



2022-2023 ACTIVITY REPORT

OUTLOOK

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The French Facility for Global Environment (FFEM) provides funding for innovative environmental projects in developing countries. The initiatives it supports generate environmental, social and economic benefits for local populations. Established in 1994 by the French government following the first Earth Summit, it has already facilitated support for 393 projects in more than 120 countries, two-thirds of them in Africa.

The projects supported by the FFEM are designed to protect and conserve biodiversity, the global climate, international waters, land and the ozone layer, at the same time as working to reduce pollution. The lessons learned by the FFEM in conducting these pilot projects are applied to ensure that the most effective solutions can be deployed in other locations and/or on a larger scale.

The FFEM works in partnership with public and private stakeholders in countries of the Global South and North, including NGOs, local authorities and communities, public institutions, companies and other international funding partners and organisations. The projects it finances are also supported by the French government ministries represented on its Steering Committee and by the Agence Française de Développement (French Development Agency).

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Editorial



←
Christophe Bories
President of the FFEM
Steering Committee

To what degree does *the four-year period from 2019 to 2022* illustrate the role and mission of the FFEM?

C.B. There's no doubt that this period provides an excellent illustration of the FFEM core mission: experimentation, innovation, adaptation and co-construction alongside local stakeholders. With €103 million committed in support for 60 projects, the FFEM has succeeded impressively in meeting all its targets, at the same time as demonstrating its ability to detect innovations and show agility in adapting to a broad range of situations against a background of global complexity exacerbated by the Covid-19 pandemic.

Over the four years, FFEM has also embraced the broadest-possible interpretation of "global environment" by taking on board the full range of environmental challenges. We have supported a wide range of projects, from ecological connectivity to marine and coastal ecosystem governance, zero deforestation, plastic waste and pollution reduction, sustainable air conditioning, eco-construction... and many more.

The French government has also taken the decision to *replenish the FFEM with €132m* to cover the next period from 2023 to 2026. What do you see as *the biggest challenge today*?

C.B. This financial commitment represents a 10% increase in resources. It reflects not only the continued financial commitment of the French State (through the Ministry for the Economy, Finance and Industrial and Digital Sovereignty), but also the confidence shared by all FFEM member institutions, parliamentarians and partners. It also confirms the desire and commitment to support a few more projects, without compromising the unique remit of the FFEM: to seek out and identify innovation with the support of the Scientific and Technical Committee. The focus for the next 4 years will be to implement the roadmaps developed out of the recent COP 27 Climate and COP 15 Biodiversity conferences and the new FFEM strategy for 2023- 2026. This then is the background against which the FFEM intends to continue making its contribution to the ambitious objectives promoted by France internationally. In the broader sense, it means working as a close ally of all our partners as we focus together on fulfilling our current and future international environmental commitments. The next few years will also be marked by the decisive outcome of negotiations over environmental protection measures to which France and its agencies, but particularly the FFEM, are committed. This commitment should make it possible collectively to: (i) adopt a future international treaty on plastic pollution by the end of 2024, and possibly (ii) provide the solutions the world's oceans need to meet and resolve the major challenges we now face in time for the Third United Nations Ocean Conference, scheduled for June 2025 in Nice.



←
Stéphanie Bouziges-Eschmann
FFEM Secretary
General

What role does *the convergence of biodiversity, climate and pollution* play in FFEM strategy?

S.B.E. Addressed in the form of an integrated approach to the component parts of the environmental crisis, this convergence plays an essential role in selecting those projects that will receive FFEM support. There is one simple reason for this: climate change, pollution, land and ocean degradation and biodiversity loss all share the same root cause of unsustainable human activity and feed off each other in a downward spiral.



←
Sébastien Treyer
President
of the Scientific and
Technical Committee

How does *the FFEM approach to capitalisation* deliver added value?

S.T. The FFEM approach to capitalisation makes it possible to develop detailed cases for change and influence other stakeholders, practitioners, decision-makers and donors with greater funding capacity to replicate successful pilot project outcomes and scale them up. As our two recent publications on nature in cities and forest management in the Congo Basin highlighted, capitalisation can generate practical recommendations that promote the environment and development for stakeholders in these sectors. Lastly, our capitalisations can provide important building blocks for the implementation of international commitments, such as the Guide to Marine Protected Areas presented in March 2023 at the 5th International Marine Protected Areas Congress (IMPAC5) in Vancouver, and our 6 recommendations for more Sustainable Forest management in Central Africa, which were shared at the One Forest Summit in the same month.

By supporting nature-based solutions for urban environments, protecting vulnerable areas of the high seas, managing tropical forests more sustainably and combating plastic waste, we are helping to protect and conserve biodiversity, mitigate and adapt to climate change, and improve the health of ecosystems and populations. We are not alone in promoting this convergence, which is also central to the challenges addressed by the IPCC and IPBES, and recent international debates over issues such as the future Plastics Treaty and the launch of an international group on pollution.

What are the *strategic goals* of the FFEM in terms of innovation?

S.B.E. The issue here is not innovation for innovation's sake, but the widespread application of appropriate and effective solutions. The FFEM supports innovation that targets transformational outcomes and seeks to deliver geographic, sector-specific and/or political impact. That impact may be technological, organisational or methodological. To be appropriate, an innovation – even a niche one – must have the potential to trigger a more profound level of transformational change for a sector of industry, a local area, region or an entire country, with the ultimate aim of successfully transitioning to more sustainable models of development. Scaling up such innovations successfully requires careful preparation beginning at the pilot project design stage using the Theory of Change (see page 11 – Ed.) to identify all the stages and resources required. As part of a capitalisation process, we also need to learn lessons from solutions already tested to identify best practices and learn from any mistakes or failures before disseminating these lessons to a much wider audience.

What role does *research* play in your work?

S.T. The FFEM promotes transdisciplinary approaches to applied research and action research at various stages of projects. Our contextualisation of innovations is based on analyses that are often informed by scientific data. In terms of implementation, projects granted funding must also be supported by robust monitoring and evaluation systems to quantify the results and impact of those innovations implemented. We also encourage the development of scientific data-driven public decision support tools. Lastly, we facilitate the dissemination of results and lessons learned to encourage solution replication. The central challenge is to achieve a level of systemic change whereby the lessons learned from completed projects filter through into society, lifestyles, economic activity and public policy. Such a process also requires the emergence and expansion of research in the countries of the Global South. In responding to all these challenges, the FFEM makes a point of working closely with researchers not only in France, but also in developing countries.

2019-2022: the central role of the FFEM on the international stage

2019

- **30% increase** in resources allocated by the French government to the FFEM: €120 million for the period 2019 to 2022
- **October:** USD 1.5 billion replenishment of the Green Climate Fund
- **December:** COP 25 Climate Change conference in Madrid

2020

- **March :** 25th anniversary of the FFEM
- Covid-19 pandemic

2021

- **June:** publication of the IPBES-IPCC co-sponsored workshop report on biodiversity and climate change
- **September:** IUCN World Conservation Congress in Marseille
- **October:** COP 26 Climate Change conference in Glasgow



2022

- **February:** the One Ocean Summit in Brest (France)
- **June:** USD 5.3 billion replenishment of the Global Environment Facility (GEF)
- **November:** Ramsar COP (Wuhan - Geneva) COP 27 Climate Change conference in Sharm El Sheikh
- **December:** adoption of the new global framework for biodiversity at the COP 15 Biodiversity conference in Montreal



2023

- **€132 million replenishment of the FFEM** for the period 2023 to 2026
- **February:** IMPAC5 International Marine Protected Areas Congress in Vancouver
- **March:** adoption of the International Treaty of the High Seas (BBNJ), One Forest Summit (Libreville)
- **May - June :** second round of negotiations for an international plastics treaty
- **August:** creation of the Global Biodiversity Framework Fund at the GEF Assembly

A cross-functional approach that benefits the environment and development



Key figures for the FFEM

Since 1994

€490M
committed from a total project budget of €4.5bn

393
projects funded in more than 120 countries

Between 2019 and 2022

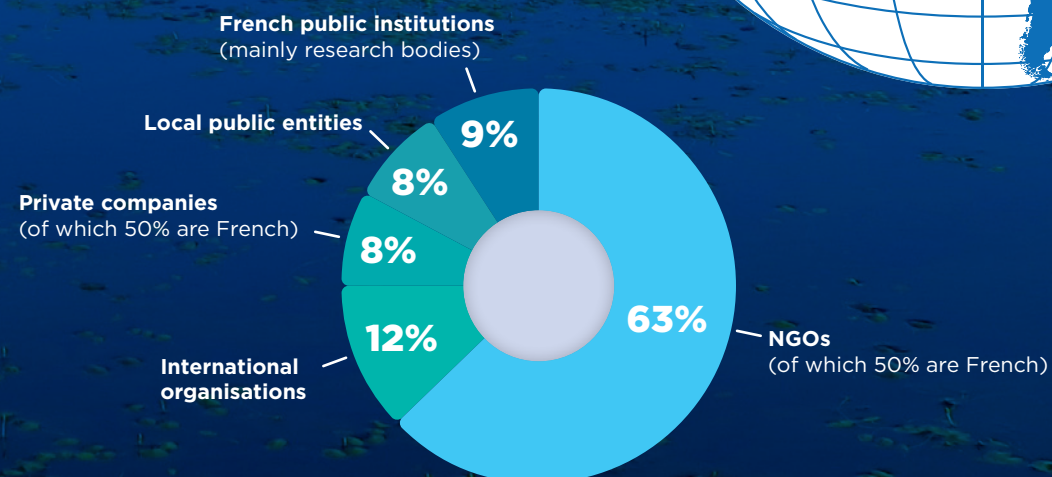
€103M
committed from a total project budget of €433m

60
Projects funded

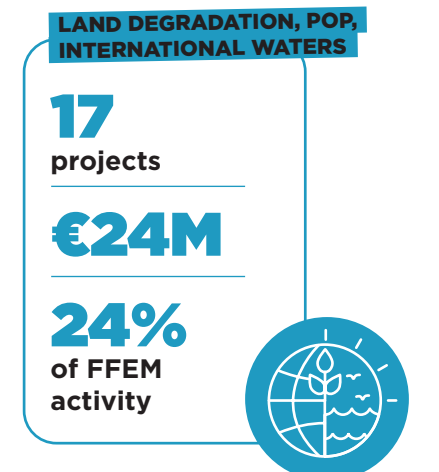
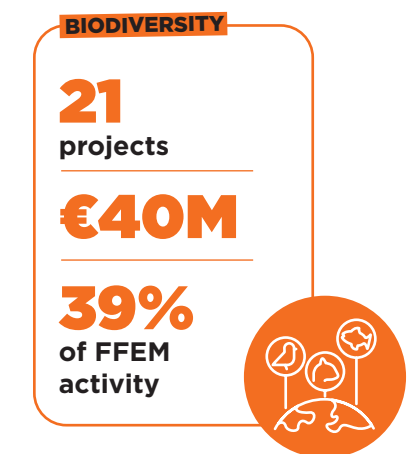
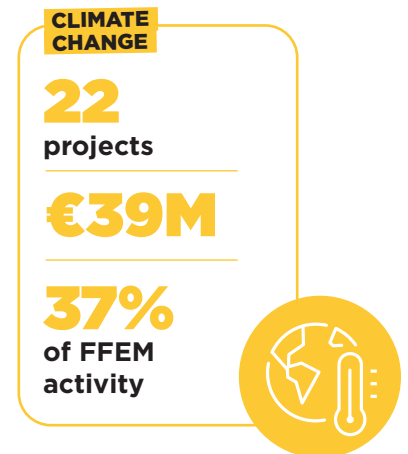
€132M
Budget for 2023-2026

122
projects
in progress on 31 December 2022

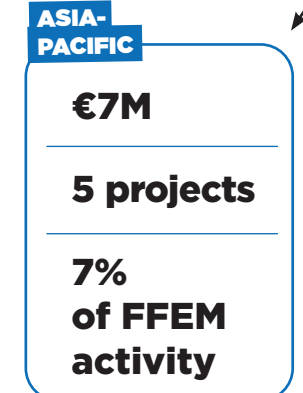
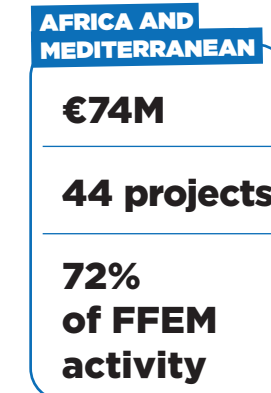
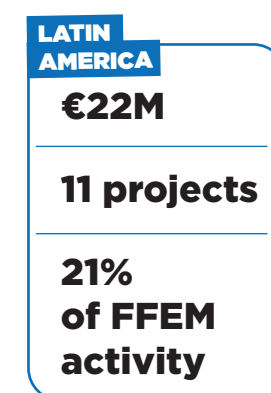
Breakdown by project initiator profile for the period 2019-2022



Breakdown by type for the period 2019-2022



Geographic breakdown for the period 2019-2022



Focus on our operating principles

To deliver its mission at the crossroads where development goals meet those for environmental protection, the FFEM has adopted 4 core principles that guide its support for projects that adopt innovative approaches to benefit local stakeholders.

Promoting environmental co-benefits

As the basis for its project funding decisions, the FFEM adopts a **cross-functional approach as part of delivering an effective response to the challenges of climate, biodiversity and pollution reduction**, and territorial adaptation and sustainable management in partnership with local populations.

Developing partnerships and synergies

Fieldwork is essential, but the sharing and pooling of knowledge and experience are equally vital for supporting the emergence of more resilient and sustainable societies. Achieving this ambition involves:

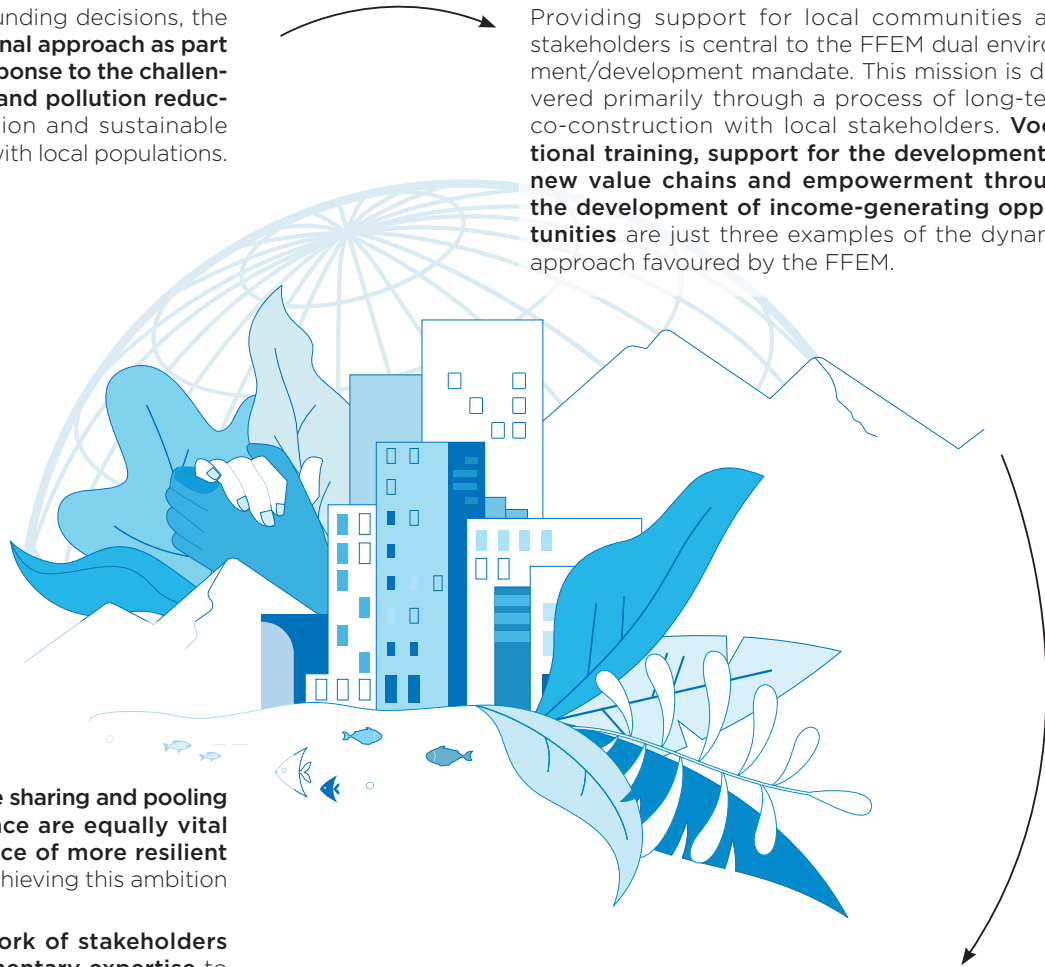
- **Bringing together a network of stakeholders with diverse and complementary expertise** to bring forward science-based recommendations for political decision-makers.
- **Strengthening links with civil society environmental organisations**, with particular emphasis on the Small-Scale Initiatives Programme (see page 13).
- **Engaging in close collaboration with the world of research** (applied and action research) in the context of project monitoring and evaluation systems that measure outcomes and impacts. The capitalisations that emerge from the process of co-construction between partners and reflect the determination of the FFEM to promote and share knowledge are also integral to this rationale.
- **Involving the private sector** in the funding of projects that respect and benefit the environment and local communities.

Meeting the needs of local stakeholders

Providing support for local communities and stakeholders is central to the FFEM dual environment/development mandate. This mission is delivered primarily through a process of long-term co-construction with local stakeholders. **Vocational training, support for the development of new value chains and empowerment through the development of income-generating opportunities** are just three examples of the dynamic approach favoured by the FFEM.

Targeting territories and value chains

Encouraging and facilitating the process of scaling-up proven innovations and solutions requires us to **develop and test strategies over the long term** in areas that share common characteristics with other territories and/or high-potential value chains. This **central goal of ensuring the reproducibility and sustainability** of new practices sets the direction of travel, and has often led to the FFEM working across a broad diversity of spaces: onshore and offshore in coastal regions, urban centres and rural peri urban areas.



The Theory of Change, a key component of FFEM initiatives

The Theory of Change is a key component in FFEM initiatives and the innovative projects it funds. More than simply a tool for brainstorming problems, the Theory of Change helps project initiators to prepare and implement the process of scaling-up their innovations. From the FFEM perspective, scaling up pilot projects means improving innovations, approaches and resources at a number of different levels:

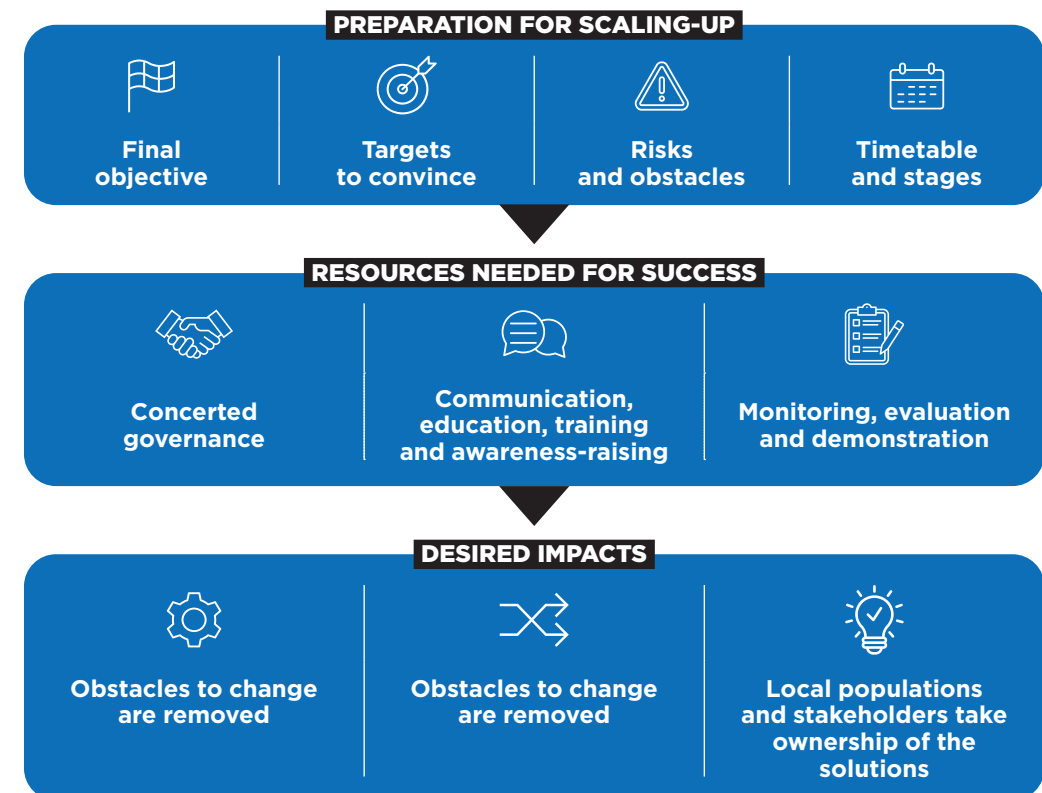
- intensifying local ownership and empowerment,
- consolidating the governance and institutional framework around project initiation and the ability to influence public policy,
- wider territorial and/or sector-specific dissemination of a greater number of solutions and/or solutions with a broader scope.

Scaling up innovations successfully requires careful preparation beginning at the pilot project design stage using the Theory of Change to identify all the stages and resources required. It also involves learning lessons from solutions already tested to identify best practices and learn from any mistakes or failures before disseminating these lessons to counterpart stakeholders.



The Theory of Change is a method for explaining how particular actions are expected to result in a desired change by analysing the links between cause and effect, based on lessons learned from previous experiences. It helps to guide the decision of which approach should be adopted, and to specify the contribution of individual stakeholders considering the complexity of a change process within its specific context. It also helps to identify the underlying assumptions, barriers and risks inherent to the process as a whole, and ensure that the chosen approach will contribute to delivering the desired change, not only at project level, but also with a view to the subsequent extension of that change.

Applying the Theory of Change operationally in the quest for lasting impacts



BIODIVERSITY CONSERVATION & ENHANCEMENT



Combating climate change and protecting biodiversity have been central to FFEM activity since its inception. The FFEM uses a range of funding tools (trust funds, cross-capitalisation, etc.) across Africa and Latin America to create what amounts to an experimental laboratory that facilitates the emergence of innovative solutions by applying cross-disciplinary problem-solving in order to empower local people to become agents of change.

176 projects

since 1995 involving total funding of

€215M

44 projects

underway in 2022 involving total funding of

€72M

31%

of projects underway in 2022

© Diego Guzman

Returns on *3 key capitalisations* launched by the FFEM

Evaluating the programmes it supports is integral to the work of the FFEM, and is essential in order to capitalise on feedback received, lessons learned and best practices developed as a direct result of the projects implemented. Three publications released over the last two years highlight this work.

Marine protected areas

440 projects supported, more than 200 marine protected areas, 25 years of commitment... These milestone achievements were the focus of this FFEM capitalisation, published to share the knowledge acquired, learn lessons and bring forward recommendations. Its ultimate aim is to encourage and facilitate the scaling-up of the most innovative solutions for protecting and conserving these areas essential to life on Earth¹. **But beyond their environmental importance, marine protected areas are also an important factor in the economic development of the populations who live in them.** These facts make them the perfect embodiment of the dual environment/development mandate embraced by the FFEM throughout its history.

More than **200 MPAs** soutenues dans près de 50 pays

Small-Scale Initiatives Programme (PPI)

Since 2006, the Small-Scale Initiatives Programmes (PPIs) initiated by the FFEM have supported civil societies across Africa in their efforts to conserve the natural world and improve local living conditions. **A publication reporting on the cross-capitalisation of stakeholders in two PPIs (one in sub-Saharan Africa and the other in North Africa) presents this unique approach.** By comparing and pooling the experience gained across the two programmes, **it seeks to fine-tune public-sector aid and policy making.** The ultimate aim of this cross-capitalisation is to boost the political legitimacy and influence of local stakeholders and project initiators.

€17 M in FFEM co-funding

Support for trust funds

Between 2003 and 2019, the AFD and FFEM separately or jointly provided funding for 8 biodiversity Conservation Trust Funds (CTFs) in Africa, the Mediterranean and Central America. These innovative sources of funding for nature conservation invest capital for the very long term, adding a valuable supplementary contribution to existing funding from public subsidies, tourism revenues and private donations. The FFEM and AFD continue to pioneer the way forward through CTFs, and their positive effects via the RedLAC Latino-Caribbean conservation trust fund and CAFÉ (Consortium of African Funds for the Environment) networks. **They were evaluated in 2022 to measure their effectiveness and impact. In addition to demonstrating the value of CTFs, this evaluation also outlined 18 areas for further improvement** from strategic issues around scaling-up to more operational challenges, including the need for further development of tools and methods, and the processes used to measure the impact of CTFs.

Thanks to the 5 CTFs supported by the FFEM, more than **80 MPAs** have received funding to improve management effectiveness and sustainability



Learn more here

274 projects funded in 28 African countries

¹ This practical guide is intended to support delivery by 2030 of the 30% of marine protected areas targeted in the Global Biodiversity Framework.



#1
Taking biodiversity knowledge and understanding to a new level in southern Africa
 South Africa, Namibia, Mozambique and Malawi
 2022-2026 > €2m invested by the FFEM



Few African countries have spatial data on biodiversity, despite the fact that these data are essential for defining National Biodiversity Strategies and Action Plans (NBSAPs). The South African National Biodiversity Institute (**SANBI**) has launched a project dedicated to bridging this gap with support from the FFEM and AFD.

Its aim is to develop and/or improve national spatial biodiversity assessment, prioritisation and planning (SABPP) processes in four countries of southern Africa. Ultimately, the project and its tools (especially mapping tools) should facilitate land use planning and decision-making in each country, assist in the development of environmental policies and strategies, and provide a sound basis for future monitoring of biodiversity development. The fact that these four countries share many common species and ecosystems gives the project a strong dimension of regional cooperation.

© Lina Loos

#2
Helping indigenous communities in Amazonia
 Brazil, Colombia and Ecuador
 2021-2024 > €1.72m invested by the FFEM



© Vincius Low

Although the region north of the Amazon is one of the best-preserved parts of the river basin, it is now facing a rising tide of environmental and socio-cultural threats. To protect its natural environment, at the same time as guaranteeing the rights of its indigenous communities, three NGOs from Colombia, Ecuador and Brazil are leading the **TerrIndigena** project with support from the FFEM (co-funded by the AFD), and in collaboration with the area's 18 indigenous organisations. This project has been built around four core components:

- strengthening governance tools to ensure better representation of indigenous rights and territorial protection
- community monitoring of endogenous and exogenous pressures and threats based on ancestral knowledge
- setting up income-generating activities that respect ecosystems and align with traditional values and cultures
- stakeholder coordination and knowledge/experience sharing at regional level

Indigenous territories account for approximately 47.2% of Amazonia



THE INTERVIEW

“Conserving biodiversity requires the involvement and cooperation of all stakeholders”



Constance Corbier-Barthaux
 Biodiversity Project Manager

“Biodiversity conservation is a strategic area of intervention for the FFEM. It has close links to all other strategic areas, and relies on alliances and coalitions of stakeholders that recognise and accept the central role of local population groups”, explains Constance Corbier-Barthaux.

“Biodiversity conservation must cut across all our priority themes, rather than being reduced to a single isolated issue. As our new strategy makes clear, the FFEM actively encourages the creation and expansion of communities of practice through projects entrusted to consortia or stakeholder networks. Examples include the new **RESCOM** (Strengthening Ecosystem Resilience in the Mediterranean) project launched in April 2023 and implemented by the Mediterranean Biodiversity Consortium (CMB), and the **BRIDGE** initiative that brings the REDLAC network of trust funds (in Latin America and the Caribbean) together with the CAFÉ network (in Africa).

The new strategy also stresses the need to give local civil society a role in managing its own biodiversity; responsibility that requires training and exchanges of experience. The FFEM approach to protecting and conserving biodiversity also involves sharing scientific knowledge with local population groups, as in the case of the Sulubaaï Environmental Foundation project to protect and restore the coral reefs of Pangatalan islet near Palawan Island in the Philippines. The on-site work carried out by scientists from all disciplines has resulted in the creation of a highly detailed knowledge base of these ecosystems, which is shared with local stakeholders, beginning with the local



fishermen. This type of approach provides the best guarantee that the actions initiated will continue beyond the end of the project period.

Lastly, the FFEM view is that biodiversity conservation is not worth considering unless there is private-sector involvement. For example, the major tourism operators that use marine and coastal areas, such as cruise and ferry operators, should accept their responsibilities by contributing financially to environmental protection”.

Milagre Nuvunga
 Co-founder of the MICAIA Foundation

“As well as helping to protect and conserve an area of rich biodiversity, the **Chimanimani** project also creates financial opportunities by helping to diversify the economic activity across the region. Thanks to the support of the FFEM, many families now have a subsistence income from selling honey. This is a major change for these families in the Chimanimani conservation area, but especially for the women”.



Learn more here

AQUATIC ECOSYSTEM RESILIENCE



Coastal erosion, rising sea levels, ocean acidification, biodiversity loss and shrinking coral reefs...

Climate change is affecting marine ecosystems in countless ways. There is a great deal of international activity focused on protecting these ecosystems (COP 15 Biodiversity, the International Treaty of the High Seas, etc.), but it is now more urgent than ever to support solutions designed to restore ecosystems in parallel with heightening the resilience of local population groups.



89 projects
since 1995 involving
total funding of
€116M

29 projects
underway in 2022
involving total funding of
€38M

20%
of projects underway
in 2022

THE INTERVIEW

“International cooperation is essential for marine protected area management”



Phénia Marras-Aït Razouk

Marine Adviser,
Project Engineering for
International Cooperation
at the French Biodiversity
Agency (OFB)

Phénia Marras-Aït Razouk of the OFB discusses the challenges of cooperation between the FFEM and OFB over marine ecosystem protection in what is a particularly dynamic international context.

Two major legal texts have been signed in the space of just 6 months: the COP 15 Biodiversity agreement, which sets a target of 30% for marine protected areas by 2030, and the BBNJ treaty on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction (Treaty of the High Seas). What is the significance of these signatures for the OFB and FFEM?

Achieving the 30% target, plus the 10% target for high-protection zones set in the European Biodiversity Strategy and the international strategy of the French government, will demand even greater involvement by the OFB and FFEM. More specifically, this means expanding and connecting networks of marine protected area managers, both at local level to ensure that they are not taking action in isolation, and at national level to consolidate strategies. Since the sea acknowledges no national borders, we must also act at the regional and macro-regional levels, in the same way as the corridors used by migratory marine species. This joint involvement must increase the opportunity for marine protected area stakeholders to take action themselves, at the same time as creating stronger and more effective links between science and marine protected area management. The text of the BBNJ treaty provides for its implementation once it has been ratified by 60 countries. The OFB and FFEM could potentially work together to support as many countries as possible through their individual ratification processes to maintain the ambitions of this text.

You are currently running three ‘marine’ projects alongside the FFEM. Can you tell us more about those?

Two of these projects are in the Indian Ocean: **QWIO** (see below) and **NoCaMo** which is designed to provide decision-support assistance for marine spatial planning in the Northern Mozambique Channel. The third is the high seas **Sargadom** project to facilitate implementation of hybrid – regional and international – governance of marine protected areas in two pilot sites: one in the Costa Rica Thermal Dome in the Eastern Tropical Pacific, and the other in the Sargasso Sea area of the North Atlantic Ocean. Its aim is to enable real-time testing of the BBNJ system and its associated tools to reconcile the effective protection of national waters with that of the high seas.

The 6th International Marine Protected Areas Congress (IMPAC6) will be held in Senegal in 2027. What can you tell us about what we might expect from that?

The OFB is a member of the international steering committee for this event, and I can tell you that the timetable is an ambitious one: the Congress will be held two years after the UN Ocean Conference, and three years before the 2030 deadline. It will also be the first to be held in Africa. In conjunction with the international community of MPA managers, the host country Senegal has launched a regional dynamic for West Africa and the three regional seas around the continent. The OFB is in discussions with the FFEM to examine how the capitalisation on MPA projects, which has resulted in many lessons to be learned, could be comprehensively expanded in the context of IMPAC6.



Marine Protected Areas: 40 projects summarised to inform the future

For 25 years, the FFEM has been funding and supporting marine protected area projects in many regions of the world. The knowledge gained over this quarter of a century has provided the basis for FFEM experts to capitalise and contribute feedback on more than 40 projects. The aim of this publication is to share the knowledge acquired, disseminate best practices, learn lessons and take on board the resulting recommendations. It targets practitioners and decision-makers, and was the focus of a workshop session held on 1 February 2023 alongside the 5th International Marine Protected Areas Congress (IMPAC5) organised jointly with the French Biodiversity Agency. As Constance Corbier-Barthaux points out: “With this publication, the FFEM is helping to support initiatives that promote cooperation and exchanges of best practices for the joint management of marine protected areas, with the ultimate aim of informing future action to protect these areas and promote the development of the people who live in them”.



Scan this code to learn more about this capitalisation



#1
Making local initiatives a pillar of resilience for coastal zones and communities

Cape Verde, Gambia, Guinea, Guinea-Bissau, Mauritania and Senegal

2022-2027 > €2.6m invested by the FFEM



Economic development along the coast of West Africa is resulting in environmental degradation that is harming coastal biodiversity and communities. It is also having a negative impact on the day boat fisheries that provide many jobs. To improve the resilience of ecosystems and communities, the **RESILAO** project led by the Regional Partnership for the Conservation of the Coastal and Marine Zone (PRCM) in West Africa aims to develop innovative small-scale local initiatives. Supported by the FFEM, it is built around the achievement of two objectives. The first is to support the rollout of integrated innovative local projects selected on the basis of a call for projects as part of promoting the development of a sustainable blue economy. The second is to capitalise on projects, facilitate peer-to-peer experience sharing and promote the idea of learning from each other's' best practices.



¹ Noah Sdiri, *Pollution sonore des océans : les mammifères marins menacés par le bruit des activités minières* ("Ocean noise pollution: marine mammals threatened by mining noise", GEO, 8 July 2022.

² Mexico has one of the only living coral reefs in the Northern hemisphere. It is home to almost 12% of the world's coral-dwelling species.

#2
Reducing underwater noise to protect and conserve marine life

Western Indian Ocean

2021-2025 > €3m invested by the FFEM



In addition to the stress it causes in many marine species, underwater noise pollution from boats and port infrastructures is detrimental to their survival, because it disrupts the acoustic communication channels they use to transmit essential information to each other. At a time when the economic development plans of countries in and around the Western Indian Ocean are reliant on increasing maritime trade, the threats posed by underwater noise could become even more devastating for marine wildlife by 2050. Over the period from 1950 and 2000, low-frequency underwater noise doubled every 10 years¹. It is against this background that the NGO Wildlife Conservation Society (WCS) has launched its **Quiet Western Indian Ocean** (QWIO) project alongside its private-sector partners (which include the startup Quiet Ocean and Armateurs de France), with support from the FFEM. The aim of the project is to produce a spatial atlas that will include predictive noise landscape maps that can form the basis of noise and navigation management scenarios. It also aims to identify and bring forward technological and management options for mitigating noise-induced threats. This is the first time that a marine noise pollution reduction project of this scale has been implemented in Africa and the Indian Ocean.

"We want to see practical solutions being implemented at local level, and to facilitate interaction between stakeholders. The PRCM is there to coordinate these efforts and capitalise on the solutions to be implemented as part of disseminating best practices".

Stéphanie Bouziges-Eschmann
 FFEM Secretary General

#3
Making every fisherman a stakeholder in sustainable resource management

Mexico

2022-2026 > €1.2m invested by the FFEM



The Mexican NGO **COBI** has launched its Blue Innovation for Fishing in Mexico programme to combat over-exploitation of natural resources in the Cabo Pulmo National Marine Park once described as "The World's Aquarium" by Jacques Cousteau on account of its rich biodiversity². Supported by the FFEM, this initiative is based on a free, collaborative digital app called Pescadata, which provides online monitoring and management of fisheries. This new tool is designed to promote collaboration by making every fisherman a guardian of the maritime space to counter the issue of overfishing by industrial-scale operators. It is hoped that this project, which includes initiatives to raise awareness around the need for sustainable resource management, promote digital literacy around marine ecosystems and train users of Pescadata, will eventually lead to the ring fencing of selected fishery areas at different times of the year.

TESTIMONIAL

"Diversified approaches that respond effectively to the challenges faced by our seas"



Julien Rochette

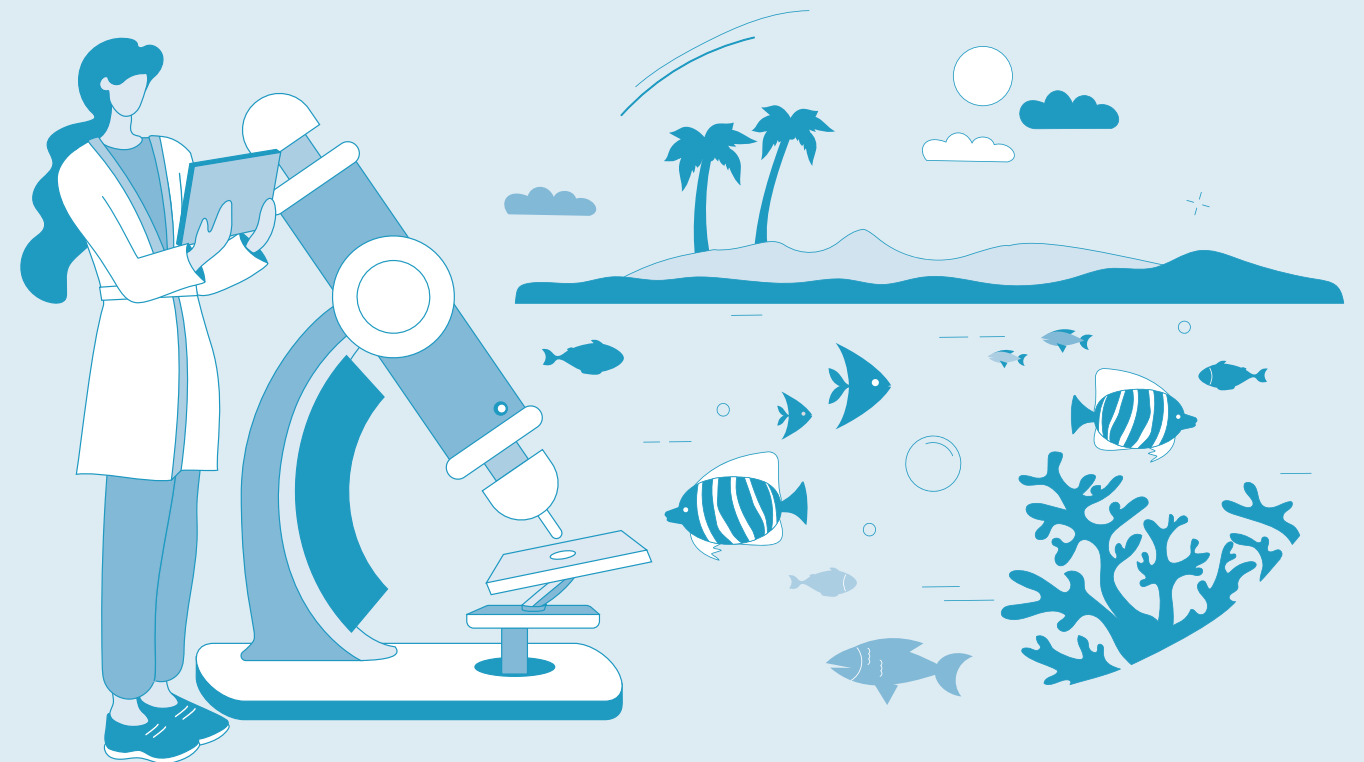
↓
 Director of the Oceans programme at IDDRI¹ (the French think tank facilitating the transition to sustainable development) and member of the FFEM Scientific and Technical Committee

What role does marine ecosystem protection and conservation play in the new FFEM strategy? Julien Rochette gives us an overview of the project and the challenges that lie ahead.

"The new FFEM strategy provides an excellent response to the challenges of aquatic ecosystem resilience in a number of different ways. Firstly, it reasserts the global reach of its **overall approach to taking action in coastal areas**, which is highlighted by the initiatives already implemented for the sustainable small islands of the Mediterranean, **and on the high seas**, where the **TARA PROJECT** provides an excellent example. Then there is the complementarity and diversity of approaches seen in the **RESCCUE** project, which focuses on the protection and conservation of island ecosystems in the Pacific Ocean. At the same time, the FFEM is also involved in the sustainable management of offshore economic activity with projects such as **NoCaMo**, which aims to put in place a more effective spatial management structure for the Northern Mozambique Channel. This example

also highlights another characteristic feature of action taken by the FFEM, which is again reasserted in the new strategy: the preference of **taking action at the intersection where environmental challenges meet economic and social development challenges in ways that ensure their compatibility with the resources of our planet and the need to conserve marine ecosystems.**

Lastly, the FFEM is also adapting to address today's major debates. I'm thinking particularly here of the global treaty on plastic pollution. The first two rounds of negotiation have revealed a tension between those stakeholders who are heavily behind recycling, and those who are keener to advocate a greater level of waste reduction at source, which, according to the science, is probably the more effective lever. The new FFEM strategy reflects this background by continuing to promote research and development into new recycling solutions, at the same time as highlighting solutions for waste reduction at source". •



¹ IDDRI: French Institute for Sustainable Development and International Relations.

SUSTAINABLE MANAGEMENT OF AGRICULTURAL AND FORESTS LANDSCAPES



Promoting zero deforestation initiatives and sharing more responsible forestry practices through large-scale capitalisation projects are priority goals for the FFEM. They focus on encouraging and facilitating sustainable management of land used for agriculture and forestry. This cross-functional approach is based on supporting local projects through close collaboration with local communities, specialists and private-sector stakeholders.

105 projects
since 1995 involving
total funding
€144 M

31 projects
underway in 2022
involving total funding of
€46 M

22%
of projects underway
in 2022

TESTIMONIAL

“Our *cachemire durable* value chain now includes **696 livestock farming families**”



Manon Lelarge
Agricultural Engineer and National Coordinator Mongolia at Agronomes & Vétérinaires Sans Frontières (AVSF)

For several years now, AVSF has been working alongside livestock farmers around the world to promote more responsible farming practices. One practical example of this approach in action is the ‘sustainable cashmere’ project launched alongside the FFEM in 2015; a project which is already proving its worth

“In the Bayankhongor region of Mongolia, cashmere production makes up 80% of the income of small-scale livestock farmers, who have no choice but to increase herd sizes to continue making a decent living. This situation has resulted in overgrazing of pasture land in regions of arid steppe, putting further pressure on a level of biodiversity already threatened by global warming. In 2015, we launched a project with the support of the FFEM to address this challenge by creating a sustainable cashmere value chain in three

Mongolian provinces. This initiative now unites 696 livestock farming families in 114 grazing land user groups and 11 cooperatives coordinated by their membership of a national network. The ultimate aim of the project is to enable member farmers to continue making a decent income. The project combines sustainable pasture management with the production of certified, top-quality cashmere for sale internationally to the luxury goods industry. It also has its roots in the desire to give power back to livestock farmers in a value chain currently dominated by Chinese buyers. When the project reaches completion in February 2024, our next major goal is to have our value chain certified by a respected international body. At the same time, we want to continue working with the FFEM to capitalise on this project, so that we can replicate it with other stakeholders and other pasture-based farming systems in Mongolia and elsewhere”.

“Thanks to the FFEM and AVSF, we’ve progressed from a livestock farming association to become a genuine cooperative. I can already see a change in behaviour and an increase in awareness among farmers. Resources may be limited, but the national government is keen to encourage the development of cooperatives. The project has a very promising future, and we see the support of the FFEM as crucial for the years ahead”.

Erkhembayar Solongo
Chair of the Eeltei Baylag cooperative network

#1

A unique to making protected areas more resilient

West Africa

2021-2025 > €2.1m invested by the FFEM



The **NITIDAE PMR2** project is helping the ecosystems and populations of three West African landscapes where biodiversity is under threat from constantly increasing human pressures. The project addresses these issues with a consolidated “landscape” approach and by reconciling sustainable development with natural resource conservation. It is also underpinned by a concerted land planning scheme that takes full account of biodiversity conservation challenges, the development of innovative biodiversity monitoring methods and the need to involve agricultural stakeholders to encourage and promote profitable agriculture without the need for deforestation. In the Mé region of Côte d'Ivoire, the FFEM has achieved promising initial results, including the regeneration of agricultural plots and the training of community whistleblowers to encourage new eco-responsible working methods in forests.



THE INTERVIEW

“The FFEM gives us access to a network of *key stakeholders*”



Dr Claude Gascon

Director of Strategy and Operations in the Programmes Unit of the Global Environment Facility (GEF).

Founded in 1991 and the inspiration behind the creation of the FFEM more than 25 years ago, the Global Environment Facility (GEF) finances numerous environmental programmes. Its Director of Strategy and Operations Claude Gascon explains what it does and the many ways in which the GEF and FFEM work together.

What can you tell us about your role at the GEF?

At the GEF, I'm responsible for awarding grants to, and programming resources for, recipient countries. Before taking on this current role, I was Executive Vice President and Chief Scientific Officer of the National Fish and Wildlife Foundation between 2010 and 2015, where the main focus of my research was the biodiversity of Amazonia. I began my career there as Project Manager and Scientific Coordinator of the Biological Dynamics of Forest Fragments (BDFFP) project for six years.

Combating deforestation by identifying solutions and securing project funding is one of your main missions, so could you tell us more about that work?

The GEF is mandated to deliver global environmental benefits across many environmental sectors, including biodiversity, climate change and land degradation. Tropical deforestation is one of the main drivers of biodiversity loss. It also results in increased greenhouse gas emissions and accelerated land and soil degradation. Combating deforestation means identifying alternatives to meet societal needs without forest extraction and deforestation. So our work is done at the point where agriculture, commodity supply chains, urbanisation and other factors converge. We also provide resources to countries to develop landscape management technologies.

How do the GEF and FFEM complement each other in your view? And how does that feed through into the projects you support together?

The two organisations have been working together in the field since the GEF was first established. The very first project to be jointly funded by the GEF and FFEM was in 1995, and it focused on combating the tropical deforestation caused by slash-and-burn agriculture in Africa. Since

then, we've worked jointly on a succession of projects in Africa and Latin America. The FFEM gives us access to a network of key stakeholders - experts, NGOs and research institutions - and can also help coordinate investments with the Agence Française de Développement (AFD). **We will be cooperating even more closely in the years ahead thanks to the new GEF-82 which creates opportunities for key collaborations, including the particularly promising “Amazon, Congo & Critical Forest Biomes” integrated programme.** With a budget of around 300 million dollars, it focuses on conserving the world's most precious primary forests through higher standards of governance, combating deforestation, developing sustainable economic activity and recognising the rights of indigenous peoples. It therefore aligns very well with the ambitions and investments of the FFEM, and the **Terrindigena** project (see page 14) is an excellent example of that. Lastly, we identify other opportunities for cooperation, such as the GEF's “Wildlife Conservation for Development”, “Clean and Healthy Ocean”, “Sustainable Cities” and “Circular Solutions to Plastic Pollution” integrated programmes, and the newly launched Global Biodiversity Framework Fund.

You advocate the introduction of two solutions - “Biodiversity-positive carbon credits” and “nature certificates” - to help with forest conservation. What joint projects could work towards that goal?

Concerted efforts are needed to close the significant shortfall in funding for global biodiversity. So at the One Forest Summit in March 2023, the GEF chaired an international working group focused entirely on this goal. The GEF and FFEM agree that developing innovative tools for funding biodiversity is a strategic priority, and so we'll certainly be working together to implement the recommendations brought forward by the working group. **Given the role of the FFEM as a catalyst for innovation, this collaboration could include pilot projects on emerging instruments, such as Biodiversity-positive carbon credits and nature certificates,** at the same time as overseeing mechanisms for consolidated governance, institutional and political frameworks and local ownership, and putting in place the right conditions for effective scaling-up. •

¹ Examples include tightening national protected area systems in Madagascar and Uruguay, building national capacity for forest monitoring in Central and West Africa and the capitalisation and operational implementation of a trust fund to support protected areas in Guinea Bissau.

² The eighth GEF replenishment cycle.

#2

Protecting the biodiversity of the Brazilian pampas

Brazil

2022-2027 > €2m invested by the FFEM



The **Alianza Mais** project is designed to protect and conserve the biological diversity of the Brazilian pampas biome¹, which is now under threat from the expansion of agricultural monocultures. This initiative has the potential to positively impact carbon sequestration and avoid carbon emissions, as well as doubling the amount of land covered by sustainable natural resource management schemes. The project also supports the extension and consolidation of the Alianza del Pastizal initiative to bring private landowners together with institutions. Its goal is to develop innovative and sustainable production models to help reduce the loss of natural grassland biodiversity, at the same time as helping income generation for local producers. Lastly, Alianza Mais is also working to initiate long-term behavioural changes that will enable cultural preservation to be seen as an asset for environmental protection.

A certification target of **500** farms to create **400 000 ha** of protected land

¹ This includes around 400 native grass species, 578 bird species, 85 mammal species and 75 amphibian and reptile species (AFD).

↓
Pursuing cocoa excellence



The FFEM is working alongside organic French chocolatier Kaoka to support producer cooperatives and their partners with a project to conserve and regenerate ecosystems by setting up sustainable cocoa growing areas in Peru, Colombia and Ecuador. These three countries together produce 10% of the world's cocoa, and their rural populations depend on cocoa crops for their livelihood. An exemplary model of public-private cooperation, this project is using agroecology techniques to regenerate cocoa plantations in which local communities are stakeholders and promote the achievement of cocoa excellence through sustainable and financially viable production that involves no deforestation. It is therefore 100% consistent with the **National Strategy to Combat Imported Deforestation (SNDI)**, whose aim is to cease imports of products that contribute to deforestation; products that include cocoa.

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ADAPTATION AND LOW-CARBON TRANSITION IN CITIES AND TERRITORIES



Consistent with the Paris Climate Agreement, the FFEM supports projects that combine adaptation and energy transition for cities and territories as part of boosting climate resilience and promoting the emergence of low-carbon societies.

Promoting nature-based solutions, developing sustainable models for access to electricity and supporting sustainable urban agriculture systems are all components of this initiative, which is already producing many encouraging results.

101
projects
involving total
funding of
€109 M

27
projects
underway in 2022
involving total funding of
€38 M

19%
of projects
underway in 2022

TESTIMONIAL

“An integrated, cross-disciplinary approach to climate challenges”



Jérôme Gastaud

Low-Carbon Adaptation & Transition for Cities & Territories Project Leader at the FFEM

Addressing environmental, economic and social challenges through territorial low-carbon transition projects remains the ambition of the FFEM in its 2023-2026 strategy, as Jérôme Gastaud explains.

“The FFEM portfolio of projects for the low-carbon adaptation and transition of cities and territories is distinctive for its cross-functional approach, which is further reinforced by the new strategy. The aim now is to go beyond those aspects strictly related to carbon and climate to incorporate environmental (pollution, mineral, recycling, etc.), economic and social challenges into an integrated approach designed to deliver an effective response to the tensions arising from the energy transition. Against this background, we are interested - for example - in carbon taxation, which is gaining traction and on which subject we will soon be publishing a summary document and carrying out a capitalisation exercise on projects implemented in the 2010s. A number of initiatives recently receiving support adopt this approach.

These include the **Nanoé** project in Madagascar (see below), which aims to build electricity nano-grids to bring power from renewable sources to the populations of outlying villages, and the **PHARD** project (see page 26), which is experimenting with new eco-construction techniques. Both these examples combine technological experimentation with economic and social aspects. Nanoé, for example, has trained around a hundred young self-employed entrepreneurs who will take responsibility for the technical and commercial rollout of the solution. The **Acacia** project run by the non-profit organisation La Voûte Nubienne puts the same emphasis on integration in its promotion of eco-construction in West Africa using the traditional rammed earth technique of ancient Nubia, accompanied by a highly innovative approach to monetising carbon credits to fund home construction. Here again, this project is distinctive for its positive impact in terms of the SDGs through the creation of a new value chain and jobs”.



#1

Using nanogrid technology to supply power to rural areas of Madagascar

Madagascar

2021-2024 > €2.4m invested by the FFEM



More than 70% of people in Madagascar have no electricity supply¹. To correct this situation, the Franco-Malagasy startup **Nanoé** is leading an innovative lateral electrification project using nanogrids of smart collective solar systems. Installed on the house roofs, these nanogrids supply power to neighbouring homes. Nanoé now wants to consolidate its model in preparation for scaling-up technologically, organisationally and institutionally, as well as the gradual rollout of new power supply platforms. Supported by the FFEM, this programme is distinctive for its intention to revolutionise the power network construction progressively and flexibly. This approach combines digital technology with electrical supply with the aim of creating a community of independent entrepreneurs who would provide energy as their base service, but with the potential to expand into other services that meet essential needs. The project initiators hope that by the end of 2024 they will have rolled out an additional 9,000 nanogrids connecting 40,000 subscribers, and trained 270 young rural nano-entrepreneurs.

¹ World Bank, 2021.

#2

Designing and building innovative, low-carbon, affordable housing

Sénégal

2022-2025 > €1.45m invested by the FFEM



None of the few housing associations and private developers working in Senegal offer housing that is affordable for more than 70% of the population. This is the background against which the non-profit organisation Architecture & Développement launched its PHARD (Promoting affordable, resilient and sustainable housing) programme. Supported by the FFEM, this project is experimenting with innovative construction solutions that use low-carbon, eco-sourced materials designed to withstand heatwaves and negate the need for air conditioning. It also plans to construct 50 demonstrator homes on an eco-development site. At the same time, PHARD is assessing the feasibility of developing a new alternative property development and funding model based on resident cooperatives. Guided by the desire to help narrow the social divide in Senegal, PHARD has set itself the ambition of providing homes in a living environment compatible with the ecological agenda, respectful of territorial integrity and appropriate to the basic needs of those who will live in the homes it builds.



© Brent Nhaber



© Didier Simon



Changing cooking methods to conserve the forests of the Sahel

Clean and efficient cooking value chains are underdeveloped in the Sahel, so wood remains the main fuel used by more than 90% of households for their daily cooking needs. The enormous scale of timber required is one of the main factors responsible for the degradation of forests in this region. So to reverse this trend, the Sahel Wood Energy Project was launched in April 2022 with joint funding from the FFEM and AFD. The programme is based on feedback from a previous pilot project called Fonabes, which was also supported by the FFEM. It has two key components: sustainable forest management and increasing the proportion of the local population using clean, efficient cooking stoves, especially in urban areas.

THE INTERVIEW

“A very special partnership”



Philippe Masset

Director Europe and International at ADEME

ADEME and the FFEM have worked together for almost 30 years now on many projects around the world. Philippe Masset explains how this productive partnership works.

How would you describe the cooperation between ADEME and the FFEM?

Ours a longstanding and very special partnership, not least because we share the same supervisory bodies, which makes our relationship particularly close. We've worked together now for almost 30 years in China, Eastern Europe and, more recently, the Mediterranean and sub-Saharan Africa on energy efficiency, sustainable construction and climate projects on the basis of mutual trust and understanding.

So what is it that each partner brings to the other?

What we bring to the FFEM is our thematic sectoral expertise, public policy tools we can apply internationally, co-funding opportunities and our ability to manage the partnerships required to implement complex projects. Conversely, the FFEM helps us a lot with exploring new approaches. And without the funding it provides for this type of project, which can help to convince even the most sceptical stakeholders, we would not be able to implement them.

Which projects would you say particularly encapsulate this cooperation?

I'd say certainly the TyCCAO¹ project in Senegal and Mauritania, which aims to develop the use of Typha, a species of invasive plant similar to bulrushes, as a building material and substitute fuel for wood-fired stoves. The FFEM contribution in terms of innovation has been a decisive factor in facilitating the experimental aspects of this project, both technically and socio-economically. Another iconic project involves our ACT (Assessing low-Carbon Transition) methodology for assessing the low-carbon strategies of companies. Working in association with IDDRI, the FFEM has helped us to promote this method in Mexico and Brazil, even though these were not previously priority intervention zones for ADEME. This result has been a significant contribution to the growing international recognition of this methodology.

How do you see your partnership evolving in the future?

It will naturally be based on the new FFEM strategy, the central themes of which are very closely related to the kind of expertise we will be able to provide. This will give us the ability to manage projects funded by the FFEM to address issues such as sustainable cities, energy efficiency, combating pollution and developing circular economy solutions.

Outlook

Another mission of the FFEM is to explore issues that are often overlooked or neglected. In 2020, we launched a call for projects around sustainable refrigeration and air conditioning; an issue that will become increasingly pressing as global temperatures rise. By the end of 2022, we had selected four projects from the 42 proposals submitted. As well as tackling the issue from innovative angles that simultaneously address both climate and pollution challenges, these projects also demonstrate our willingness and ability to work with a broad spectrum of stakeholders (international organisations, the private and public sectors, NGOs, research bodies, etc.).



¹ TyCCAO: Typha Combustible Construction Afrique de l'Ouest.

CIRCULAR SOLUTIONS AND FIGHT AGAINST POLLUTION



↓

The 3Rs (Reduce, Reuse, Recycle) strategy to protect ecosystems and limit climate change is one of the main levers adopted by the FFEM. By promoting waste reduction at source, countering chemical-related risks and helping to develop sustainable channels for the rational and sustainable management of hazardous waste, the FFEM is helping to reduce the harmful effects of this form of pollution on humanity and the environment.

24 projects
since 1995 involving
total funding of
€30 M

12 projects
underway in 2022
involving total funding of
€17.9 M

8%
of projects
underway in 2022

TESTIMONIAL

“Agroecology to limit pesticide-related risks”



Bertrand Mathieu ↓
Agronomist and Programme Officer Agriculture, Natural Resources and climate change at Agronomes & vétérinaires sans frontières (AVSF)

“The use of pesticides has increased significantly over the last two decades in certain regions of West Africa for specific crop sectors, such as cotton, cocoa, fruit and vegetables. The same trend can also be seen in the use of veterinary antibiotics and certain anti-parasitics in livestock farming. The growing, uncontrolled and unchecked use of these products is posing significant risks of exposure to toxic active substances - some of which are banned outright in other countries - for farmers, the environment and consumers, given the absence of sufficient technical support. AVSF has been working on this issue for around twenty years now. **With support from the FFEM, we ran an initial project in the cotton-growing zones of Togo in 2014 to raise awareness among farmers of the risks associated with using pesticides and worked with them on identifying and experimenting with agroecological alternatives.** Since then, other projects have followed in Côte d’Ivoire, Senegal and Madagascar.

In 2019, we also responded to a call for projects from the FFEM on the issues around managing hazardous chemicals, including pesticides. This gave us the opportunity to co-construct an integrated project in Mali that involved local stakeholders and was conducted using the One Health¹ approach: risk and impact analysis, awareness-raising and training, co-design of agroecological alternatives, and the involvement of local stakeholders to tighten market controls for pesticides and veterinary products. Despite the complexities of security and diplomacy in Mali, part of the project is continuing with the support of the FAO. We now want to build on this experience to pursue similar initiatives in other countries. The support we’ve received from the FFEM has also helped AVSF to publish its Agroecology as a Substitute for Pesticides training guide, which is available free of charge in 3 languages, and accompanied by open-source tools that enable users to adapt training to local contexts and conditions”.

#1
Leveraging innovation for a more rational management of plastic waste
Tunisia
2021-2024 > €5k invested by the FFEM

The Mediterranean now contains record levels of micro- and macro-plastics. For its response to this problem, the NGO SMILO is tackling plastic pollution further upstream with its **Plast’ile** project, which is supported by the FFEM. Up and running on the Kerkennah Islands off Tunisia, the project goal is to put in place **sustainable management of the 600 tonnes of waste dumped at sea each year by the 2,500 local fishermen.** This project has been built around a series of central actions, including the development of alternatives to plastic fish traps, and the promotion of sustainable fishing practices. It also includes an innovative solution for converting non-recyclable plastics into fuel. The fishing community is being encouraged to return their used fish traps via a collection system in return for free fuel. The Plast’ile project is also distinctive for its governance structure, which unites stakeholders from the public sector, private sector and civil society. Plans are also in place to roll it out to other Mediterranean islands.



¹ One Health: an integrated approach that considers factors around human, animal, plant and environmental health.

THE INTERVIEW



Dr. Rolph Payet

Executive Secretary of the Basel, Rotterdam and Stockholm Conventions (since 2014)

“Stepping up our ability to push back *against plastic waste*”

As part of its efforts to regulate the circulation of plastic waste, the Secretariat of the Basel Convention is working with a number of partners, including the FFEM, to support and facilitate the transition in developing countries. Dr Rolph Payet, former Minister for the Environment and Energy in the Seychelles, and now Executive Secretary of the Basel, Rotterdam and Stockholm Conventions (since 2014), tells us more about the mechanisms available, and outlines current and future projects.

What does the agreement on the management of global plastic waste flows actually provide for?

The main aim of the Basel Convention, which came into force in 1992, is to protect human health and the environment against the harmful effects of hazardous waste. In May 2019, a series of amendments were adopted to tighten controls over cross-border movements of plastic waste and clarify the Convention's scope of application to this particular type of waste. So the Basel Convention is currently the only legally binding global instrument that specifically deals with the issue of plastic waste. These amendments make all plastic waste and mixtures of plastic waste produced by the parties to the convention and scheduled for transit to another signatory country subject to the prior informed consent procedure, unless they are non-hazardous and in transit for the purpose of eco-friendly recycling and to all intents and purposes free of contamination and separate from other types of waste. This procedure includes the following stages: notification by the exporting country, the granting of consent and issue of a movement document, the cross-border movement itself and confirmation of safe disposal.

What are the mechanisms for implementing it?

- Firstly, a Plastic Waste Partnership (PWP) has been formed under the Basel Convention to improve and promote responsible management of plastic waste at global, regional and national levels, and to prevent and minimise the production of plastic. The partnership has also set up a number of working groups to oversee implementation.

- Secondly, our technical directives, which cover a wide range of issues - extended producer responsibility, cross-border movement requirements, etc. - set the benchmark for developing countries. Capacity-building workshops funded by several national governments, including France, have also been formed.

- Lastly, we are running a series of plastic waste projects as part of the Small Grant Programme funded by the German, Norwegian and Swedish governments and the Norwegian Agency for Development Cooperation (NORAD). Twelve of these projects have already been successfully implemented, and another series of projects is now in preparation as part of the third cycle.

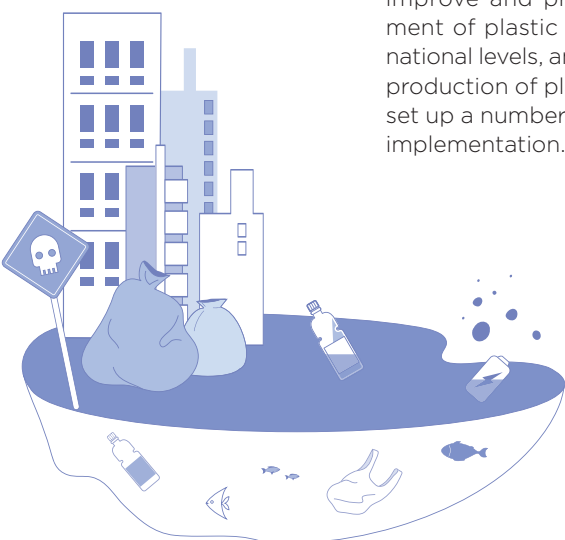
The project approved by the FFEM Committee for implementation in Cape Verde and Senegal is part of this approach. Can you tell us more about that?

The “Strengthening plastic waste control, management and reduction capabilities in accordance with the provisions of the Basel Convention” project was approved by the FFEM Committee in 2022 for implementation beginning in the second half of 2023. The efforts made by the FFEM to support implementation of the Basel Convention and its subsequent amendments relating to plastic waste are greatly appreciated. More specifically, this project aims to build the capabilities already deployed to help Cape Verde, Senegal and the French-speaking countries of West Africa meet their obligations under the plastic waste amendments to the Basel Convention.

This project spans 4 actions:

- reducing the generation of plastic waste by hotels (Cape Verde)
- developing a collection and recycling system for waste plastic fishing nets (Senegal)
- developing a collection and recycling system for plastic bag waste and the introduction of alternative livelihood options (Senegal)
- forming a network of civil society organisations to implement small-scale collection and recycling systems, producing alternatives and providing education (Cape Verde).

All these action areas will ultimately help boost the ability of stakeholders in government, the private sector, civil society, the informal sector and the general public to manage plastic waste at every stage of its life cycle, from production through to disposal.



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#2
Reducing lead contamination by strengthening the ability of national governments to act
Bangladesh
 2023-2027 > €839,336 invested by the FFEM



According to UNICEF, nearly 800 million children around the world have blood lead levels of 5 microgrammes or more per decilitre of blood. Bangladesh is one of those countries most seriously affected by high blood lead levels. To help curb the serious health, environmental and economic consequences of this contamination, the NGO **Pure Earth** is working with the Bangladeshi government to develop more effective management of used lead-acid batteries. A number of measures are now being rolled out to achieve this goal: provision of the tools, technical capabilities and human and financial resources required to ensure environmentally sound end-of-life management of batteries; supporting the government in setting up a programme to identify and clean up abandoned lead-contaminated recycling sites for priority remedial treatment; and raising awareness among stakeholders of the environmental and health impacts of lead contamination. As well as reducing contamination in soil and watercourses and lowering the level of lead poisoning in the general population, the project also aims to create new jobs (in recycling, pollution cleanup, etc.) and a new circular economy sector.

The monitoring and evaluation system used for this project includes indicators that make it possible to measure changes in battery recycling practices and the effectiveness of cleanup operations at pilot sites as a further contribution to overall national health.

Waste: prioritising reduction at source

As part of its actions to address the issues of land and marine pollution, the FFEM promotes the transition from a linear manufacture-consume-dispose economic model to a sustainable circular model, based on the 3Rs - Reduce-Reuse-Recycle - strategy in terms of waste management. The priority is to reduce the production of waste at source, since scientific research shows that this approach offers the greatest potential for reducing greenhouse gas emissions. As part of its prevention-led approach, the FFEM is also supporting the development of alternatives (based on eco-design, industrial and territorial ecology, etc.) and increased awareness. To counter chemical-related risks, this strategy of reduction at source focuses particularly on the development and promotion of alternatives to persistent organic pollutants (POPs), heavy metals and pesticides.

Supporting innovation for the environment and development

Ever since its inception in 1994, the FFEM has structured everything it does around innovation, whether technological, social, organisational or economic. This focused approach gives it a diverse and unique status within the ecosystem of private- and public-sector funding organisations. Fully endorsed by our partners, this philosophy allows us to make a meaningful contribution to developing innovative solutions that benefit both the environment and local communities, as is the case in Mauritius and the Philippines.

“The FFEM has supported our foundation for more than 15 years now, enabling us to work collaboratively with stakeholders not usually associated with projects to protect the natural world: rural communities, indigenous women living in those communities and small-scale private landowners. This level of agility has helped us develop innovative solutions locally, with particular emphasis on the re-naturing of cities. Another benefit of our collaboration with the FFEM is its ability to facilitate the scaling-up of successful projects. Working together in this way has resulted in a number of initiatives that began at local level now being rolled out nationally. This ability to replicate successful local initiatives is a real and valuable asset”.



Marco Cerezo
 CEO of the Fundación para el Ecodesarrollo y la Conservación (Fundaeeco) - Guatemala

“Cooperation with the FFEM is a doubly virtuous relationship”.



#1
Airborne wind turbines for low-carbon electricity
 Mauritius
 2022-2024 > €849,338 invested by the FFEM



Heavily dependent on the fossil fuels that account for 84.6% of its electricity mix, Mauritius now wants to increase the contribution made by energy from renewable sources. It is against this background that the regional subsidiary of German company **SkySails Power** launched a highly innovative project at the end of 2022; a project supported by the FFEM. Its aim is to test a novel wind turbine technology with the capability of generating up to 300 MWh of electricity a year from 6,000 hours of operation using the traction force of a power kite. As well as demonstrating the relevance, robustness and feasibility of the pilot solution and studying how it could be integrated into the power grid, the project also seeks to deliver socio-economic benefits by raising local skill levels in engineering and electrical engineering to the point where it can be installed, operated and maintained locally ahead of a much wider rollout.



300 MWh
 is the project's annual electricity generation potential



#2
Restoring coral reef biodiversity
 Philippines
 2020-2023 > €527k invested by the FFEM



On Palawan Island in the Philippines, slash-and-burn farming and certain types of fishing are threatening the food security of local people by destroying reefs and preventing natural environment regeneration. To turn the tide on this trend, the Sulubaa'i Environmental Foundation (SEF) has designated 4 marine protected areas in **Shark Fin** on the small island of Pangatalan; an area containing some of the most diverse and most threatened coral reef ecosystems on the planet. With support from the FFEM, the SEF is testing an innovative restoration technique using coral cuttings, and has designed a post-larval culture laboratory (the FishLab) to restock the reefs of Shark Fin Bay with fish and produce farmed fish for local fishermen to catch. The foundation is also taking action to help local people adopt sustainable fishing practices, and is encouraging exchange and dissemination of experience to ensure capitalisation at national and international levels. This project is very much a laboratory for innovation; not only technical (for scientific monitoring systems, restoration methods and the FishLab), but also methodological (for encouraging and promoting the involvement of local communities).

Palawan Island is home to **80%** of the world's coral species

Cap'sur: a new collection of capitalisation projects

Project evaluation and capitalisation are strategically important for the FFEM, but they also set it apart distinctively from other organisations. By encouraging dialogue and experience sharing between a broad diversity of stakeholders, they enable lessons to be learned and innovative practices to be developed. Clémentine Dardy tells us more about their importance for future projects and how they can be scaled up.

How important is the principle of capitalisation for the FFEM?

It's one of our great strengths and works hand in hand with the spirit of innovation that's so central to our identity. **It helps us identify and reveal new approaches, techniques, technologies and methodologies.** Once they've been tried and tested, capitalisation allows them to be scaled-up to enhance their environmental and societal impact. It also has another purpose: to provide input for future action, so that new and meaningful projects can be formulated to incorporate the recommendations made by previous stakeholders and contributors. A good illustration of this would be the capitalisation of PPI programmes in sub-Saharan Africa and North Africa (see page 13), where we were careful to draw lessons from completed projects to inform our assessments of feasibility for future programmes. Lastly, our aim is also to use capitalisation to provide input for debate and dialogue around international public policy.

What does this exercise actually involve?

It's all about helping existing and future projects to get off the ground more effectively and efficiently. The challenge lies in looking beyond evaluation to **learn from successes and best practices, as well as failures**, and then disseminate what we've learned as widely as possible. **We take a very diversified approach using a range of formats**, including cross-capitalisation of multiple projects or programmes structured into clusters by theme or territory, in *itinere* capitalisation based on monitoring reviews conducted as projects are being implemented, and ex-post capitalisation following project completion. We also favour the formation of partnerships around a 360° vision, bringing together stakeholders who are not usually in contact with each other, and combining technical and scientific expertise with local knowledge in order to take better account of the lived experience of local people. This is something we've done, for example, in our capitalisations on the Central African forests project and the nature in the city project in Latin America, both of which were published as part of our new Cap'sur collection in June 2023.

What comes next?

We're currently working on two changes to our capitalisation approach. The first is to centralise and share the gold mine of information generated by our projects, which is too fragmented and segmented at the moment. **The second is to build a network of partners expert in evaluation and capitalisation, so that we can swap ideas and learn from each other.**



Clémentine Dardy ↓
Evaluation, Capitalisation & Cities and Territories Lead at the FFEM

“It's all about helping existing and future projects to get off the ground more effectively and efficiently”

The FFEM uses 3 types of capitalisation to facilitate wider sharing of lessons learned:

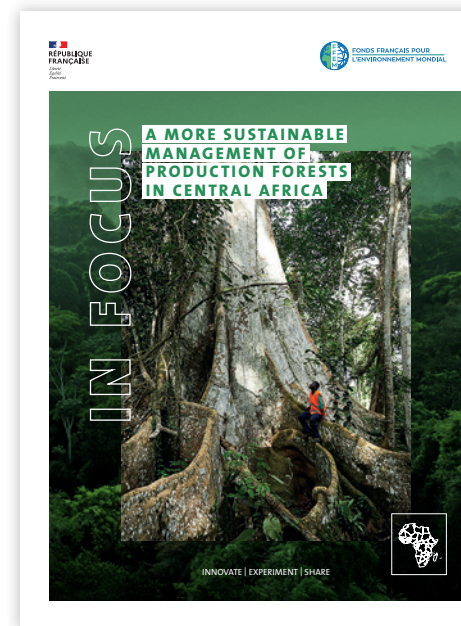
- **cross-capitalisation** between multiple projects or programmes
- **in itinere capitalisation** during project implementation
- **ex-post capitalisation**



Innovation, experimentation and sharing: the three cornerstones of capitalisation at the FFEM

By publishing two new capitalisations on major topical issues during the year, the FFEM is further asserting its status as a key stakeholder for environmental protection in developing countries. Whether protecting and conserving forest ecosystems in Central Africa or supporting nature in Latin American cities, innovation and skills sharing remain the driving forces behind its actions.

MORE SUSTAINABLE MANAGEMENT OF FORESTS IN CENTRAL AFRICA*

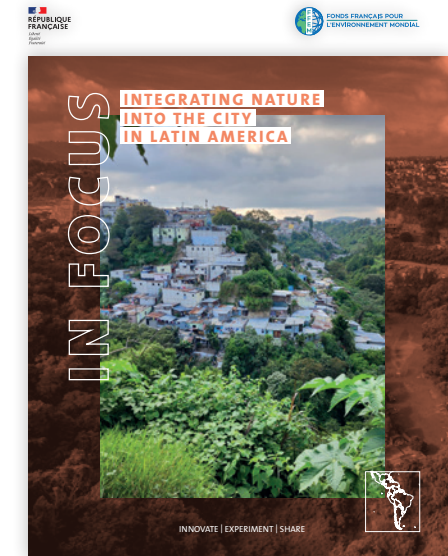


In June 2023, the FFEM published a summary of its capitalisation on more than 10 years of scientific research into the management of timber production forests in Central Africa. In its up-to-date review of the Dynaffor and P3Fac projects, this new publication highlights the importance of these forests to the health of the planet and the need for their sustainable management. In addition to reporting on the scientific work carried out, the 72-page review brings forward 6 practical recommendations for forest management stakeholders, and sets out possible courses for future action.



Scan this code to learn more about sustainable management of forests in Central Africa.*

TWO URBAN NATURE PROJECTS UNDER THE MICROSCOPE*



Sustainable cities and, more specifically, nature in cities have been central to FFEM strategy for the past decade, and these issues have been the subject of a capitalisation study carried out on two projects; one in Guatemala (Guatemala City) and the other in Argentina (Santa Fe). As well as reminding readers of the fundamental issues and challenges of nature in the city, as seen through the lens of these projects, this new publication also contains many personal testimonials, and concludes with 6 practical recommendations and a contextual perspective on an issue that concerns every city in the world.

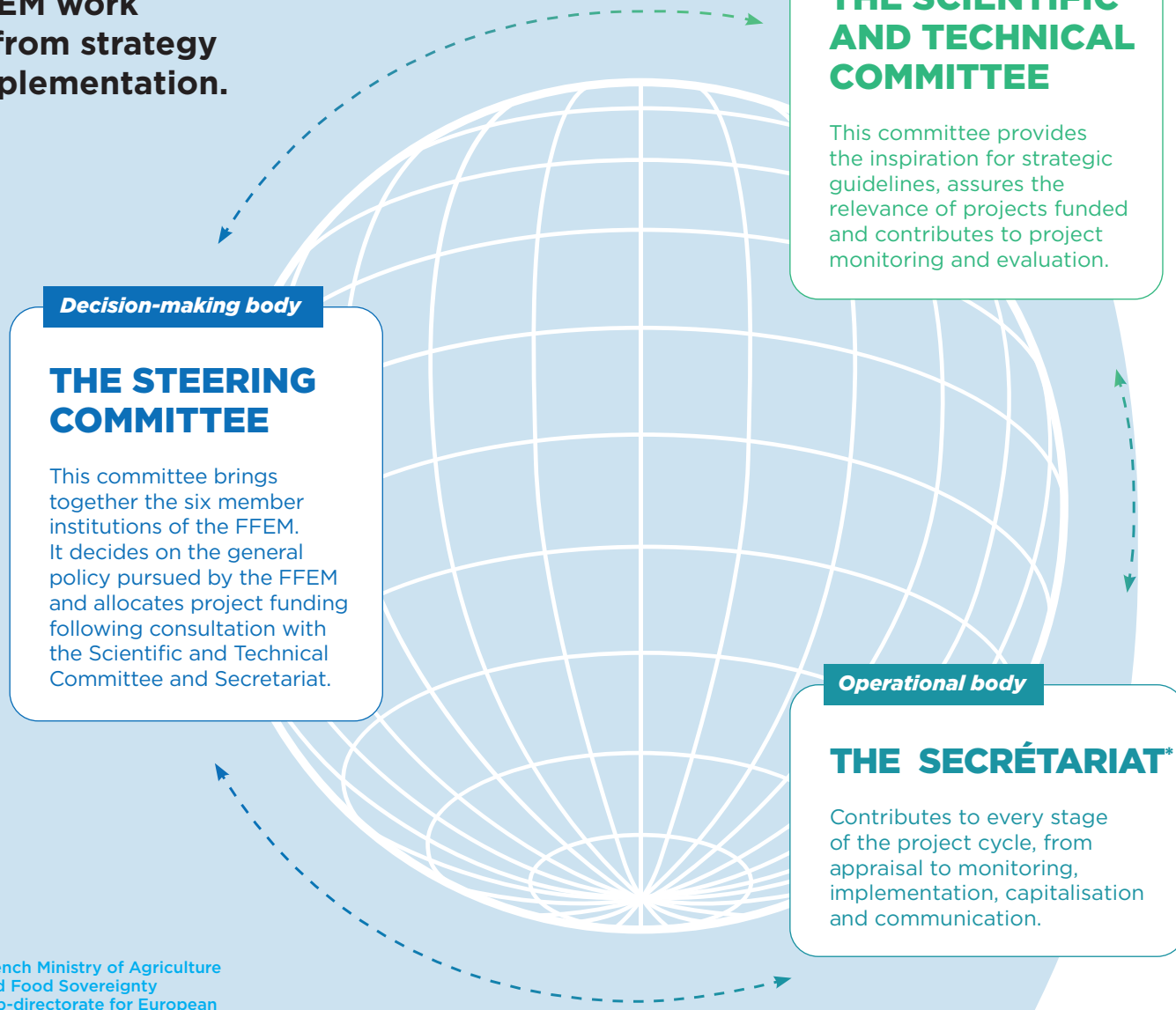


Learn more about this capitalisation by scanning the QR Code.*

* Spanish editions are available at <https://www.ffem.fr/es/ressources>.

Our organisational structure

The three governing bodies of the FFEM work interactively together at every stage from strategy preparation to operational project implementation.



French Ministry of Economy and Finance
Directorate-General of the Treasury



Christophe Bories
Chairman of the Steering Committee and Deputy Director for Multilateral Financial Affairs & Development

Mariella Morandi : Bureau Chief, Development Aid and Multilateral Development Institutions

Julien Velud : Deputy Bureau Chief, Multilateral Finance for development and climate

French Ministry for Europe and Foreign Affairs
Directorate-General for Global Affairs, Culture, Education and International Development



Stéphane Pailler
Assistant to the Deputy Director for Environment and Climate

Marine Collignon : head of the EPAT division
Alice Pauthier : Climate and Environment Editor

French Ministry of Ecological Transition and Territorial Cohesion
Department of European and International Action



Hervé Boisguillaume
Deputy Director for Strategy, Partnerships and General Affairs in the European and International Action Directorate

Zénaïde Hubert : Assistant to the Bureau Chief, Partnerships, Operators and Projects
Chahoul Gaffar : Bureau Chief, Partnerships, Operators and Projects

Ministry of Higher Education, Research and Innovation
Directorate-General for Research and Innovation



Anne Puech
Assistant to the Head of the Environment, Agronomy, Ecology, Earth and Universe Sciences sector

Jean Albergel : Policy Officer

French Ministry of Agriculture and Food Sovereignty
Sub-directorate for European and International Affairs



Françoise Simon
Deputy Director International Affairs

Thibaut Nancy : Deputy Bureau Chief, Globalisation and Food Security

Agence Française de Développement



Carl Bernadac
Deputy Executive Director Innovation, Research and Knowledge

Stéphanie Mounen : Deputy Head of Climate and Nature

Advisory body

THE SCIENTIFIC AND TECHNICAL COMMITTEE

This committee provides the inspiration for strategic guidelines, assures the relevance of projects funded and contributes to project monitoring and evaluation.

Operational body

THE SECRÉTARIAT*

Contributes to every stage of the project cycle, from appraisal to monitoring, implementation, capitalisation and communication.



Sébastien Treyer

Chairman of the Scientific and Technical Committee and Executive Director of IDDRI



Nathalie Gontard

Researcher in bioeconomics and food at INRA/SupAgro, Montpellier



Olivier Laroussinie

Senior expert in maritime spatial planning and sea and coastal public policy



Marc Daubrey

Chairman of IMPACTUM and CEO of Green Invest Africa



Maya Leroy

Lecturer and researcher in environmental and forest sciences at AgroParisTech



Doyle McKey

Professor of Ecology at University of Montpellier II



François Moisan

Executive Director Prospective and Research, and Scientific Director for Climate, Energy Transition and Circular Economy at ADEME



Christine Pergent-Martini

Lecturer and researcher in coastal ecosystems at the University of Corsica



Luc Raimbault

Head of Engineering & Urban Planning, and Director of International Relations at Cergy-Pontoise Urban Authority



Mélanie Requier-Desjardins

Scientific administrator at CIHEAM IAMM, and lecturer and researcher in the socio-economics of desertification



Julien Rochette

Oceans Programme Director at IDDRI



Anjali Shanker

Managing Director, IED



Clémentine Dardy

Capitalisation - Territorial approaches



Janique Étienne

Oceans - Sustainable Cities - Nature-based solutions



Constance Corbier-Barthaux

Biodiversity



Stéphanie Bouziges-Eschmann

Secretary-General



Diane Menard

Ozone - Pollution - Circular economy



Aurélie Ahmim-Richard

Forests - Agriculture



Jérôme Gastaud

Energy transition - Climate



Laurence Alligbonnon

Funding agreements



Elisabeth Carpentier

Disbursement requests



Elisabeth Coulibaly

Disbursement requests



Séverine Barde-Carlier

Communication Manager



Philippe Humbert-Droz

Compliance and payments



Diane Ngo

General and budgetary affairs



Carine Perillier

Assistant Coordinator

*Composition of the secretariat at 30 June 2022.

Summary of activity

PROJECTS UNDERTAKEN IN 2021-2022

BIODIVERSITY			PROJECT COMMITMENT DATE	FFEM GRANT (€)	TOTAL PROJECT COST (€)	SUPPORT INSTITUTION(S)
MULTI-COUNTRY	PRONATURE	Pro-nature community enterprises in Southern Africa	01/07/2021	2,627,116	9,510,000	AFD
MULTI-COUNTRY	PPI6	Sixth Small-Scale Initiatives Programme	01/07/2021	3,000,000	5,390,000	MIN.ENV.
MULTI-COUNTRY	RIFOP	Strengthened and Innovative Participatory Forestry to Benefit Local Communities Near Protected Areas in the Congo Basin	08/12/2021	1,999,800	4,332,204	MIN.ENV.
MULTI-COUNTRY	SANBI	Spatial Biodiversity Assessment, Prioritisation and Planning in Southern Africa	23/05/2022	2,000,000	6,690,578	AFD
MULTI-COUNTRY	PASOA	Project to support the West African Savannah Foundation	02/12/2022	2,000,000	47,000,000	AFD
MULTI-COUNTRY	PPI OSCAN 3	Small-Scale Initiatives Programme (PPI) for Civil Society Organisations (CSOs) in North Africa - Phase 3	01/07/2021	1,264,255	2,896,755	MIN.ENV.
MULTI-COUNTRY	TERRINDIGENA	Increasing protection of territories and indigenous peoples as part of protecting and conserving Amazonia	01/04/2021	1,720,000	5,700,000	AFD
MULTI-COUNTRY	CRAB	Caribbean Regional Architecture for Biodiversity	07/05/2021	2,000,000	7,000,000	AFD
MULTI-COUNTRY	PACÍFICO	Ecological Connectivity in the Central Eastern Tropical Pacific Ocean	13/12/2021	2,560,000	13,960,000	MIN.ENV.
MULTI-COUNTRY	BRIDGE	RedLAC-CAFE	16/07/2021	2,227,500	4,472,960	MAE
MULTI-COUNTRY	RESCOM	Enhancing Ecosystem Resilience in the Mediterranean	02/12/2022	1,520,000	5,270,000	MIN.ENV.
MADAGASCAR	GECP BATAN	Sustainable Management of Coastal Ecosystems in the Bays of Ambaro, Tsimipaika, Ampasindava and the Archipelago of Nosy Be	21/07/2022	2,050,000	8,593,000	AFD-MIN.ENV.
MOZAMBIQUE	OLOH	One Limpopo One Health	02/12/2022	2,000,000	7,533,730	AFD
MOROCCO	IFRANE	Outdoor Activities to Support Biodiversity in Ifrane National Park	17/02/2022	1,800,000	7,675,000	AFD
MEXICO	COBI	Blue Innovation to Foster Resilient Coastal Communities and Marine Ecosystems in Mexico	07/02/2022	1,200,000	2,400,000	AFD
TOTALS				29,968,671	138,424,227	

CLIMATE CHANGE			PROJECT COMMITMENT DATE	FFEM GRANT (€)	TOTAL PROJECT COST (€)	SUPPORT INSTITUTION(S)
MULTI-COUNTRY	BES	Sahel Wood Energy	08/12/2021	2,000,000	8,000,000	AFD
MULTI-COUNTRY	RESILAO+	Call for Projects for Sustainable and Resilient Coastal Ecosystems and a Sustainable Blue Economy in West Africa	18/03/2022	2,600,000	8,182,800	MIN.ENV.
MULTI-COUNTRY	WIOCOR	Strengthening the Contribution of Seagrass Beds to Socio-Ecological Resilience and the Blue Economy in the Western Indian Ocean	19/10/2022	3,000,000	10,339,000	MIN.ENV.
MULTI-COUNTRY	AGORA	Reducing Greenhouse Gas Emissions from Obsolete RAC Equipment in West Africa	15/12/2022	2,484,600	8,724,000	COFIL
MULTI-COUNTRY	PLANKTECO	Strengthening the Governance of Biologically and Climatically Significant Ocean Areas Through Knowledge of the Marine Microbiome	16/12/2022	2,199,084	6,583,130	MIN.ENV.
MULTI-COUNTRY	PEBACC+	Pacific Ecosystem-Based Adaptation to Climate Change	23/12/2021	1,800,000	5,800,000	AFD
SENEGAL	PHARD	Promoting Affordable, Resilient and Sustainable Housing	16/12/2021	1,452,000	3,253,000	MIN.ENV.
SENEGAL	COCLICO	Comfortable Construction Without Air Conditioning	02/12/2022	837,540	1,723,540	COFIL
NIGERIA	KOOLBOKS	Developing and Deploying an Affordable, Eco-Friendly Solar Refrigeration Product	19/10/2022	1,430,580	19,236,364	COFIL
CAMEROON	FEDACAM	Women and Sustainable Energy in Cameroon	19/10/2022	870,000	2,900,000	MIN.ENV.
MAURICE	SKYSAILS POWER	Installation of a Pilot Airborne Wind Energy System Connected to the National Grid	03/11/2022	849,338	1,736,000	AFD
GUATEMALA	FUNDAECO	Sustainable Coastal Management in Guatemala (GDL)	16/12/2022	2,550,000	6,759,743	MIN.ENV.
MAURITANIE	ARENDRE	Support to the Nouakchott Region for Resilient and Equitable Sustainable Development	16/12/2022	1,100,000	4,875,428	MIN.ENV.
TOTALS				23 173 142	88 113 005	

INTERNATIONAL WATERS			PROJECT COMMITMENT DATE	FFEM GRANT (€)	TOTAL PROJECT COST (€)	SUPPORT INSTITUTION(S)
MULTI-COUNTRY	EXPLOI	Improving Knowledge of Plastic Waste Pollution and Promoting the Circular Economy in the Indian Ocean – Indian Ocean Plastic Expedition	01/07/2021	1,700,000	6,700,000	AFD-MIN.ENV.
MULTI-COUNTRY	QWIO	Quiet Western Indian Ocean Project	13/12/2021	3,000,000	10,647,492	MIN.ENV.
MULTI-COUNTRY	BLUE TOURISM	Creating Sustainable Blue Tourism That is Adapted to a World in Crisis in the Covid Context	21/07/2022	2,165,900	4,325,900	MIN.ENV.
TOTALS				6,865,900	21,673,392	

LAND DEGRADATION & POLLUTANTS			PROJECT COMMITMENT DATE	FFEM GRANT (€)	TOTAL PROJECT COST (€)	SUPPORT INSTITUTION(S)
MULTI-COUNTRY	BRS-PLASTIQUE	Capacity building in Cape Verde and Senegal for the control, management and reduction of plastic waste	19/10/2022	2,000,000	6,666,667	MIN.ENV.
GAMBIA	UPOP	Strengthening National and Municipal Capacity for the Rational Management of polychlorinated biphenyls (PCBs) and unintentional persistent organic pollutants (uPOP).	02/12/2022	999,788	9,257,542	MIN.ENV.
TUNISIA	PLASTILE	Sustainable Disposal and Management of Plastic Waste on the Islands	04/06/2021	500,000	1,000,000	MIN.ENV.
COLOMBIA	MACIZO COLOMBIANO	Strengthening the Páramos Ecosystem Management in the Macizo Colombiano	08/12/2021	1,101,887	3,673,550	AFD
COSTA RICA	PLASTIC WASTE - PNUD	Rethinking plastic consumption in Costa Rica: putting ideas into practice	17/02/2022	2,000,000	7,318,000	MIN.ENV.
BRAZIL	ALIANZA MAIS	Developing Innovative and Sustainable Production Models to Protect Biodiversity in Brazil's Pampa Biome	20/06/2022	2,000,000	7,000,000	AFD
BANGLADESH	PLOMB-PURE EARTH	Lead pollution - Capacity-building to reduce lead contamination in Bangladesh	03/06/2022	839,336	2,764,115	MAE
TOTAUX				9,441,011	37,679,874	

SUMMARY OF ACTIVITY OVER THE FOUR YEARS 2019-2022

	NUMBER OF PROJECTS UNDERTAKEN	AMOUNT OF PROJECT FUNDING COMMITTED BY THE FFEM IN €	% OF FFEM TOTAL COMMITTED	TOTAL COST OF PROJECTS IN €
BY TYPE				
Biodiversity	21	40,445,725	39%	183,845,677
Climate change	22	38,584,956	37%	154,927,040
POP - Land degradation	7	12,480,722	12%	49,549,843
International waters	10	11,466,798	12%	42,771,889
TOTAL	60	102,978,201	100%	431,094,449

BY REGION				
Africa	38	66,761,179	65%	287,540,604
Mediterranean	6	7,446,755	7%	25,617,395
Latin America	11	21,882,877	21%	86,155,027
Asia-Pacific	5	6,887,390	7%	31,781,423
TOTAL	60	102,978,201	100%	431,094,449

BY PRIORITY THEME				
Protection and promotion of biodiversity	15	27,298,809	27%	136,185,703
Forestry and agricultural land sustainability	14	23,612,511	23%	93,734,037
Aquatic ecosystem resilience	13	27,606,922	27%	98,617,516
Energy transition and resilient cities	10	13,165,048	13%	59,826,296
Product life cycle, pollution and waste	8	11,294,911	10%	42,730,897
TOTAL	60	102,978,201	100%	431,094,449

	TOTAL COST OF PROJECTS IN €	AMOUNT OF PROJECT FUNDING COMMITTED BY THE FFEM IN €	% OF FFEM GRANT ALREADY DISBURSED	TOTAL COST OF PROJECTS IN €
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ONGOING PROJECTS (at 31/12/2022)				
Biodiversity	42	69,806,285	43%	298,557,081
Climate change	49	71,191,566	45%	383,008,035
International waters	14	22,938,722	36%	140,600,726
POP - Land degradation	16	21,704,298	40%	126,355,467
TOTAL	121	185,640,871	42%	948,521,309

FFEM OPERATING COSTS (€)				2021	2022
Feasibility, appraisal and monitoring during project execution and support for project initiators				3,070,000	3,410,000
Communication, experience exchange, representation and other expenses				740,000	880,000
Project evaluation and capitalisation				580,000	880,000
TOTAL				4,390,000	5,170,000

Member institutions of the FFEM Steering Committee

French Ministry of the Economy, Finance and Industrial and Digital Sovereignty

Directorate-General of the Treasury
139 rue de Bercy
75572 Paris Cedex 12
www.economie.gouv.fr

French Ministry for Europe and Foreign Affairs

Directorate-General for Globalisation,
Culture, Education and International
Development
Sub-Directorate for Development
and Climate
27 rue de la Convention • CS 91533
Paris Cedex 15
www.diplomatie.gouv.fr

French Ministry of Ecological Transition and Territorial Cohesion

Department of European and
International Affairs
Arche Sud, 92055 La Défense Cedex
www.ecologique-solidaire.gouv.fr

French Ministry of Higher Education and Research

Directorate-General for Research
and Innovation
1 rue Descartes • 75005 Paris
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French Ministry of Agriculture and Food Sovereignty

Directorate-General for the Economic
and Environmental Performance of
Enterprises
Sub-Directorate for International affairs
3 rue Barbet-de-Jouy
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