI has a useful role to play.

At a time when the aim of opening France to the world and becoming more aware of its role in globalisation and the European area of solidarity is present as never before, the French model of promoting expertise must continue to develop to achieve greater coherence and effectiveness. This is one of the challenges of the work we have begun and which will be announced in the months ahead.
FOREWORD BY THE CHAIRMAN OF THE BOARD

A great country has many ways of expressing its solidarity and increasing its influence. Using its “grey matter” is one of them, and a major one. Not out of nostalgia for the days of a technical assistance that is now obsolete, but rather by ambitious and ever more innovative expertise.

The challenge is considerable. In this highly competitive market, Germany achieves sales figures ten times those of France, thanks largely to having a single, strong, tightly organised agency with the clout to inspire the activities of other public and private expertise agencies.

The Act of 27 July 2010 was passed in order to organise the international promotion of French expertise more effectively. With the status of a public industrial and commercial establishment (EPIC), France Expertise Internationale works in close collaboration with private expertise because parliament has instructed it to adopt the private sector’s rules of operation and transparency: its business model is that of a private enterprise, its staff are covered by ordinary industrial law and collective agreements, no public money is used to reduce its costs, and its accounts are auditable. Furthermore, a Steering Committee (COS) has been set up for France Expertise Internationale and has already met twice: its membership and mission have made it a forum of reference for the open debate of issues concerning the international promotion of French expertise.

On the subject of the quite remarkable number and variety of French public agencies, two noteworthy reports, from Ms Maugüé and Senator Berthou, have been published to clarify the issues. Decisions will soon be made and meetings have been announced by the interministerial committees on international cooperation and development (CICID) and the modernisation of public action (CIMAP).

For France Expertise Internationale the point is certainly not to patch up a structure so as to preserve old traditions; it is to open up a way for France to at last increase its market share in a field — international expertise — that is increasingly open and competitive.

In its present role, France Expertise Internationale is already contributing:

By following a clear strategy as set out in its 2012 objectives and performance contract (COP) with the government. It is a general-purpose agency as an agency of our diplomatic policy, but effective centres of expertise have also emerged to support France’s foreign policy; new expertise has been developed; the proportion of EU and multilateral funding regularly increases; upstream donors and downstream beneficiary countries are rapidly diversifying.

By boosting its turnover by 30% in 2012, and likely doubling them in 2013, FEI has achieved a “volume effect” that has not cost the taxpayer a penny, which is good news. It has increased its productivity while maintaining and even increasing its staff numbers. Its accounts are transparent, as witnessed by the auditors’ unreserved approval for the second year running.

By connecting its future efforts to performance: intellectual performance by investing in innovative high value-added sectors; management performance by reducing FEI’s break-even period; financial performance by aiming for competitive but fair margins.

The Board of Directors gives its full support to France Expertise Internationale by working regularly (quarterly meetings with optional conference calls), openly (no topic within the statutes may not be discussed) and in a collegial manner (the variety of directors enables a useful cross-fertilisation of experience). The Board welcomes this success, due to the full commitment of FEI’s management and teams: our warmest thanks to them all. Economic diplomacy has various aspects, one of the most significant being the development of human capital. The successful achievement of this specific aspect of this country’s economic diplomacy is the goal towards which we all work at France Expertise Internationale.

The task ahead is a hard one, but results are already promising.
Overview of 2012

This was FEI’s first full year of activity of promoting French expertise at international level.
Chapter I.

Highlights of 2012

18 January

LAUNCH MEETING FOR EURO-TRAFGUID PROJECT—PARIS
The project aims to strengthen and harmonise methods and procedures for identifying the victims of trafficking in participating countries, by developing common policy principles.
www.fei.gouv.fr/fr/nos-projets/focus-sur/euro-trafguid.html

26-28 March

“COOPERATE MORE WITH THE AMERICAS” SEMINAR—PARIS
FEI and MAE hold a seminar on “identifying, confiscating, seizing and recovering criminal assets in Europe and Central, Andean and Caribbean America” with some forty attendees from fifteen countries.

2 April

LAUNCH OF TECHNICAL ASSISTANCE PROJECT FOR THE NATIONAL MEDIA COMMISSION IN GHANA—ACCRA
Project run by FEI in partnership with two NGOs to build the NMC’s capacity to monitor the media.

27-28 February

CONSULTATION SEMINAR FOR PLAYERS COMBATING AIDS, TUBERCULOSIS AND MALARIA
Hosted by the MAE and FEI in Paris, the event brought together players combating AIDS, tuberculosis and malaria from 20 countries to put forward priority topics for funding projects via the 5% Initiative.
www.initiative5pour100.fr

12 April

1ST MEETING FEI STEERING COMMITTEE
Chaired by T. Courtaigne, this meeting focuses on the countries of the “G8 Deauville partnership”, transition countries of the MENA region.

20 April

FEI-CIEP PARTNERSHIP SIGNED
The partnership is designed to optimise the two agencies expertise in carrying out government policies in international cooperation in education.

12-17 March

6TH WORLD WATER FORUM “MARSEILLE 2012”
FEI attends as an agency working in the field of clean water and sanitation.

07 June

FINAL CONFERENCE OF EUROPEAN BLUEMASSMED (BMM) PROJECT—BRUSSELS
Organised by FEI, the final conference of the BMM project for maritime surveillance in the Mediterranean was attended by 300 people (partners, European institutions and Member States) and demonstrated the opportunities for exchange opened up by the BMM network.
www.bluemassmed.net

16-17 July

“EXPERTISE AND POLICY OF INFLUENCE: PRESENTING FEI”—2012 MEETING OF COOPERATION ADVISORS
Jean-Baptiste Mattéi, MAE Director General for Globalisation, Development and Partnerships and Cyrille Pierre, FEI General Manager, lead a workshop on the challenges of promoting expertise.

22-27 July

XIX INTERNATIONAL AIDS CONFERENCE 2012—WASHINGTON, D.C.
“Turning the Tide Together”. Attended by 25,000 AIDS stakeholders, where FEI promotes the 5% Initiative AIDS, TB, malaria.
### August

**LAUNCH OF “HIGHER PROFESSIONAL SKILLS” PROJECT**

This FEI-managed project aims to reinforce the training on the integration of young people in the workplace and to meet the economic and social needs of 15 countries in North and Sub-Saharan Africa.

### 19-21 September

**5TH WORLD FORUM CONVERGENCES 2015—PARIS**

FEI with 4,000 professionals from public, private and voluntary sectors working for poverty reduction.

### 18 October

**SIXTH EU ANTI-TRAFFICKING DAY—BRUSSELS**

FEI takes part in the “Together against Trafficking in Human Beings” conference for political leaders, Member State civil servants, civil society representatives and experts.

### 13-14 October

**14TH FRANCOPHONIE SUMMIT—KINSHASA**

OIF heads of state and government discuss “Francophonie, environmental and economic issues facing global governance”. FEI is a partner of OIF and MAE in a project to teach French to peacekeeping forces.

### 16-17 October

**2012 EUROPEAN DEVELOPMENT DAYS—BRUSSELS**

The EUNIDA network (in which FEI represents France) holds a roundtable discussion on inclusive and sustainable growth to promote pilot projects and anticipate EUNIDA’s role in implementing the Commission’s priorities in fragile states.

### 14 November

**FORMING A “TEAM FRANCE” FOR INTERNATIONAL EXPERTISE. FRANCE EXPERTISE INTERNATIONALE: AN ESTABLISHMENT AT THE CROSSROADS**

At a time when the government intends to make economic diplomacy a major thrust of its foreign policy, the Senate’s foreign affairs commission took advantage of the presentation of FEI’s objectives and performance contract to evaluate French policy in promoting French expertise in development cooperation markets.

### 26 November

**FEI AND GIP ESTHER PARTNERSHIP**

The two bodies aim to pool their efforts to promote their expertise in the OPP-ERA project to improve monitoring of patients living with HIV/AIDS.

### 10 December

**PASCAL CANFIN MEETS VOLUNTARY ASSOCIATIONS SUPPORTED BY THE INTERNATIONAL LGBTI FUND—PARIS**

On Human Rights Day, the Minister Delegate for Development asks to see the leaders of three associations defending LGBTI rights (China, Dominican Republic, Uganda) supported by the Fund for Human Rights, Sexual Orientation and Gender Identity managed by FEI.

### 9 December

**SIGNING OF GOVERNMENT-FEI OBJECTIVES AND PERFORMANCE CONTRACT**

FEI signs its 2013-2016 objectives and performance contract with the government laying down its priorities for meeting the needs of the global market for expertise, solidarity and influence issues.
Chapter I.

FEI is the only public-sector player in the field of expertise entrusted by parliament with a wide range of action. FEI is a public-service agency contributing to France’s external and development cooperation action. It operates under private law and market financial conditions with the mission of promoting international technical expertise and acting as coordinator for complex development projects.

FEI proposes an integrated service based on expertise and combining all the technical, financial, legal, economic and social aspects of project implementation. As a contracting agency, FEI offers its clients solutions to reduce the management burden of project engineering while preserving the role of client. Choosing FEI means gaining the support of an establishment able to execute large-scale projects with several partners and to bring people, teams and institutions of varying status, nationality and culture together to work successfully.

FEI relies on a network of high-level public and private, French and European partners. As France’s representative at EUNIDA, the European Network of Implementing Development Agencies, it has more than 40 years’ accumulated experience. On the ground, the Ministry of Foreign Affairs’ diplomatic network provides the advantages of local positioning and support for FEI activities throughout the world.

KEY FIGURES FOR 2012

88 responses to requests
61 projects awarded
€21 million total value of projects for the year
A portfolio of 179 projects
€28.2 million turnover (+29% from 2011)
21,185 days of expertise
505 experts and other staff employed
60 beneficiary countries
56 head office employees at the end of 2012

FEI: PROMOTING FRENCH EXPERTISE AND SKILLS IN THE WORLD

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FEI’S COMPARATIVE ADVANTAGES:

- Responsiveness: rapid responses tailored to demand
- Flexibility and innovation: customised responses to recurring issues
- Professionalism and method: reliable and secure project management
- Know-how and connections: support from the Ministry of Foreign Affairs and references in Governance and Human Rights / MDGs and Development / Stability, Security, Defence / Post-Crisis Intervention
- Multidisciplinary and multi-cultural: experts recruited from all nationalities and sectors, both short and long-term.
Last year, 2012, was FEI’s first full year of activity: what has been the record of the reforms and activities undertaken?

The year 2012 contained major landmarks in FEI’s life: consolidation of management instruments, organisational adjustments, success in key sectors, the first project under delegated management of EU funds, all of which succeeded thanks to the work and dedication of FEI staff.

As a year of consolidation, 2012 presented the opportunity to set out a clear roadmap in terms of both increasing turnover and performance and activity indicators. That was the purpose of the three-year contract signed in December with the Ministry of Foreign Affairs. In order to go further and prepare FEI for the long term, I included in this first objectives and performance contract a 2013-2015 strategic policy plan devised together with FEI staff and discussed and approved by the Board of Directors.

With our sharply rising turnover and rapidly changing project portfolio, we must meet the challenge of reconciling our public service mission with a rigorous business model based on total self-financing, since we receive no public subsidies. FEI now operates in more than 60 countries, responding to requests from varied clients in all manner of areas; with nearly 21,000 days of expertise per year, we are now a public agencies’ of reference in the management of cooperation and expertise projects.

In a global context still marked by the effects of the financial crisis, what does an agency like FEI bring to France’s economic diplomacy?

FEI was intended and designed by parliament to be an instrument in the service of promoting French expertise, in other words, the effective use of this country’s know-how in response to requests for capacity-building from third countries facing the challenges of development and globalisation.

In the service of the government’s external action, FEI has developed recognised specialities, particularly in the fields of governance, security and the control of pandemics. FEI proposes solutions to its partners and clients for the rapid, flexible and secure management of their cooperation projects.

What are your ambitions and prospects for FEI in the years ahead?

I think the following priorities are essential:

- Seek success in the most dynamic sectors where FEI possesses references, pools of experts and key partnerships. These include pandemic preparedness, to which we devoted most attention in 2012. The safety-security-stability sector is another where FEI has earned credibility. In the case of governance, we shall direct our efforts to Africa and particularly the countries of the Sahel;
- Strengthen FEI positioning with respect to EU instruments, both in responding to calls for tender and in the delegated management of European funds;
• Raise the awareness of FEI and its interactions with France’s diplomatic network: the FEI “brand” is not sufficiently recognised and too little is made of our know-how and references. We can do better as part of a determined and organised “Team France”.
• Improve FEI’s management tools and indicators so as to make the right strategic choices for our development, manage financial risk and use our resources efficiently in the service of our partners and clients.

More generally, seek to develop new services for businesses and corporate foundations by forming public-private partnerships for capacity-building and vocational training projects.

To support our strategy and enhance the coherence of the French offering of expertise, we shall use a new policy of partnerships with the main development stakeholders in civil society, public and private sectors.

As General Manager, I personally shall press for a long-term FEI project committing us to an approach of quality and Corporate Social Responsibility. My ambition is to establish FEI within a model of sustainable economic development guided by the quest for transparency, added value for France, quality and performance.

“My ambition is to establish FEI within a model of sustainable economic development guided by the quest for transparency, added value for France, quality and performance.”
Activities in 2012

In order to meet the needs for expertise expressed by third countries facing the challenges of development and globalisation, FEI offers project engineering services. To serve the French government’s external action, FEI has developed professional specialities in the sectors of governance, security and pandemic preparedness.
Activities in 2012

FEI’s short term missions

5% Initiative: Eligible countries

Coordination missions

5% INITIATIVE
- Health
- €18M
- 2011-2013
- MAE

EFH
- Annual Report 2012

Governance

EC

Media

EC

EUROSOCIAL II

Governance

EC

5% INITIATIVE

Health

Agriculture/Hydraulic/Environment

Health

Agriculture/Hydraulic/Environment

Post-crisis

Education

Education

Education

Security

Security

Local Authorities

Local Authorities

Local Authorities

Public contract

Co-development

Agriculture

Agriculture

Agriculture

Agriculture

Coordination missions

Washington

London

Brussels

Tokyo

Activities in 2012

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INTERVENING WHERE FRANCE’S COMPETENCIES LIE

Contributing to the Millennium Development Goals was the FEI’s main sector of operation while transitioning towards sustainable development goals post-2015. In addition to standard interventions with African clients, 2012 marked a growing focus on education/higher vocational training and pandemic preparedness, in support of French intervention via multilateral bodies (Global Fund, UNITAID).

In 2012, FEI confirmed its know-how, effective networking and diversified development in the security safety defence sector. Although capacity-building in maritime safety and security and combating CBRN threats (Chemical, Biological, Radiological, Nuclear) was key to our activities, we began to extend our portfolio towards a more holistic approach to reform of security systems. At a time of Arab transition, piracy in the Gulf of Guinea, instability in the Sahel and the emergence of a transregional approach to crisis management, FEI continued to apply expertise to pilot projects and identification and planning missions for the EU. FEI’s proven experience in difficult areas in the Middle East, the Sahel and the Caucasus and its continued presence in Yemen during its transition phase have earned the recognition of our partners and clients as a credible and responsive opposite number for implementing complex cooperation operations.

FEI also continued its efforts in post-crisis intervention and democratic governance (rule of law, basic institutions, decentralisation, civil service, civil society, etc.) with a particular emphasis on support for the media and human rights.
MDGS AND DEVELOPMENT

• Human development

Health: a transversal approach to promoting projects and creating a network of experts

Strengthening health policies: C2D in Cameroon
The objectives of the Technical assistance to the Ministry of Health of Cameroon in 2012 were to support national and regional health policies and human resource management:
• support for the ministry’s new HR plan (management IT, census, staff training);
• support for the regional delegation (North province) to implement health policies in 3 regions (obstetrical kits) before countrywide rollout;
• supplementary short-term expertise to support health system reform.

FEI, a key agency in the fight against pandemic
This first year of implementing the 5% Initiative AIDS, TB, malaria, France’s indirect contribution to the Global Fund, was marked by a rapid growth of the system. With 50 expert missions approved (Canal 1), 75% of which started in 2012, the 5% Initiative quickly proved its relevance and ability to meet the needs of French-speaking countries. More than 20 countries in West, Central, East Africa and Asia benefited from the expertise missions. In addition, 12 projects were preselected (Canal 2) to strengthen health systems and operational research in beneficiary countries after a competitive call for tenders.

Furthermore, to meet the Initiative’s commitment to transparency and communication, a website was set up: www.initiative-5pour100.fr.

The year 2012 also confirmed FEI’s added value as lead consortium member for projects in the health sector, with the approval by the UNITAID Board for the first phase of the OPP-ERA project to improve care for people living with HIV in French-speaking Africa (16-month). The project received $2.4m funding from UNITAID and is implemented by a consortium including ESTHER, ANRS, Sidaction and Solthis, which co-fund the project activities.

BURUNDI: IMPROVED SUPPLY-CHAIN AND STOCK MANAGEMENT

In response to a request from the health ministry for the management and supply of HIV/AIDS inputs (screening tests, lab reagents, antiretrovirals), an expert mission was set up to analyse the current state of the system in order to develop a system to quantify inputs and monitor the management of supplies and stocks as well as improve coordination (supply and distribution) by creating consultation bodies.

The mission contributed to the setting up of systems to quantify needs, reduce the risk of stock shortage and manage acute situations, and the creation of a national HIV input quantification committee to improve communication between stakeholders in the medical supply chain.

CENTRAL AFRICAN REPUBLIC: STRENGTHENING THE NATIONAL TB PROGRAMME (PNLT)

Tuberculosis is a major public health issue in the CAR (328 cases, prevalence of 424 per 100,000 people) aggravated by high prevalence of HIV/AIDS (4.7% of the sexually active population, 33% HIV prevalence among TB patients). To cope, the PNLT applied to the 5% Initiative to strengthen the capacities of health-care staff in tuberculosis, screening and treatment, in all its forms (adult, child, multidrug-resistant and HIV/TB co-infection). Specific support was provided to improve the monitoring and assessment procedures of the programme, improve the diagnosis and care of paediatric and multidrug-resistant tuberculosis as well as improve overall management and strengthen capacities for implementing GF grants. By adopting an integrated approach with support from the International Union against Tuberculosis and Lung Disease, the mission revived the programme and improved the impact of GF grants.
Chapter 2.

LAOS: CIVIL SOCIETY CAPACITY-BUILDING WITHIN THE GLOBAL FUND

As part of their governance reform, the Country Coordination Mechanism for GF grants (CCM, regrouping stakeholders fighting HIV/AIDS, TB and malaria) applied to the 5% Initiative to ensure that the civil society was properly represented in the mechanism and trained. The objective of the mission was to produce an analysis and draft priority recommendations; to build capacities and procedures in this area.

The mission reported that the civil society was embryonic and fragile and put forth the need to review the composition of the CCM and its election process to enable a good representation of vulnerable groups. The mission also helped develop terms of reference for the civil society within the CCM and define an election procedure for its representatives.

Modernisation and improvement of education and support for vocational training

Burundi

FEI has been contributing to the capacity-building of the Ministry in charge of education and vocational training regarding senior management and planning in the education sector since 2009. The management of a multi-donor fund and support for sector dialogue are of the responsibility of two international experts living in Burundi. Furthermore, a series of short term missions were also implemented in order to evaluate the education sector and to support the public procurement process. This mission has improved the monitoring of education policy, the management of the common fund (budget, expenditure, procurement, accounting and budget control, etc.), strategic planning and the internal organisation of technical ministries (basic and secondary education, trades education, vocational training, higher education).

“Higher vocational skills” regional project

This project funded by the French Ministry of Foreign Affairs began in 2012 covering 15 countries in North and sub-Saharan Africa with little qualified jobs available. It aims to meet the needs of the labour market via training in intermediate skills and to achieve a better coherence between 2 to 3-year post-secondary courses and the requirements of local businesses. It works on a national level in Algeria, Morocco and Tunisia, supporting the implementation of strategies to initiate or improve 2 to 3-year post-secondary vocational courses and the cooperation between universities and business. During the first year, the project’s one-year and multi-year action plans were defined and expert seminars and missions launched.

Regarding West and Central Africa, the project works at the regional level (Burkina Faso, Cameroon, Chad, Côte d’Ivoire, Ghana, Guinea Conakry, Mali, Mauritania, Niger, Senegal and Togo). Expert missions conducted need identification and analysis which will be followed in 2013 by regional synergies via the emergence of a centre of expertise for sharing best-practices. Support will be given to strengthen university-business relations and the recognition of vocational higher education diplomas.

Urban and territorial development

As a result of partnerships with French regions, ten expertise missions were funded in 2012: the Ile-de-France region funded a new full-time expert position in Chile (in addition to those in Vietnam, Madagascar, Lebanon, Senegal and Haiti); the Rhône-Alpes region extended the mission supporting the PADDI project in Ho-Chi-Minh-City; the Aquitaine region funded an eco-tourism project coordinator in Lào Cai, Vietnam; and the Provence-Alpes-Côte d’Azur region created expert positions in Morocco and Lebanon.
In the field of urban development, FEI supported the City hall of Lomé (Togo) in local governance and urban waste management, with two international experts assigned to the city’s financial and technical departments. This intervention will continue in 2013.

**VOCATIONAL EDUCATION IN KAZAKHSTAN**

This EU-funded project, managed by FEI within the EUNIDA network, is designed to support the Kazakhstan government in implementing the “National programmes for education development 2011-2020”, and for “Accelerated industrial and innovative development 2010-2014”.

The 18-month project with a budget of €900,000 began in 2011 and will support the Republican Scientific Methodological Centre (RSMC) of the Ministry of Education in its mission to reform the vocational education system via a partnership between RSMC and the French CIEP for the production of a strategic action plan and the development of training courses for Kazakh specialists (qualification standards, curricula, job descriptions). In 2012, experts from Austria, France, Poland, Lithuania and Kazakhstan worked on the project. In addition, exchanges and study visits were arranged and partnership agreements signed between French and Kazakh public officials.

**SECURITY / SAFETY / DEFENCE**

- **Maritime cooperation**

**Towards a European maritime surveillance policy**

In 2012, the BlumassMed (BMM) project came to an end, for which FEI had been appointed Lead Partner by France’s Secretariat General of the Sea. Jointly funded by the European Commission (DG MARE call for proposals), the project (€6 million) was implemented from December 2009 to July 2012 as part of the EU’s integrated maritime policy, involving 37 administrations in charge of maritime surveillance from six of the Member States bordering the Mediterranean Sea and its approaches (France, Greece, Italy, Malta, Spain, Portugal). Now that Europe is moving towards a Common Information Sharing Environment (CISE), the conclusions of the BMM project provide a basis for future initiatives.

Building on this success, FEI has been chosen as advisor for financial and administrative aspects of the “Cooperation Project”, aiming to contribute to the European strategy for setting up an instrument integrating existing surveillance systems and networks, enabling the authorities to access the data they need to carry out their missions at sea.

**Operational demonstration showing exchange opportunities opened up by the BMM network**

**Fight against piracy at sea and maritime capacity-building: FEI as reference agency**

Under the European Commission’s Instrument for Stability (IFS), FEI continues its activity in the Critical Maritime Routes programme. The MARSIC project, launched in 2010, contributes to strengthening the maritime capacities of the countries concerned by the Djibouti Code of Conduct in the Horn of Africa, East Africa, the Arabian Peninsula and Indian Ocean. The €6 million project continues until 2015. FEI leads a consortium including the Italian and Swedish coastguard authorities, IMSSEA and the universities of Ljubljana and Szczecin, and works with its partners to regionalise governance and ensure this pilot project has sustainable results.

**Operational demonstration showing exchange opportunities opened up by the BMM network**

**Sustainable and rural development**

In West Africa, FEI manages support missions to define agricultural strategies and policies at every level:

- regional (ECOWAS and WAEMU) — monitoring of agricultural and trade policies, dialogue between relevant regional organisations and institutions, support for organisations in emerging or new fields (safety nets);
- national — interventions in Ministries (Minister or senior-level directors), as in Cameroon and Burkina Faso;
- specific programmes resulting from defined strategies and policies — agricultural training (Madagascar, Cameroon), rice-farming (Senegal), income-generating crops for farmers (São Tomé).

In the water and sanitation sector, FEI confirmed its cooperation with the Volta Basin Authority (VBA) and began a further intervention in 2012 to support VBA in analysing its funding options. Overall, five technical assistance missions were implemented by FEI in 2012, including three experts assigned to the World Bank’s Water and Sanitation Programme (WSP).
In addition, to respond to the risks related to maritime security and safety in the Indian Ocean, the Commission has asked FEI to manage an identification mission for developing an extended maritime cooperation strategy that includes the Mozambique Channel, the Malacca Straits and the Horn of Africa. In 2012, FEI assigned the experts needed for this project, entitled CRIMARIO. In line with national and European policies, FEI works towards greater sustainable cooperation in the region.

In 2012, FEI adapted to new challenges in piracy and armed robbery against ships. In the same Critical Maritime Routes programme, a European team (France, Spain, Portugal and the UK) mobilised by FEI and working for the Commission, finalised a study on building maritime capacities in the Gulf of Guinea, which suffers from an increase in attacks at sea and oil bunkering. In the second quarter, together with the administrations of the above-mentioned Member States, FEI initiated the formation of a European consortium to implement this assistance (training, regional coordination, maritime operations and information-sharing). The Commission’s decision on the project and the launch of activities with a budget of €4.5 million, is expected by summer 2013.

In the transmission of the acquis communautaire and institutional capacity-building, FEI continues to work with ENSM, France’s national naval academy, in a consortium with the Italian coastguards, under a twinning project to contribute to reform naval training in Turkey. The €1.3 million action ends in July 2013.

MARSIC

The Gulf of Aden is an area of major geostrategic importance. In recent years, it has been compromised by a multiple of crises (Somalia in the 1990s, Eritrea-Ethiopia war 1998-2000) leading to the emergence of new cross-border threats. At the same time, robbery and piracy have increased significantly, affecting global sea trade.

The European Commission has taken on a major role in securing maritime routes against these risks and fighting piracy in the region. Part of its action involves the MARSIC pilot project to improve maritime security and safety in the Gulf of Aden and eastern Indian Ocean by capacity-building for the maritime administrations of the countries that have signed the Djibouti Code of Conduct. Involving information-sharing and analysis, training and assistance for maritime administrations and regional response coordination, MARSIC was initiated by FEI in 2010 and by 2012 had reached operational status. Technical capacities have been enhanced and regional statutes established for the Sanaa information sharing centre, academic staff have been deployed at the regional maritime training centre in Djibouti (15 countries, 2,080 trainee-days, 27 lecturers), support given for the sub-regional operationalisation of the Mombasa and Dar-es-Salaam centres, and the process was launched to regionalise the governance and financing of these centres.
- **Reform of security systems**

**Yemen: FEI mandated by the EU to implement European assistance to restructure the civil security sector**

Considering FEI’s involvement in initiatives aiming reform the security systems and its previous activities in the country, it was directly appointed by the EU Delegation in Sanaa to run the technical assistance to the restructuring committee of Yemen’s interior ministry. The European (fr, nl, uk) team’s mission is to advise the stakeholders and provide the necessary technical assistance for preparing and producing a plan of reforms for the civil security sector. From August 2012 to April 2013, at a cost of €480,000, eight missions to the Yemeni stakeholders brought together all the team members and provided short-term high-level support on particular topics (French prefects, lawyers, interior ministry advisors, etc.).

In the light of this initial action, FEI, together with the EU Delegation and the Member States involved, is supporting the transition process of the Gulf Cooperation Council and G10 (Gulf countries, UNSC permanent members, European Union).

**Sahel and West Africa: devising strategic actions for internal security**

FEI was already working in the first phase of the IfS, on security risks in the Sahel region, via the Commission’s Expert Support Facility, and approached the EU Delegation in late 2012 to lead a study to devise the EDF's justice and internal security programme for Mali. The action is expected to be launched in 2013 and its priority has been confirmed by the recent developments in the region’s security conditions.

With the intention of strengthening its presence in West Africa and diversifying its funding schemes, FEI has been working since the second quarter of 2012 with the French interior ministry and the EU Delegation in Togo to prepare actions to support internal security. The modalities of intervention to be funded by the EDF are to be confirmed in 2013 and will involve the delegated management of European funds. Increased use of this type of action, in view of the use of remaining funds from the 9th and 10th EDF, is a major objective for 2012-2014 for FEI’s Safety/Security sector.

**Lebanon: security and rule of law**

In Lebanon, the Security and Rule of Law (SaRoL) project was extended in 2011, and FEI managed the technical consultant mission, and short-term expert missions as well as organised study visits for Lebanese civil servants with the French interior ministry’s international cooperation department. This year it supported a third year-group of trainers at the crime scene simulation site at Aaramoun (South Beirut). In all, 50 trainers were trained in 3 years, 12 of which have been for 2 years the “teaching unit” for the internal security forces institute.

- **Combating and preventing global and transregional risks and threats**

FEI extensively mobilising French expertise (CEA, DAS, SGDSN, Defence, Justice, Banque de France, MAE, etc.), received 30% of the European budget for studies of the Export Support Facility and is main partner of the European Commission and French institutions for this instrument. In addition to the maritime projects, in 2012, FEI capitalised on and developed the IfS’s priority sectors:

- **Building capacities for prevention and response (Priority 1): CBRIN risks**
- **Global and transregional threats (Priority 2):** cocaine route / critical maritime routes / combating terrorism / combating firearms traffic / heroin route.
European initiative for CBRN centres of excellence

This EU initiative to mitigate chemical, biological, radiological and nuclear (CBRN) risks has set up a cooperation framework for national, regional and international partners. Eight regional centres will be established from Rabat to Manila. FEI was involved in the exploratory phase for identifying potential locations of the centres (via the Export Support Facility) and has been appointed as lead agency for French expertise (administrations and research communities) for this initiative, responsible for the operational aspect (project preparation, financial and contract management with donor), once the French Ministry of Foreign Affairs has designed the strategic plan.

Two waves of calls for tenders were launched by the European Commission (April and September 2012). FEI was awarded the following projects for a period of two years from January 2013:

- **Evaluation of legal and regulatory frameworks for biological safety and security** (South-East Asia and Balkans — €1.2 million).
- **Strengthening capacities for biological risk management** (South East Asia — €480,000).
- **Evaluation of and recommendations for CBRN risk mitigation in order to improve legislative frameworks in Tunisia and Lebanon** (€300,000).
- **Development of a system approach for detecting RN materials including a simulation exercise on a critical infrastructure** (Mauritania, Morocco and Senegal — €600,000).
- **Training for first responders (police, firefighters, paramedics) to accidents or malicious acts involving CBRN pathogens** (African Atlantic Façade, North Africa and South East Asia — €700,000).
- **Strengthening bio-security and bio-safety capacities** (FEI regional coordinator with ICIS-Italy for African Atlantic Façade — €340,000).

Projects to support civil protection in West Africa and Tunisia

“Capacity-building for Tunisian national civil protection office” and “Support for civil protection departments in nine West African countries” are two of the projects FEI manages that are financed by the priority solidarity fund (FSP) of the French Ministry of Foreign Affairs. Both are supported by French civil protection and military departments and are designed to improve the protection of people, goods and the environment by building the capacities of civil protection departments and firefighters.

They are implemented together with the DCSD of the French Ministry of Foreign Affairs and the Cooperation and Cultural Services of the French Embassies in beneficiary countries, and are based on a SNAC (Stakeholders, Needs, Alterables, Constraints) analysis designed to map the threats to which protection services must respond (natural, technological, industrial risks, traffic accidents, etc.). A training plan based on this commitment to improve the initial and in-service training of these services, supporting the creation of specialist colleges in Tunisia and Burkina Faso. These references, and a similar initiative in Guinea, confirm FEI’s presence in the civil protection sector. They also add to the risk prevention expertise developed under the European initiative for centres of excellence for CBRN risk mitigation.

Civil protection

Civil protection directly assists local communities in their response to natural disasters (drought, floods, fires, etc.), as well as industrial and common risks. This service, a keystone of a country’s overall security, covers economic, health, food, civil, industrial and other security. It contributes to security and defence policies, particularly regarding emergency procedures, by rapid response to major disasters, organisation of specialist intervention capabilities, adoption of procedures and capacity structuring. **FEI has been operating for years in fragile countries and has acquired considerable know-how in this area.**
GOVERNANCE AND HUMAN RIGHTS

Human rights

In 2012, FEI continued its action against human trafficking (under the EuroTrafGuID project) and was awarded the “Fight against trafficking in Human Beings and Organised Crime in Azerbaijan, Bosnia and Herzegovina, Moldova and Turkey” project in consortium with the ICMPD (€ 1.5 million for 2013-2014).

Fighting human trafficking

The EuroTrafGuID project (€550,000 /24 months), supported by MAE, involves five Member States (Bulgaria, Greece, Netherlands, Romania, Spain) as well as four organisations (ILO/SAP-FL, Council of Europe, ICMPD and UNODC). While developing a guide of common procedures for identifying trafficking victims, various activities were undertaken in 2012:

- Project kick-off meeting (Paris, 18 January 2012) and validation of the report on best practices for identifying victims of trafficking in persons (Athens, June 2012);
- Session training (Madrid, 5-7 November 2012) for 19 Spanish trainers to enable them in turn to train their ground teams regarding the guidelines and three practical tools developed for a 4-month test phase.

Promoting human rights

The international LGBTI fund, launched by France in 2009 and managed by FEI, is an innovative fund to support civil society organisations throughout the world. Overseen by the donors (France, Netherlands, Norway) and representatives of the civil society (ILGA, IDAHO committee, Amnesty International, FIDH, CNCDH), with observers from UNESCO, Inter-LGBT federation, LLH Norway, it intervenes where the situation of LGBTI people is cause for concern. The first call for projects (2011) led to support for action in areas ranging from awareness-raising to fieldwork. A second call for projects will be launched in 2013.

In addition to its LGBTI fund activities, FEI has continued to commit itself to a number of technical assistance projects for promoting human rights. In late 2012, FEI identified two experts to support the European Commission in selecting projects to be financed under the European Instrument for democracy and Human Rights. FEI also intervened in calls for tenders in this sector, such as support for the protection of human rights in Honduras.

Rule of law and justice

In 2012, a series of activities were undertaken to prepare the various projects of the EUROsociAL II programme. Activities in the fields coordinated by FEI were held in most of the 18 beneficiary countries.

Justice: strengthening of legal guidance and assistance services (run by the International Development Law Organisation, IDLO/OIDD), protocols for reducing barriers to justice, strengthening the role of the Defensorías Públicas for people deprived of liberty (run by Justice Coopération Internationale and the Spanish lawyers’ CGAE foundation) and alternative conflict resolution mechanisms (overseen by the Conference of Ministers of Justice of Ibero-American Countries-COMJIB and the governing body of the Spanish judiciary-CGPJ). A further project addresses investigation methods and care for the victims of violence against women.

Civil security: one project (jointly managed by the European Forum for Urban Security-EFUS/FESU and the International Juvenile Justice Observatory-IJJO) addresses coordinating stakeholders in the prevention of violence, a crucial topic in Central America, where the inter-institutional cooperation is often deficient.

A final project, launched in autumn of 2012, brings together stakeholders in justice, employment, education and health. Under FEI’s overall coordination, it aims to reintegrate people in conflict with the law, and is implemented by COMJIB in 14 programme countries. It will improve public policy for the employment reintegration of convicted persons, a political priority in Europe and Latin America. This is a field relatively neglected by development cooperation and offers promising prospects for 2013.

State reform

In the field of governance, FEI continued its action in the administrative and financial sectors via the RECOR auditor capacity-building project in Guinea and the production of inventories of civil service job specifications in central (RIMEC) and local (RMFPT) government in Congo-Brazzaville.
GUINEA: CAPACITY-BUILDING IN AUDITING (RECOR PROJECT)

Following a two-month course in France, twelve senior auditors from the Republic of Guinea arrived back in Conakry on 7 August. The training course, designed by FEI, combined theory (auditing central and local government procurement, role of the Cour des Comptes, international auditing standards), visits to institutions, and practical work experience. The twelve participants from the general inspectorates of finances and government, the ministry of economic and financial control and the audit chamber — selected by an international expert after tests and interviews in Conakry — were received in Paris by the directorate-general of public finances, the general inspectorate of finances, the Cour des Comptes and the National Assembly’s finance committee.

The course is part of the RECOR project and will facilitate the formation of effective auditing teams for missions thanks to the coaching support of international experts.

Support for the media

The media is a crucial vector of democracy and governance. For more than five years, FEI has been working to develop independent, regulated, professional media in various parts of the world. In 2012, FEI’s activities served the following objectives:

**In DRC, support citizens’ demands for accountability**

The media must allow citizens to have their say and enable them to demand accountability from public policymakers. This is an ambitious objective, to which FEI contributes in the Democratic Republic of Congo through the inter-donor programme “Media for Democracy and Accountability” (PMDT). It began in 2007 and has received €21 million from the development agencies of the UK (DFID), Sweden (SIDA) and France. It views the media as an instrument of governance that favours the empowerment of citizen.

Via three funding mechanisms (private agreements, international calls for proposals, local calls for proposals) FEI has allocated 84 grants to 46 international and local operators, funding the following activities:

- over 250 training courses for more than 2,000 professionals in the DRC’s 11 provinces (journalists, managers, technicians, etc.);
- design of 5 curricula (master’s in media management and 4 journalism courses) in partnership with local training establishments;
- producing and broadcasting local content (fiction, blogs, documentary series, discussion programmes);
- professional strategic audience research as part of the process of making the country’s media viable;
- four alternative energy sources (solar, wind, animal power, palm oil) for the country’s radio stations;
- operating costs for the Journalist in danger (JED) NGO, a press freedom prize (Prix Lucien Tshimpumpu) and first directory of local radio stations.

Overall, 188 local radios, network members, 16 commercial and public radio/television stations and 11 newspapers received funding through the PMDT, which also supports activities to reduce male-female inequalities through research and awareness-raising on the place of women in the media (particularly during election campaigns), bringing women out to vote, and ensuring an important proportion of women participants in training courses.
In Ghana, support the media regulation body to strengthen the democratic process

In partnership with the UK NGO Article 19 and Ghana’s Centre for Democratic Development (CDD), in April 2012, FEI launched a technical assistance project for the National Media Commission. With EDF financing, this 14-month project focusing on the December 2012 elections, is designed to build the NMC’s technical capacities (monitoring and complaints procedure) and institutional development. The aim is to ensure compliance with the free expression of different opinions, professional ethic and the journalists’ code of conduct.

From April to December 2012, 204 expert-days were spent with the NMC’s general secretariat and departments to assist it during the election campaign in monitoring 16 media in the country’s two largest cities (staff hiring and training, equipment for media monitoring centres in Accra and Kumasi). The NMC’s publication of its reports and the awareness workshops it held for media and political parties contributed to the adoption of more responsible behaviour. The legal reform process also began. The newly elected parliament’s approval of the new law will be a crucial for the second stage in the project.

INTER-DONOR PROGRAMME “MEDIA FOR DEMOCRACY AND ACCOUNTABILITY” (PMDT)

The programme has been allocated €21 million by the development agencies of the UK (DFID), Sweden (SIDA) and France. It began in September 2007 for a period of four years, which has now been extended to the end of 2013. The purpose of PMDT is to support the development of an independent, regulated professional media sector in the DRC in order to access to multiple information sources for the Congolese people and give them a voice to demand accountability of elected officials, the government and other social stakeholders (non-profits, companies), and thus improve transparency and governance. PMDT also acts as secretariat to the inter-donor media group, an informal consultative structure for the main donors intervening in the DRC media sector.

The PMDT approach is intended to be comprehensive and strategic. It started from an analysis of the DRC media landscape and focuses on five activities:

1. Support the professionalisation of the media sector
2. Support the production of programmes on democracy and good governance
3. Consolidate the regulation and self-regulation of the media sector
4. Promote the economic viability of the media sector
5. Promote public service media
POST-CRISIS

• Management of food crises

Niger: strengthen the national food crisis prevention and management system (DNPGCCA)

FEI’s technical assistance to the Office of the Prime Minister of Niger (2010-2012) aims to ensure coherence between the system’s operational and institutional mandates, encourage consultation and coordination procedures, support the activities of the food crisis unit (social safety nets, emergencies, monitoring-evaluation, nutrition, strengthening committees, communication) and monitor the AFD-funded crisis prevention and management projects in Niger. In addition to confirming the role of the DNPGCCA, FEI’s action has consolidated the food crisis unit and provided support to the permanent secretariat of the DNPGCCA. The expert involved also worked to improve dialogue, together with donors, Ministries and relief agency staff, and provided effective instruments for planning and financial monitoring.

Continued FEI/WFP cooperation

To meet the WFP’s need for French-speaking expertise, FEI intervened on behalf of the UN agency for the following assignments:

• Benin: improvements to harbour logistics (aid delivery);
• Chad: audit and methodological support for organising emergency response;
• CAR: support to upgrade car and truck fleet.

The France-WFP agreement implemented by FEI comes to an end in 2013 and the possibility of pursuing the collaboration will be discussed.

• Military-to-civilian transition

In 2012, FEI provided support for the shift from a stability focus to a development focus in Afghanistan. The gradual withdrawal of French troops redirected its efforts towards civilian cooperation. The FEI team (4 mission leaders in Kabul) focused on the sectors of agriculture, health, education and governance. They contributed to the strategic planning for the new centre in 2014.

• Civilian crisis management

As a founding member of EUNIDA and France’s representative in the network, FEI often works on European interventions, in line with implementing agencies of other Member States. Mobilising expertise for the missions entrusted to EUNIDA (particularly in the fields of crisis and post-crisis), in 2012, FEI managed expert missions to Libya (support for the development of civil society organisations), establishment of a programme to support health services) and Somalia (expert mission).

At the same time, FEI identified the value of involving EUNIDA in a project to support ASEAN’s crisis centre (AHA centre) and capacity-building for ASEAN Member States in natural risk management. This project will begin in September 2013 and will be overseen by EEAS and FPI; as an element in the EU-ASEAN dialogue, it justifies being implemented by agencies of Member States. Its allocation to FEI is the result of effective links between bilateral action — such as France’s activities following the tsunami — and European action, demonstrating the value of a network such as EUNIDA in post-crisis situations with their important political implications.
PROMOTING FRANCE’S EXPERTISE TO INTERNATIONAL DONORS AND POLICYMAKERS

WORKING WITH VARIOUS STAKEHOLDERS

“Establishing a relationship of sustainable cooperation and operational joint action”

FEI has pursued a dynamic partnership strategy with other development cooperation stakeholders. The agreements are based on exchanges, meetings, defined priorities, the definition of joint projects with various sources of funding, pooling resources as well as training courses.

What is the advantage for DFID of taking a collective approach with two other countries to support the DRC media sector?

The British agency often works together with other donors. This corresponds to our desire to encourage coordination between donor countries for better development support. This project (inter-donor programme PMDT) is an excellent example.

For DFID, working with Sweden and France enables us to develop a coordinated and integrated approach to support for the media sector in DRC.

IMPACT magazine — issue 1/January 2013

What are the advantages for the Swedish agency of taking a collective approach with the UK and France to support the DRC media sector?

The Swedish development agency works with those partners who share with Sweden the same vision of the reasons for supporting the development of the media in DRC. In my opinion, this is not merely about pooling resources to achieve greater impact with the support, or using resources more effectively. It is mainly a demand from the local population and the DRC government. In more general terms, it is a matter of cooperation and coordination between donors is a promise made by all the developed countries and signed in the Paris Agreements. Furthermore, for the public administration, the problems to be solved are so great that the donors must do their best to help them in a coordinated manner.

IMPACT magazine — issue 1/January 2013

32 partnerships and 65 letters of intention and pre-contract partnerships signed in 2012
“Helping build an operational network of partners and experts”

European Union: a key partner

In 2012, European projects accounted for 26% of FEI’s turnover. By implementing European policies on security and risk prevention (MARSIC, CBRN centres initiative, etc.), human trafficking (EuroTrafGuID), social cohesion (EUROSOCIAL II), financial governance (RECOR) and post-crisis situations (Libya), FEI has established itself as France’s leading agency in European development cooperation.

EUNIDA: POOLING RESOURCES AND SKILLS

The European Network of Implementing Development Agencies (EUNIDA), regrouping 11 public agencies, manages development programmes for the EU, using its members’ expertise and resources. The network’s experience goes back 40 years and it has more than 20,000 agents and 250 offices in 118 countries.

“In what way has the LGBTI Fund contributed towards your organisation?”

The LGBTI Fund provided Queer Comrades with essential financial support, allowing our organization to develop and expand its webcast activities within China. We were able to enhance our previous activities, including the online broadcasting of LGBTI-related documentaries & video’s in order to raise LGBTI awareness among the Chinese public, and we also launched new projects, including a Video Capacity Building Training Program for young grassroots LGBTI-activists. The LGBTI Fund support provided a crucial stimulus for our organization - we enhanced our online reach with more than 25% and trained 21 activists in programs we are continuing in the future.

www.queercomrades.com

Deklerck STIJN
Producer of Queer Comrades, Chinese LGBT webcast

“Enhancing the visibility of French expertise by a greater presence in the community of development cooperation stakeholders”

Supporting local stakeholders

For projects where FEI acted as a delegate donor (LGBTI fund, PMDT, 5% Initiative), nearly thirty grant agreements were signed over the past year. Under PMDT and the LGBTI fund, most of these grants went to local stakeholders (civil society, government organisations, private sector).

Supporting French local authorities

FEI offers its services to local authorities to support their development cooperation projects. A number of large authorities call on FEI either to manage their cooperation activities for them or to act as overall manager for a decentralised cooperation offering (Provence-Alpes-Côte d’Azur, Paris region, Aquitaine, Rhône-Alpes).

FEI AND RESEARCH CENTRES AND INSTITUTES

In order to develop our activities in research and technologies, FEI has increased its contacts with research centres, universities and selective grandes écoles, and innovation clusters in France and elsewhere. In 2012, this led to partnerships for supporting project implementation internationally, managing experts and consultancy (e.g., European initiative “CBRN Risk Mitigation Centres of Excellence”).
DEVELOPING VISIBILITY AND PUBLIC AWARENESS OF THE FRENCH SERVICES OFFERED

In 2012, traffic on the website www.fei.gouv.fr up 13%
FEI’s 2012 strategy was directed towards policymakers (advocacy for French know-how and quality expertise and the implications of deploying this expertise throughout the world), partners (value added of French expertise and more effective use of this know-how) and international technical experts (better positioning on international stage, improved career prospects internationally) by participating in more than 50 promotion and visibility events and actions.

COOPERATE MORE WITH THE AMERICAS (COMA)

A joint FEI/MAE initiative, COMA is designed to promote cooperation between France and the countries of Latin America and the Caribbean, alongside the European EUROsociAL II programme. COMA will bring together Latin American, Caribbean and French administrations by consolidating a network of stakeholders around the topics of social cohesion and governance, by holding seminars and workshops. The first seminar took place in Paris, 26-28 March, on “Identification, seizure, confiscation and recovery of criminal assets, Europe-Americas”, attended by top-level representatives from 18 Latin American and Caribbean countries and speakers from French and European administrations and international organisations.

> See video here: www.fei.gouv.fr/fr/a-la-une/302.html

INCREASING OUR OPPORTUNITIES

88 requests, calls for tenders or proposals, expressions of interest in 2012
Most of our activity focused on EU funds, particularly through the Instrument for Stability and European Neighbourhood Policy. FEI widened its scope to work with new donors such as UNICRI, the Aga Khan Foundation, CTB and FIIAPP as well as calls for tenders funded by AFD. With high visibility in Europe, FEI developed an offer of services for EU Member State administrations to support them in designing and managing international projects and propose solutions to issues encountered in implementing European projects.
By successfully confirming its credibility and networking with partners, FEI optimised its work on the promotion and effective use of French expertise and know-how throughout the world.

Submissions and responses by donor – 2012

Submissions and responses by geographical zone
Chapter 2.

Submissions and responses by field

Development 43%
Governance 40%
Safety security 14%
Post-crisis 3%

MAKING THE MOST OF OUR COMPARATIVE ADVANTAGES

French expertise is dynamic, appreciated and recognised

To ensure the effective use of the know-how and skills of French expertise, FEI proposes a wide range of services involving:

- Mixing know-how
- Multidisciplinary and multicultural skills
- A strong network of partners
- Modern and effective tools and procedures
- Flexibility and reliability

FEI, KEY PLAYER OF “TEAM FRANCE” IN EXPERTISE

Consultation and coordination among French public and private agencies are crucial for the effectiveness of French aid. As a multisectoral agency with a wide scope and a public service mission to promote French expertise, FEI can be considered the consolidator and leader. In 2012, FEI took an advisory lead in sharing its knowledge of the issues involved in projecting expertise and managing international cooperation projects by taking part in the French foreign ministry’s strategic analysis of France’s policy in these matters and by its active attendance at the meetings of the Steering Committee.

André DEUTSCHER
FEI expert in training and internal security – European SaRoL project (Security and Rule of Law)

The shared history between Lebanon and France, a legal and security set-up similar to what we know, and the traditional relations maintained by the network of internal security attachés and liaison magistrates have established a closeness that makes French expertise the ‘natural’ choice for our partners. In this European project, enriched by optimising the resources offered by Member States’ security services... the teaching was based on the ‘skills-based approach’ used by the French national police and the techniques (such as crime scene management, crowd control and investigation) in compliance with international and European standards and current practices in France.

EUROsocial Regional Programme for Social Cohesion in Latin America
TOWARDS A “TEAM FRANCE” IN INTERNATIONAL EXPERTISE. FRANCE EXPERTISE INTERNATIONALE: AN AGENCY AT THE CROSSROADS

“…a policy for promoting technical expertise now involves promoting these public and private agencies in international markets for expertise funded by multilateral aid to which France makes a large contribution… This strategy of winning international expertise markets deserves to be advanced at inter-ministerial level so as to combine the agencies’ forces around common objectives… As the foreign ministry’s agency, FEI has a major role to play in this strategy…”

From the conclusions of the Senate foreign affairs committee concerning FEI’s proposed objectives and performance contract.

WORKING IN SYNERGY BETWEEN FRENCH AGENCIES

In order to improve the coherence and visibility of the French services offered, FEI has pursued a policy of cooperation and consultation with both public and private French agencies working in the fields of technical assistance and international cooperation. In 2012, FEI signed two partnerships, with the CIEP and the GIP ESTHER, to pool their efforts in promoting technical assistance and international expertise for their respective competencies and know-how.

FEI is an active participant in the informal meetings between French public agencies to share best practices.

CAPITALISING ON DELEGATED MANAGEMENT OF EU FUNDS

During 2012, contacts were made with EU delegations in Colombia, Mali and Serbia. After this prospective work, FEI was awarded as delegate body, two delegated cooperation projects (pending signature): Mali — support for justice and internal security departments (€9 million); Serbia — combating counterfeiting in Serbia (€1.5 million).

TRAINING COURSES

16,913 training days

Media, financial governance, major pandemic preparedness, and maritime cooperation are just some of the areas in which FEI passed on its know-how. For the inter-donor PMDT programme, nearly 12,000 training days were subsidised by calls for projects. The Guinea-Conakry auditor capacity-building project involved 2,745 training days in 2012 in Guinea and France. The MARSIC project involved 650 training days for maritime safety and the 5% Initiative funded 458 training days.

“After three years of activity, MARSIC has achieved its main operational objectives: the teaching programme at the Djibouti training centre is operational, the network of information-sharing centres (Sanaa, Yemen; Mombasa, Kenya; Dar-es-Salaam, Tanzania) has been set up and its main technological issues solved. MARSIC has successfully developed an innovative concept and managed its deployment in both training and maritime information-sharing, making it a laboratory with results that are now inspiring other cooperation initiatives.”

Vice-Admiral Hubert de GAULLIER des BORDES
FEI expert in maritime cooperation — MARSIC project

FEI: ASSEMBLING SKILLS FOR A SUCCESSFUL FRENCH OFFERING

THE OPP-ERA PROJECT FUNDED BY UNITAID

In 2012, FEI made full use of its role as overall manager and its experience in designing complex projects to respond to a call for proposals launched by UNITAID to implement the first phase of the OPP-ERA project which aims to improve the monitoring of people living with HIV by providing affordable access to viral load tests. As lead agency, FEI brought together the know-how of the other French agencies working in fight against HIV: ESTHER, ANRS, SOLTHIS and Sidaction to put forward a French consortium of expertise.
III. Governance and Commitments

FEI is the only public-sector player in the field of expertise entrusted by parliament with a wide range of action. FEI is a public-service agency contributing to France’s external and development cooperation action. It operates under private law and market financial conditions and is committed to a quality approach of closely accompanying partners and clients, constantly seeking to improve its internal management tools.
SUPERVISION: MINISTRY OF FOREIGN AFFAIRS (MAE)

FEI is supervised by the DGM on behalf of MAE. Following reorganisation within DGM, it now reports to the directorate of development and global public goods (development policy department), with support from the budget and network directorate.

2013-2016 OBJECTIVES AND PERFORMANCE CONTRACT

This contract between FEI and the French government (MAE) was signed on 10 December 2012, laying down FEI’s strategic priorities for three years in meeting the needs of the global market for expertise. It reasserts the importance of FEI’s missions in promoting French expertise and strengthens its position as an agency contributing to France’s external and development cooperation action. It confirms FEI’s role as coordinating agency ensuring the coherence of French expertise on international cooperation markets. The contract also sets out an ambitious roadmap for doubling FEI’s turnover in three years, making it the largest public agency in expertise. For FEI’s actions, it defines six performance indicators and five activity indicators intended to strengthen its management and evaluation.

ECONOMIC AND FINANCIAL MONITORING

As a public establishment of an industrial and commercial nature, FEI is subject to financial and accounting monitoring rules applicable to industrial and commercial companies. FEI presents annual accounts according to the standards of private accounting (audited).

Economic and financial monitoring is provided by MAE’s budget and accounting departments in the form of preliminary and final audit reports as specified in the protocol signed on 31 May 2012. The government commissioner, in this case the MAE director for international technical expertise, may, at any time require to see any document, record or archive, and make, or have made, any verification of them.
BOARD OF DIRECTORS

The Board of Directors has 18 members and meets roughly four times a year.

Chairman of the Board: Mr Antoine Poullieute

National Assembly
- Mr Jean-Paul Bacquet, Member for Puy-de-Dôme
- Mr Alain Marsaud, Member for French Expatriates

Senate
- Mr Christophe-André Frassa, Senator
- Mr Jacques Berthou, Senator

Ministry of Foreign Affairs
- Mr Jean-Baptiste Mattei, Director-General of Global Affairs, Development and Partnerships
- Mrs Nathalie Broadhurst, Head of the Development Policy Department
- Mr Laurent Garnier, Financial Affairs Director

Ministry of State Reform, Decentralisation, and the Civil Service
- Mr Eric Roty, Head of Mission with the Director-General of Administration and the Civil Service

Ministry of Justice
- Mr André Gariazzo, Secretary General

Ministry of the Economy and Finance
- Mr Raphaël Bello, Head of the Bilateral Affairs and Enterprise Internationalisation Department

Ministry of the Interior
- Mr Luc Derepas, Secretary General for Immigration and Integration

Ministry of Social Affairs and Health – Ministry of Labour, Employment, Professional Development and Social Dialogue
- Mr Cyril Cosme, Head of Department, Delegate for European and International Affairs

Eminent person
- Mr Benoît d’Aboville, Ambassador – Ministry of Foreign Affairs – Foreign Affairs Council

Representatives of local authorities
- Mr Patrick Allemand, 1st Vice-President of Provence-Alpes-Côte d’Azur region, representing the ARF
- Mrs Michèle Sabban, Vice-President in charge of personnel, general administration and public procurement for the Île-de-France (Paris) regional council

Staff representatives
- Mrs Dominique Vassel, delegated by the FEI non-executive college
- Mr Etienne Liberty, delegated by the FEI executive college

STEERING COMMITTEE

A steering committee on the development of public and private technical expertise for FEI was created in 2011. It expresses its opinions concerning the geographical and thematic priorities of the French international expertise. It assesses the extent to which this offering meets international demand and, if necessary, makes proposals for improvement. It resolves any matters submitted by the Chairman of the Board or the General Manager of FEI.
FEI DETAILED ORGANISATION CHART - APRIL 2012

GENERAL MANAGER
Cyrille PIERRE

Management Controller
Philippe AL DAHDAH

Deputy General Manager
Michel BERLAUD

Management secretary
Bernadette TREILLET - Thanh TRAN

PROJECT MANAGEMENT AND BUSINESS DEVELOPMENT DEPARTMENT
Alexandre GRONIER
Human Safety and Health Advisor:
Robert HANSKENS

Director, Project Management
Alan DREANIC
Aurélie HOLVOET
Audrey GIROT
Jérôme HEITZ
Elisabeth MARCHAND

Senior Project managers
Guillaume BURESTÈ
Camille CONSTANS
Stéphanie TCHIOMBIANO

Project managers
Audrey ABIT
Sophie BARBE
Valérie BAUDHUISIN
Cécile BANDE
Imène BEN RABAT
Arnaud BUTTIN
Catherine CAYOL
Antonin CŒUR-BIZOT
André DUCHENE

Alexandra FOUILLOUX
Flora GELEY
Armelle GIRAUD
Léonie GUERLAY
Debiba KROUK
Claire LAUTIER
Adeline LAUTISSIER
Thibault LE GONIDEK
Etienne LIBERTY
Hilary MCKEE
Emilie ORZALESI
Iris PRIFTI
Sinead QUIGLEY
Thierry RAMOS
Anne-Gaëlle ROLLAND
Genia SIMON
Vincent TROUVÉ
Jérôme VOILLAT
Fathia YELLES-CHAOUCHÉ

Project assistant
Néra KHAMVONGSA

ACCOUNTING AND FINANCE DEPARTMENT
Lise MINISCLOUX
Sabrina DRIDI - Claudia CROCHET
Dominique VASSEL

Human Resources
Véronique PETIT
Alessia BAIOCCHI
Jasmine BOURESSAM
Isabelle GAUCHET

General service
Logistic mission
Odile MESTRE
Nadia GHALLALI
Fatiha EZZIANI

General ressources
Dominique PANARD

FEI - Annual Report 2012
INTERNAL CORPORATE RESPONSIBILITY

EMPLOYEES AND RELATED WORKFORCE

Consequences of change in legal status
FEI’s change in legal status from GIP to EPIC in April 2011 led to the application of the SYNTEC collective agreement, replacing the collective agreement of 6 November 2008 and the re-allocation of employees to new categories and job coefficients. This agreement has been supplemented by an enterprise collective agreement. These changes gave rise to a wider examination of our human resources management, in terms of career structure, correlation between remuneration and overall or personal performance (variable earnings, incentive plan, change in function, etc.). Four tasks to be completed in 2013 were identified:

- consolidate leave arrangements between head office staff and experts;
- establish career paths;
- re-establish overall remuneration and incentive policy for permanent head office staff (excluding experts);
- devise an in-service training plan, including communication, monitoring (completion and quality) and feedback (indicators).

Other changes
Since FEI’s activity is rapidly expanding, the HR department recruited 15 employees for head office in 2012 (including 6 for the administrative and financial department and 9 for the operations and development department specifically to managed the 5% Initiative project). As of 31 December 2012, the staff included 56 employees, including one on assignment and the General Manager, a corporate officer of FEI, and 53.7 full-time equivalents (FTEs) over 2012 as a whole.

The year saw an increase in head office staff (+5 jobs). These employees were recruited on fixed-term (+3) and permanent (+2) contracts and occupy posts as project leaders or project assistants directly associated with managing recently awarded contracts. After a significant downward trend in long-term AFD-funded residential technical assistance projects from 2011 to 2012, the number of international technical experts (ITEs) levelled out in 2012 at 107, compared with 106 in 2011 and 126 in 2010.

<table>
<thead>
<tr>
<th>Date</th>
<th>Corporate officer</th>
<th>Fixed-term</th>
<th>Temp</th>
<th>On assignment</th>
<th>Total staff</th>
<th>Female</th>
<th>Male</th>
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<tbody>
<tr>
<td>31/12/2008</td>
<td>1</td>
<td>36</td>
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<td>31/12/2009</td>
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<td>6</td>
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<td>48</td>
<td>28</td>
<td>20</td>
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<tr>
<td>31/12/2010</td>
<td>1</td>
<td>36</td>
<td>7</td>
<td>2</td>
<td>46</td>
<td>27</td>
<td>19</td>
</tr>
<tr>
<td>31/12/2011</td>
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<td>36</td>
<td>13</td>
<td>1</td>
<td>51</td>
<td>31</td>
<td>20</td>
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<td>38</td>
<td>16</td>
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<td>56</td>
<td>38</td>
<td>18</td>
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<table>
<thead>
<tr>
<th>At 31/12/2012</th>
<th>Corporate officer</th>
<th>Fixed-term</th>
<th>Temp</th>
<th>On assignment</th>
<th>Total staff</th>
<th>Female</th>
<th>Male</th>
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</thead>
<tbody>
<tr>
<td>General Management</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>7</td>
<td>3</td>
<td>4</td>
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<tr>
<td>Operations and development department</td>
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<td>22</td>
<td>15</td>
<td>0</td>
<td>37</td>
<td>19</td>
<td>13</td>
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<tr>
<td>Administrative and financial department</td>
<td>0</td>
<td>11</td>
<td>1</td>
<td>0</td>
<td>12</td>
<td>9</td>
<td>3</td>
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<tr>
<td>TOTAL STAFF</td>
<td>1</td>
<td>38</td>
<td>16</td>
<td>1</td>
<td>56</td>
<td>38</td>
<td>18</td>
</tr>
</tbody>
</table>
STAFF DEVELOPMENT

Performance assessment occurs on a regular annual basis. This meeting is an opportunity for dialogue and enables a comparison between objectives assigned and results achieved. After that, new objectives are jointly set and the resources defined for meeting them. The meeting is also a chance to record requirements for training and desires for career movements.

A recurring question is the establishment of “career paths” to enable FEI to incentivise and retain people. The acquisition of recognised specialist skill sets in a particularly competitive sector represents FEI’s human capital and is a key investment for the future.

EQUITY AND DIVERSITY

As part of its transparent employment access policy, FEI publishes all vacancies on its website, at the Pôle Emploi and APEC agencies, the BIEP (inter-ministerial public employment exchange) and with its partners. The entire hiring procedure is designed to be one of transparency (publication) and quality (traceability).

Another aspect is job equality between men and women, an indicator of FEI’s HR policy. As of 31 December 2012, women represented 68% of head office staff, namely 38 out of a total of 56. Of the 12 new recruits this year, excluding employees expatriated to projects, 83% were women. In addition, female employees accounted for 75% of intermediate management positions (heads of mission and department heads within the DOD and DAF).

In addition to remuneration policy, from 2013, we intend to offer the incentive of internal career mobility for head office staff, based on a portfolio of varied projects, acquisition of new skills (management, languages) and access to higher positions and geographical mobility for employed experts outside France.
TRAINING AND CHANGE MANAGEMENT

The benefits of staff training are well known: progress, retention, vocational development and skill acquisition; all core values at FEI. FEI provides significant training opportunities with an in-service training budget of €53,000, equal to 3% of its wage bill (higher than the legal requirement of 1.6%). The agency proposes courses in project management tools, IT and language lessons. Although FEI’s management cycle involves one to three-year projects, its staff positions are stable, so it is essential to consolidate a sense of commitment (affectio societatis under French law). In order to better manage change, corporate culture days held in June and December were times to discuss current reforms and tasks remaining.

SOCIAL DIALOGUE

Staff representatives on FEI Board of Directors

Pursuant to Article 4-5° of the FEI Decree, two representatives of the staff were elected on 15 March 2012 to serve on the FEI Board of Directors.

Employee delegates

FEI management invited the trade union organisations to negotiate the pre-election memorandum of understanding on 22 February 2012. This memorandum, negotiated between management and the BETOR-PUB union of the CFDT, was signed on 15 March 2012. Following an agreement (8 March 2012) between FEI and the BETOR-PUB union, the mandates of the elected employee delegates and works council due to expire on 8 April was extended to 15 June 2012 to allow for workplace elections.

Since the first round, on 10 May 2012, did not return the full number of representatives, a second round was held on 14 June. A total of 5 delegates and 4 alternates, representing the engineers and executives (IC) and employees, technicians and supervisors (ETAM) colleges, were elected for a 4-year term. The combined delegates’ monthly meeting is the main forum for social dialogue.

Enterprise agreement

FEI’s enterprise agreement, based on the SYNTEC convention was signed on 12 October 2012, and submitted for approval to the joint committee for validating enterprise collective agreements. The committee met on 23 January 2013. In the absence of a clear majority, the agreement was deemed to be applicable four months after the date of submission and came into force on 10 April 2013.
IV. Appendices
## FINANCIAL ACCOUNTS 2012

### Income Statement

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>2012</th>
<th>INCOME</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td>10 878 687</td>
<td>Grants</td>
<td>165 216</td>
</tr>
<tr>
<td>Including contributions in Kind of Staff</td>
<td>165 216</td>
<td>Including contributions in kind</td>
<td>165 216</td>
</tr>
<tr>
<td>Running costs other than staff</td>
<td>17 385 187</td>
<td>Others revenue</td>
<td>28 036 757</td>
</tr>
</tbody>
</table>

**TOTAL EXPENSES (1)**  28 263 875  **TOTAL INCOME (2)**  28 201 973

Forecast result : profit (3) = (2) - (1)  
Forecast result : loss (4) = (1) - (2)  61 901

**TOTAL**  (1) + (3) = (2) + (4)  28 263 875  **TOTAL**  (1) + (3) = (2) + (4)  28 263 875

### FCI-FEI: growth of turnover

**2012 Turnover: €28.2 M**

![Graph showing FCI-FEI growth of turnover from 2009 to 2013](image)

- **22.45** €
- **21.6** €
- **21.6** €
- **28.2** €
- **34.5** €

- **+22%**
- **+29%**

Legend:
- Extraordinary income / provision written back
- 5% Initiative
- Projects awarded in 2013
- Projects awarded in 2012
- Recurring projects
### Structural costs

#### 2011 Operations:
- **€20.9M**
- 18.88% of the turnover (€3.9M)
- 18,88% of turnover

#### 2012 Operations:
- **€27.9M**
- 15.47% of the turnover (€4.3M)
- 15.47% of turnover

- **+33%** by volume
- **+11%** by % of turnover
- - 3.41 points by % of turnover

#### Key projects in portfolio

<table>
<thead>
<tr>
<th>Field</th>
<th>Zone</th>
<th>Donor</th>
<th>Income</th>
<th>Part of turnover</th>
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</thead>
<tbody>
<tr>
<td>Inter-donor programme «Media for Democracy and accountability in DRC»</td>
<td>Media</td>
<td>Africa</td>
<td>UKAID/ SIDA</td>
<td>6 680 028</td>
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<tr>
<td>BLUEMASSMED</td>
<td>Security</td>
<td>Europe</td>
<td>EC</td>
<td>2 783 582</td>
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<tr>
<td>5% Initiative (all projects)</td>
<td>Health</td>
<td>Multi-zone</td>
<td>MAE</td>
<td>2 556 690</td>
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<tr>
<td>MARSIC-Piracy – Gulf of Aden</td>
<td>Security</td>
<td>Multi-zone</td>
<td>EC</td>
<td>1 194 003</td>
</tr>
<tr>
<td>Eurosocial II</td>
<td>Governance</td>
<td>Americas</td>
<td>EC</td>
<td>886 305</td>
</tr>
<tr>
<td>RECOR – auditor capacity-building 9th EDF</td>
<td>Governance</td>
<td>Africa</td>
<td>EC</td>
<td>725 363</td>
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## 2012 Financial statement

### ASSETS

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<tr>
<th></th>
<th>2012</th>
<th>2011</th>
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<tbody>
<tr>
<td><strong>LONG-TERM ASSETS</strong></td>
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<tr>
<td>Intangible assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goodwill</td>
<td>€86 769</td>
<td>€95 387</td>
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<tr>
<td>Patents &amp; Trademark</td>
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<td></td>
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<tr>
<td>Other intangible assets</td>
<td>€0</td>
<td>€48 268</td>
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<tr>
<td>Tangible assets</td>
<td></td>
<td></td>
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<tr>
<td>Land</td>
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<td>€0</td>
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<tr>
<td>Buildings</td>
<td>€382 344</td>
<td>€358 835</td>
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<tr>
<td>Machinery</td>
<td>€0</td>
<td>€0</td>
</tr>
<tr>
<td>Other tangible assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-financing on tangible assets</td>
<td>€0</td>
<td>€11 311</td>
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<tr>
<td>Financial assets</td>
<td>€103 095</td>
<td>€102 671</td>
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<tr>
<td><strong>TOTAL LONG TERM ASSETS</strong></td>
<td>€552 208</td>
<td>€616 473</td>
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<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
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<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
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</tr>
<tr>
<td>Inventories</td>
<td>€523 307</td>
<td>€748 709</td>
</tr>
<tr>
<td>Pre-financing on order of purchase</td>
<td>€17 262 138</td>
<td>€15 136 792</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>€19 563 775</td>
<td>€10 982 306</td>
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<tr>
<td>Marketables Securities</td>
<td>€363 449</td>
<td>€557 567</td>
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<tr>
<td>Cash</td>
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<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>€48 008 574</td>
<td>€47 089 149</td>
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<tr>
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<th>2012</th>
<th>2011</th>
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<tbody>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>€48 560 781</td>
<td>€47 705 621</td>
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</table>

### LIABILITIES and STOCKHOLDERS’ EQUITY

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td><strong>STOCKHOLDERS’ EQUITY</strong></td>
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<tr>
<td>Capital</td>
<td></td>
<td></td>
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<tr>
<td>Initial capital</td>
<td>€660 000</td>
<td>€660 000</td>
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<tr>
<td>Surplus capital</td>
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<tr>
<td>Retained earnings</td>
<td>(61901)</td>
<td>(1180578)</td>
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<tr>
<td><strong>Total Stockholders’ equity</strong></td>
<td>€2 896 606</td>
<td>€2 958 507</td>
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<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
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<tbody>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
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<tr>
<td>Provisions for contingencies and losses in operation</td>
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<td>€134 855</td>
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<tr>
<td>Financial debt</td>
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<tr>
<td>Pre-financing received on order of sales</td>
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<td>Notes payable</td>
<td>€3 750 259</td>
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<tr>
<td>Taxes payable</td>
<td>€1 352 552</td>
<td>€1 496 646</td>
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<td>Other accounts payable</td>
<td>€1 676 766</td>
<td>€157 820</td>
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<tr>
<td>Deferred incomes</td>
<td>€22 735</td>
<td>€17 856 845</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td>€45 664 175</td>
<td>€44 747 113</td>
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<tr>
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<tr>
<td><strong>TOTAL LIABILITIES and STOCKHOLDERS’ EQUITY</strong></td>
<td>€48 560 781</td>
<td>€47 705 621</td>
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### Abbreviations and acronyms

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<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>AFD</td>
<td>French Development Agency</td>
</tr>
<tr>
<td>BD</td>
<td>Board of Directors</td>
</tr>
<tr>
<td>BLUEMASSMED/BMM</td>
<td>Broader Middle East and North Africa</td>
</tr>
<tr>
<td>BMENA</td>
<td>Broader middle east and north africa</td>
</tr>
<tr>
<td>CBRN</td>
<td>Chemical, Biological, Radiological and Nuclear risks</td>
</tr>
<tr>
<td>CEFEB</td>
<td>Financial, Economic and Banking Study Centre (AFD corporate university)</td>
</tr>
<tr>
<td>CIGEM</td>
<td>Mali Migration Information and Management Centre</td>
</tr>
<tr>
<td>CNFPT</td>
<td>French Local Civil Service Centre</td>
</tr>
<tr>
<td>COCAC</td>
<td>Cooperation and Cultural Action Adviser</td>
</tr>
<tr>
<td>DFID</td>
<td>UK Department for International Development</td>
</tr>
<tr>
<td>DGM</td>
<td>Directorate General for Globalisation, Development and Partnerships</td>
</tr>
<tr>
<td>EC</td>
<td>European Commission</td>
</tr>
<tr>
<td>EDF</td>
<td>European Development Fund</td>
</tr>
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<td>EEIG</td>
<td>European Economic Interest Group</td>
</tr>
<tr>
<td>EPIC</td>
<td>Public Industrial and Commercial Establishment</td>
</tr>
<tr>
<td>ESF</td>
<td>Expert Support Facility</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>EUD</td>
<td>European Union Delegation</td>
</tr>
<tr>
<td>EUNIDA</td>
<td>European Network of Implementing Development Agencies</td>
</tr>
<tr>
<td>EUROsocial</td>
<td>Regional Programme for Social Cohesion in Latin America</td>
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<tr>
<td>FIIAPP</td>
<td>Spanish Cooperation Agency</td>
</tr>
<tr>
<td>GFATM</td>
<td>Global Fund to Fight AIDS, Tuberculosis and Malaria</td>
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<tr>
<td>GIP</td>
<td>Public Interest Group</td>
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<tr>
<td>GIZ</td>
<td>German Cooperation Agency</td>
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<tr>
<td>ICM</td>
<td>Indirect Centralised Management</td>
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<td>INPI</td>
<td>French Patent and Trademark Institute</td>
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<tr>
<td>ITE</td>
<td>International Technical Expert</td>
</tr>
<tr>
<td>MAE</td>
<td>French Ministry of Foreign Affairs</td>
</tr>
<tr>
<td>MAEE</td>
<td>French Ministry of Foreign and European Affairs</td>
</tr>
<tr>
<td>MARSIC</td>
<td>European Project to Enhance Maritime Safety and Security through Information Sharing and Capacity Building in the Gulf of Aden and the Western Indian Ocean</td>
</tr>
<tr>
<td>MENA</td>
<td>Middle East and North Africa</td>
</tr>
<tr>
<td>ODA</td>
<td>Official Development Assistance</td>
</tr>
<tr>
<td>OIF</td>
<td>International Organisation of French-Speaking Communities</td>
</tr>
<tr>
<td>PSF</td>
<td>Priority Solidarity Fund</td>
</tr>
<tr>
<td>SCAC</td>
<td>French Cooperation and Cultural Action Office</td>
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<tr>
<td>SSC</td>
<td>Strategic Steering Committee</td>
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<tr>
<td>WFP</td>
<td>World Food Programme</td>
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