

2011

Promoting

# French expertise internationally



For the French Ministry of Foreign and European Affairs (MAEE), international expertise is a valued and growing instrument of French influence. The MAEE has therefore drawn up **a strategic framework for the promotion of international expertise in collaboration with its main actors** (technical ministries, public and private agencies, civil society representatives, companies (Medef: French Business Confederation), academic and research groups, etc.).

France can no longer take an approach of substituting local human resources, but rather must **diversify** and

**streamline its expertise** to provide a service focusing on strengthening local institutions and developing its partners. The aim is thus to position our country at the top of the international expertise market.

At the same time, the government has chosen to drive the reform of the French international expertise system with a law on external State action (27 July 2010). This law creates an industrial and commercial public establishment (EPIC), **France expertise internationale** (FEI), which is placed under the supervision of the MAEE and replaces the public interest group (GIP) France Coopération Internationale (FCI).



The MINATEC innovation campus for micro- and nanotechnologies brings together 2,400 researchers, 1,200 students and 600 manufacturers and technology transfer experts in the heart of Grenoble, France. © T. Chenu/Ville de Grenoble.



# Deployment of French expertise: a long-term strategic issue

International expertise: an issue regarding  
influence, solidarity and economics

## Issue of influence

The future political, normative, economic and administrative frameworks of our partners largely depend on the expertise provided to develop them. Providing expertise and advice to foreign governments and international organizations is therefore an essential vehicle for the **distribution of French norms and standards, whether they be related to social, legal, health or environmental affairs**. French international expertise also gives influence to our social organizational model and our values.

## Issue of solidarity

International technical expertise is **at the core of development issues**, whether it be Millennium Development Goals, the support to governance policies and the design of a social model as well as human and sustainable development. This is an essential part of France's solidarity policy. This solidarity is more specifically seen in the context of countries in crisis or emerging from a crisis when the aim is to provide our partners with the operational expertise for the restoration of the State's primary functions and for civil society institutions.

## EXTENDING THE DISTRIBUTION OF KNOWLEDGE THROUGH TRAINING AND EXPERTISE

The provision of technical expertise goes hand in hand with France's contribution to the training of professionals and trainers in a given sector. This link is all the more important given that the expertise missions are part of a "capacity building" approach. The training of foreign elites enabling the creation of intermediaries with the leaders of tomorrow in beneficiary countries represents considerable influence.



France is bringing its expertise in university education and in technological innovation and research to the new Hanoi University of Science and Technology (HUST) in Vietnam, where there are 6 departments (water, energy, nanotechnology, materials, biotechnology and aeronautics) to train teachers-researchers in close collaboration with the development needs of the companies and of the country. © HUST.

**Economic Issue**

International demand for expertise makes up a highly-competitive market worth **tens of billions of euros** per year. It involves sectors as varied as health and social security, governance, culture, environment, infrastructures, higher learning and training.

This market is most often seen in the form of **calls for tender** issued by States, multilateral donors (World Bank, regional development banks, European Commission, etc.), territorial units, cooperation agencies and philanthropic foundations. Beyond the financial issue, the development of normative and regulatory frameworks similar to ours within international organizations and partner administrations favours economic exchanges of French companies.

**EUROSOCIAL:  
REGIONAL PROGRAMME FOR SOCIAL  
COHESION IN LATIN AMERICA**

The objective of this European Commission programme is to strengthen dialogue between the European Union and Latin America as regards social cohesion. This initiative mainly involves discussions between the administrations of both regions. The programme's priority areas are education, health, administration and justice, taxation and employment. Various French institutions are working on these areas in partnership. After four years of work, phase one of the programme was completed in 2010. Phase two begins in spring 2011.

[www.programaeurosocial.eu](http://www.programaeurosocial.eu)



The European Ecotron in Montpellier is an experimental platform for functional ecology open to the French and international scientific community. © CNRS Photothèque/Hubert Rague.



Koudiat dam (Algeria) built by French company, Razel. © MAEE/Frédéric de la Mure.



# France's many assets

## For greater competitiveness on the international expertise market

● With the world's **second largest diplomatic network** (160 bilateral embassies, 88 consulates general and 8 consulates, 17 permanent representations to international organizations, 132 cultural establishments and a strong partnership with a network of 1,016 *Alliances françaises*), France has a tool which must play a leading role in both **the analysis and transmission of the demand for expertise** as well as in the political support for actions from French public and private agencies and experts' missions.

● France also has a **large contingent of experts** (technical assistants) and **many researchers** working for local institutions and French research bodies (Institut de recherche pour le développement (IRD): Research Institute for Development; Centre de coopération internationale en recherche agronomique pour le développement (CIRAD): Centre for International Cooperation in Agricultural Research for Development; Centre national de la recherche scientifique (CNRS): National Centre for Scientific Research; establishments from the Institut Pasteur, etc.). This scientific network is a valuable resource for gaining knowledge of the local

environment and our partners' specific needs, and is a major vehicle for influence.

The quality of French expertise is particularly renowned in the areas of:

- institutional capacity-building and governance policies;
- Millennium Development Goals: eradicate extreme poverty and hunger; achieve universal primary education; promote gender equality and empower women; reduce child mortality; improve maternal health; combat HIV/AIDS, malaria and other diseases; ensure environmental sustainability; develop a global partnership for development.

### ➤ FOR FURTHER INFORMATION

[www.un.org/fr/millenniumgoals](http://www.un.org/fr/millenniumgoals)

[www.huitfoisoui.fr/](http://www.huitfoisoui.fr/)

[www.diplomatie.gouv.fr](http://www.diplomatie.gouv.fr)

## THE "SUPPORT FOR THE MEDIA SECTOR IN THE DEMOCRATIC REPUBLIC OF THE CONGO" PROJECT

Launched in 2007 for at least four years, this programme supports the development of a regulated and professional media sector in the Democratic Republic of the Congo. Several actions were implemented to that end: support for the professionalization of the media, the production of peace programmes, democracy and good governance, consolidation of media regulation and self-regulation, promotion of its economic viability and promotion of independent public service media. Managed by France expertise internationale, this programme is financed by British international cooperation, the Department for International Development (DFID).



Medicine production lab in Egypt.  
© AFD/Didier Gentilhomme.

- France, the world's fifth economic power, stands out through **an important international presence of its major companies and a network of its small and medium enterprises**. 75% of the turnover of French CAC 40 enterprises is earned internationally, including 30% from emerging countries.

- **French territorial units** are one of the most active assets working at grassroots level. They carry out thousands of projects in 120 countries, worth an estimated 250 million euros annually.

- **French-speaking countries** (56 Member States of the International Organisation of La Francophonie) can serve as a catalyst for a special partnership.

### Links between the market and networks

While the growing share of multilateral donors on the expertise "markets" is leading to demand largely based on calls for tender, orders for expertise can also rest on **mutual bilateral procedures** which still make up an essential share of the market.

### How can we rise to the challenges?

- Develop the **"Maison France" culture** of French actors abroad and in international forums, especially in order to share and better collect information.

- **Improve the coordination of the thirty or so French public expertise agencies** to ensure that it is clearly visible

and optimize the French response.

- **Deepen foreign-language learning**, which is necessary for knowledge sharing.

- **Revitalize the human resource management** of French ministries and agencies in order to ensure that international missions are attractive.

### HIGH DEMAND FOR EXPERTS

While international experts are often private sector workers, public sector officials (State, agencies, etc.) are a particularly recognized and appreciated group, from which private agencies draw recruits. For foreign authorities, **public experts can provide a seal of quality**.

**"Best practice" frameworks** have been set up in recent years: the Centre for International Cooperation in Agricultural Research for Development (CIRAD) compiled a "best practice guide" for its experts; the Ministry of Higher Education and Research (MESR) drew up an "Expertise Charter" in early 2010.



A motor grader used to even out irrigated land (Senegal).  
© IRD/Jean-Luc Maeght.



# Geographical **priorities**

The diplomatic network supports and accompanies all French actors abroad: enterprises, civil society, professionals...

The naturally diverse geographic orientations of the various French expertise agencies must be in line with France's foreign policy and must be coordinated by the MAEE in order to help defend the national interests.

● **Emerging countries** (Brazil, Russia, India, China, etc.) **and those from the Arabian/Persian Gulf** are growing financiers of expertise in several key areas: health and social protection, urban planning, environment and energy, modernization of the State, territorial governance, implementation of the rule of law, higher education and research, and culture.

● The **Mediterranean basin and the countries of Central and Eastern Europe** receive specific European Commission financing under the Instrument for Pre-Accession (IAP) and the European Neighbourhood Policy (ENP). These financing mechanisms offer a real opportunity for French expertise agencies.

## **INSTITUTIONAL TWINNINGS**

Institutional twinning is an administrative cooperation instrument which was introduced by the European Commission in 1998 for European Union accession countries. It offers the expertise of public bodies from Member States to support the transposition of European legislation into national law, to help draw up the necessary reforms and to train officials from institutions in the beneficiary countries.

This tool also became an instrument:

- for cooperation and strengthening institutions;
- for supporting new Member States;
- for forging closer ties between the European Union and partner States which do not intend to become members in the near future.



Offering French expertise internationally for sustainable development by promoting solar energy.  
© CEA/Cédric Dupont.

● **Sub-Saharan Africa and La Francophonie:** The French government has strongly reiterated and implemented France's solidarity towards these countries which are a priority for the MAEE, technical ministries and public bodies.

● In **countries which are in crisis and emerging from a crisis** where urgent reconstruction is on everybody's agenda, multilateral donors (the World Bank, European Commission, United Nations, etc.) and the major philanthropic foundations provide most of the funding for the expertise services. It is important to position French expertise in State rebuilding, health, governance, infrastructure and education in these markets.

### STRATEGY OF INFLUENCE AND INTERNATIONAL ORGANIZATIONS

With almost 10% of the executive positions within the United Nations System, France is second only to the United States and holds the first place in the category of administrator posts in the European Union. The French presence within the international organizations must, however, be better used and networked as it is there that globalization is regulated, rules are drawn up and terms of reference for multilateral calls for tender are agreed.



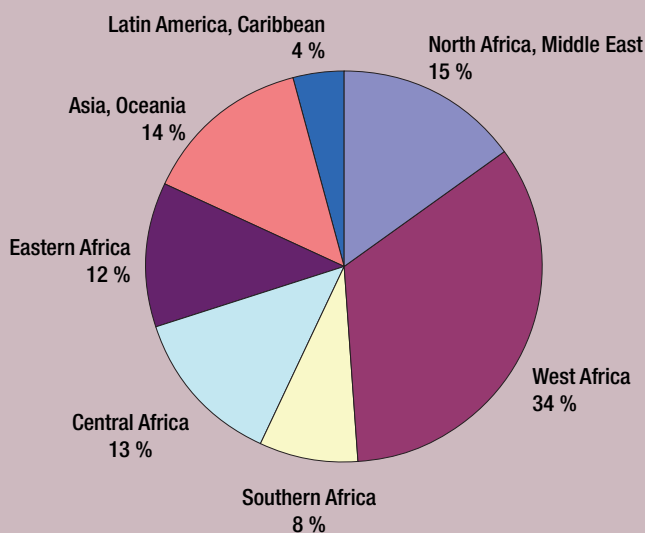
Offering French expertise for education in Burkina Faso.  
© AFD/Paul Kabré.

### PERMANENT EXPERTS AND THE PRIORITY SOLIDARITY FUND (FSP)

Sub-Saharan Africa is a priority for France as regards Official Development Assistance (ODA): In 2010, of the 189 FSP projects underway in the Priority Solidarity Zone, 67% of the funds were allocated to sub-Saharan Africa (i.e. central, eastern, western and southern Africa). These projects provide support so that the reform of public policies in the partner countries can take place.

Furthermore, in 2011 the MAEE has 967 international technical experts throughout the world, 503 of whom are in Africa.

#### Distribution of France's 2010 Priority Solidarity Fund by geographical area







# What role for the actors of “Maison France”?

## French Ministry of Foreign and European Affairs (MAEE)

### A role of coordination, information and impetus

For the last twenty years or so, concurrently with the implementation of European programmes and instruments to help candidate countries to join the European Union, the technical ministries have been developing international activity. They therefore created agencies which were charged with implementing their international missions and positioning themselves on certain expertise markets.

The MAEE, which leads the State’s external action and safeguards its coherence according to the foreign policy priorities set out by the President of the French Republic and the Prime Minister, is the coordination body for the interministerial dialogue of French international expertise. This interministerial dialogue aims to harmonise the practices of the agencies and ministries as well as those of the decentralized cooperation of territorial units in order to strengthen their efficiency and capitalize on these actions in terms of influence and economic consequences. Without rejecting their own identities, the agencies must increasingly join forces and coordinate their actions to increase the French market shares.

### The objectives of the MAEE strategy

The objectives, in coordination with the other ministries, are aimed at:

- mobilizing and developing human resources;
- strengthening public and private networks;
- training and raising awareness of expertise actors;
- capitalizing and developing French expertise.

### An action plan

• **Better communication on the issues and perspectives** of French international expertise: sectoral and geographical sectors, agency know-how, areas of excellence.

• **Develop the action of agents in the diplomatic and cooperation network** for the promotion of French international expertise, strengthening their role in identifying opportunities and developing projects on multilateral financing.

• **Facilitate and develop international expertise missions of public agents** by conducting dialogue with human resource leaders from different administrations, in association with the Ministry for the Civil Service.



Work site of the French School of Asian Studies (EFEU): restoration of the Baphuon Temple in Angkor, Cambodia. © Éric Lamouroux.

### The French embassies: an essential intermediary

The French actors can rely on the diplomatic network for support. Positioned on the ground, it is recognized as having a **key role in mobilizing French expertise** for:

- communication on the know-how of French agencies;
- its long-term ability to attract and direct requests for expertise;
- analysis of the public interest in positioning itself in a specific field;
- identification and networking of local actors with French public and private actors;
- support for foreign decision-makers.

The French diplomatic representations to international organizations are also valuable intermediaries for providing information to expertise agencies.

The ambassadors and advisers for cooperation and cultural action are now fully integrating the promotion of French international expertise into their mission, especially in order to promote a unique and joint French response in strategic cases.

### France expertise internationale (FEI): a new tool for exerting French diplomatic influence

The main missions of FEI is to strengthen France's ability **to meet the growing demand for expertise, to improve the quality of the forecasts of French experts, and to promote partnerships** between national agencies, both public and private, in order to strengthen the presence of French expertise on international markets. A policy board on the development of public and private technical expertise will be a forum for discussion with all French public and private expertise actors.



The new French Embassy in Japan (Tokyo) designed by French architects and built by a Japanese constructor, is a highly-ambitious environmental architectural project, made possible by using an innovative financial package. © Kawasumi Architectural Office.

### THE “EXPERTISE INTERNATIONALE RENDEZ-VOUS”

This event, organized by the MAEE and France expertise internationale, gathers public and private expertise actors, both from France and abroad.

Each year, the “Rendez-vous” adapt to current affairs. In its 10th edition in 2010, this information forum dealt with “international expertise in the face of crises”. The main themes were the issues and policies of expertise, the mobilization of expertise in emergency situations and reconstruction, and the latest challenges for international expertise. In 2009, these “Rendez-vous” were dedicated to the European Commission’s new financing instruments, the mobilization of public expertise and access to international expertise markets.



### For collective effectiveness of French expertise

● **Raise awareness and provide support**, in coordination with the Ministry for Higher Education and Research, for universities and research bodies as well as centres for research and higher education, as they become more international and extend their influence beyond borders.

● **Mobilize** expertise resources, in particular researchers and academics, who form a natural and high-quality breeding ground.

● **Encourage** the ministries to develop their public establishments' international missions in line with our foreign policy.

● **Invite** the technical ministries to maintain contact with agents on expertise missions in order to:

- capitalize on the experience and nurture new actions and policies;
- facilitate the return of agents to their administration of origin;
- more closely link the administrations to issues of expertise and their resulting needs.

● **Strengthen** the network of the thousands of foreign professionals trained in France and who are today working to develop their countries or who hold influential positions throughout the world. The MAEE is thus actively leading a network of "former" scholarship holders from the French government.



Class of Haitian and Congolese trainee magistrates having completed initial training at the French National School for the Judiciary (ENM) in 2010-2011. © ENM.

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## Directorate-General of Global Affairs, Development and Partnerships of the French Ministry of Foreign and European Affairs

The missions of the French Ministry of Foreign and European Affairs are:  
summarize information on the changing global economy and put it into  
perspective, prepare decisions on the French government's foreign policy;  
draft France's foreign policy;  
coordinate France's international relations;  
protect French interests abroad and assist French nationals outside France.

The creation of the Directorate-General of Global Affairs, Development and  
Partnerships (DGM) in April 2009, as part of the reform of the Ministry, enables  
diplomacy to anticipate, identify and respond to the challenges of globalisation  
more effectively.

Confronted with global issues that have a direct impact on the lives of our citizens  
and multiple actors, the Ministry intends to emphasise the need to tackle global  
issues, in the firm belief that every major economic, cultural and societal issue  
calls for collective action with more outward focus, anticipation, interministerial  
coordination, responsiveness, interdisciplinarity and a resolutely European  
approach.



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