



# Shaping Tomorrow, Today

Activity report 2024-2025





**Maxime Prévot**

Deputy Prime Minister and Minister of Foreign Affairs, European Affairs and International Cooperation

# Foreword

The world is changing at a rapid pace. Every day since I have taken office as Minister of Foreign Affairs, European Affairs and International Cooperation, I have noticed how geopolitical relations are shifting. The new course taken by the Trump administration, the war in Ukraine, the conflict in Gaza, the situation in Syria and the ongoing war violence in eastern Congo: all have a huge global impact. Not only at the political level, but also for ordinary people, all over the world.

Moreover, these crises come at a time when international cooperation is increasingly being questioned. Budgets are being cut and the debate about the effectiveness and sustainability of our engagement is raging. But I am convinced that cooperation is the key, especially in these challenging times. By forging strong, mutually beneficial and sustainable partnerships and engaging in ongoing dialogue, we can meet global challenges. Peace, security and stability, global health and the protection of climate and biodiversity are the foundations of sustainable development. And as we know: without stability and development, no peace.

In this context, Belgian international cooperation is an essential tool of our foreign policy. It is a lever to mobilise actors, resources and expertise. Enabel, our Belgian agency for international cooperation, plays a crucial role in this. Thanks to its accumulated expertise, long-standing presence in the field and unique approach in supporting governments and institutions, Enabel enjoys wide recognition, both in the

countries in which it operates and within the EU. The agency promotes the core values of Belgian international cooperation and is committed to concrete change on a daily basis.

In a context of budgetary constraints, we have to make difficult choices. The choices should not be arbitrary, but should stem from a strategic analysis of the relevance, effectiveness and sustainability of our cooperation. Accountability for our efforts is essential, both to our partner countries and in Belgium and Europe. Enabel's 2024 Annual Report clearly shows that our international cooperation is producing tangible results. Whether it is a presence in crisis situations like Ukraine and the Sahel, or supporting socio-economic development and industrialisation through Global Gateway initiatives, our engagement makes a difference.

The integration of climate challenges into cooperation portfolios and the focus on sexual and reproductive health and rights also remain focal points. In a world where these themes are increasingly under pressure, it is crucial that we continue to raise and address the issues.

Enabel does not work alone. The agency is embedded in European and international networks with a view to strengthening the impact of Belgian cooperation. By participating in Team Europe Initiatives such as MAV+ (Manufacturing Vaccines in Africa), IYBA (Investing in Young Businesses in Africa) and TVET (Technical and

Vocational Education), Belgium, together with the EU and Member States, is increasing the scale and impact of international cooperation. This makes our efforts not only more sustainable, but also more efficient.

In these challenging times, I would like to express my deepest appreciation to all Enabel employees. Their unwavering commitment, often in complex and uncertain circumstances, is invaluable. They are on the frontline of our international cooperation, building bridges between communities and bringing concrete change where it is needed most.

Their work goes beyond projects and figures. It means hope for families affected by conflict, opportunities for young people who want to build a future and sustainable solutions for societies struggling with climate challenges and inequality. Their expertise and dedication allow Belgium to remain a reliable and respected partner on the world stage.

International cooperation may be under pressure, but that makes it all the more important to continue with determination. Sustainable development and global stability are not a luxury, but a necessity. This Annual Report demonstrates with concrete results and proven impact that our efforts are not only valuable, but absolutely necessary.

Let us continue to build together a world where cooperation is not just a choice, but a matter of course.



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# Editorial



**Jean Van Wetter**  
CEO



**Delphine Moralis**  
Chair of the Board

## Resisting and reinventing

These are unprecedented, pivotal and paradoxical times. While the need for international cooperation in a globalised world has never been greater, most of the countries that have traditionally funded the global solidarity system are questioning that system. Several countries cut their budgets in a way unprecedented in the history of international cooperation. The additional pressure on European countries to increase their defence budgets raises fears that the whole system could collapse if further cuts are made. The first victims of such a scenario are obviously our partners in the countries where we work. In such a context, we have to both resist and reinvent ourselves.

### Resist

Enabel is determined to resist the dismantling of the international solidarity system. International cooperation is essential to dialogue, stability and peace. Enabel plays a crucial role as an instrument of

Belgium's and Europe's foreign and security policy. We cannot accept populist arguments against the system. We must stand up for our values and show our results. We are doing this, among others, through our BeGlobal global citizenship programme, and by speaking out more in various forums.

### Reinvent

At the same time, we need to take account of geopolitical changes and continue the transformation we embarked on 4 years ago as part of our Act for Impact strategy. In a way, this strategy some years ago anticipated the new paradigm we are experiencing today. As a result, we have diversified our sources of funding and reinvented a narrative for international cooperation that meets today's challenges. Such positioning enables us to get through this crisis with some degree of serenity.

But in a rapidly changing world order, we need to go even further. This is

why we have also fundamentally reviewed the type of programmes we implement, taking greater account of socio-economic development issues but also of geopolitical challenges and our partners' demands for mutually beneficial relations. One example of this transformation is our active involvement in the European Union's Global Gateway Initiative. Enabel is a key player in 4 of the 11 strategic EU-Africa corridors: Cotonou-Niamey, Abidjan-Lagos, Abidjan-Ouagadougou and Dar es Salaam-Kigoma. These corridors will facilitate trade and mobility within Africa and between Africa and Europe. They will also support investment in sustainable, efficient and secure connections between the continents, thereby developing value chains that will benefit industries in both Africa and Europe.

### Partnership with the private sector

This new paradigm calls for greater collaboration with the private sector.

In 2024 we stepped up our public-private partnership strategy.

In October 2024, we brought together 60 Belgian entrepreneurs, innovators and financial institutions to brainstorm on cutting-edge solutions for post-conflict reconstruction in Ukraine and Gaza. These discussions led to practical ideas for sustainable reconstruction and public-private partnerships as well as new cooperation instruments.

The private sector is also at the heart of the entrepreneurial mobility projects that Enabel implements to develop sustainable partnerships between respectively entrepreneurs from Senegal and Belgium and from Côte d'Ivoire and Belgium to improve the performance of participating businesses through temporary mobility opportunities between Belgium, Senegal and Côte d'Ivoire.

Enabel was also invited to organise a debate at the World Economic Forum in Davos in January 2025,

entitled "Reimagining international cooperation: A strategic imperative for global and European competitiveness". Discussions with a number of captains of industry focused on how public-private partnerships can and should drive strategic investment, giving concrete examples of initiatives in the energy sector, the strategic corridors of the European Global Gateway, vaccine production and critical raw materials.

Finally, we have strengthened our partnership with our sister company BIO, which specialises in equity investments and loans to companies in our partner countries. This partnership enables us to offer a complete package, combining the development of an investment-friendly ecosystem, business financing and human capacity building.

#### European partnerships

The paradigm shift is also encouraging us to work more in partnership with other European players (Finland, Germany, France...). In April 2025,

together with the Swedish agency SIDA, Enabel takes over the presidency of the European network for international cooperation, with the ambitious agenda of further strengthening the European Union's impact on the international stage.

We would like to conclude by congratulating the Deputy Prime Minister and Minister of Foreign Affairs, European Affairs and International Cooperation, Maxime Prévot, on his recent appointment. We look forward to working with him and his team to make Belgium a key player in reinventing the international cooperation model to tackle the global challenges.

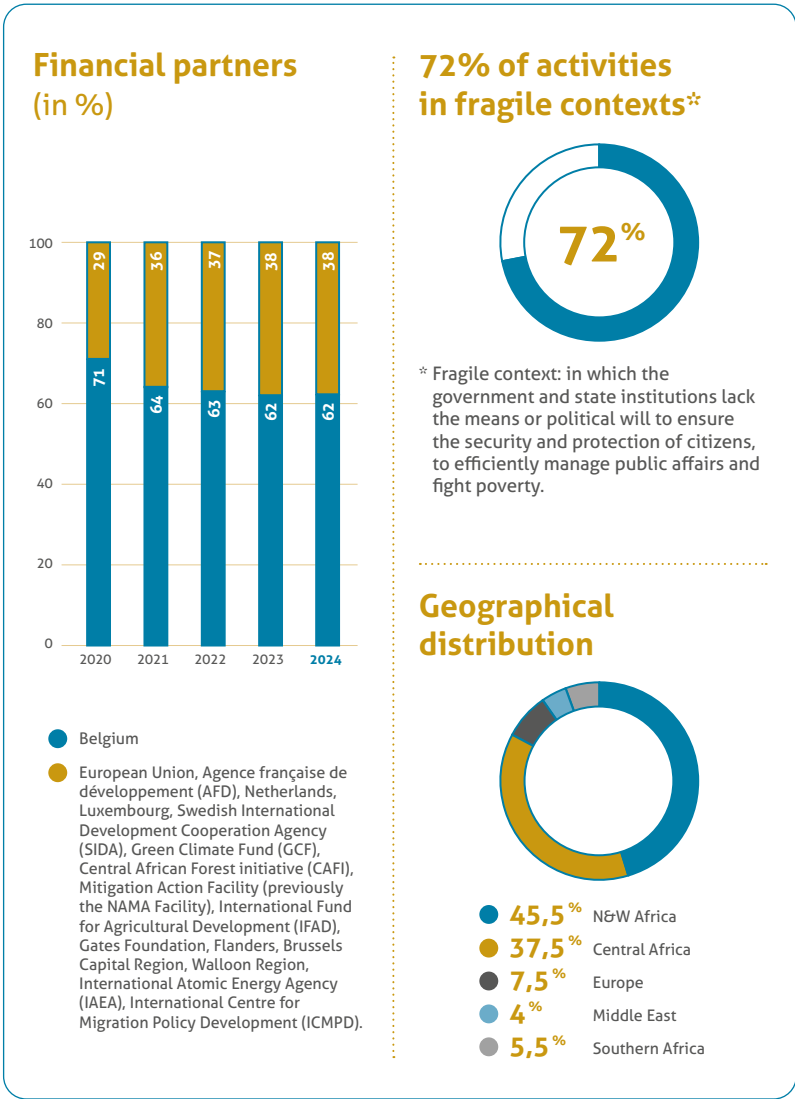
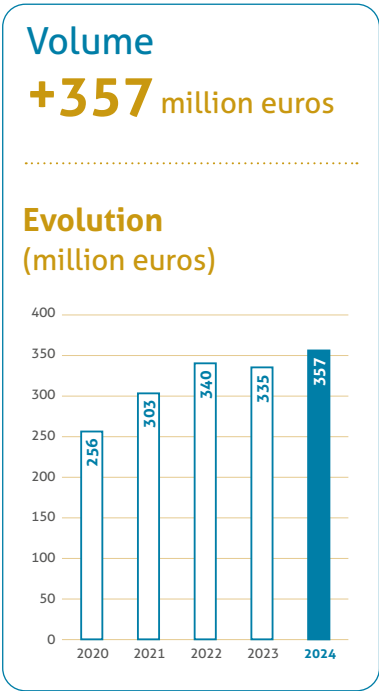
Finally, a word to all our Enabel colleagues, who in 2024 demonstrated an unprecedented level of resilience, and who, in the face of today's challenges, are more motivated than ever to resist, and reinvent international cooperation.

Enjoy the read!

# Identity card

Enabel is the Belgian agency for international cooperation. With our partners, we develop ideas and implement projects addressing urgent global challenges, such as climate change, social and economic inequalities, demographic trends, peace and security.

## Activities

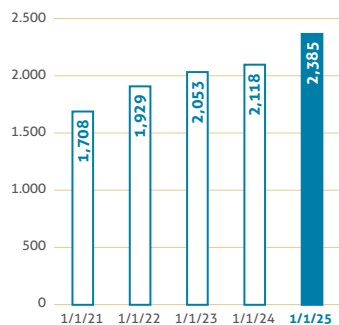


## Human resources

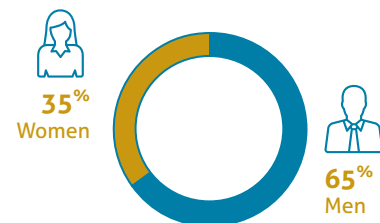
**Staff**  
**2,385**

**Nationalities**  
**50**

### Evolution



### Distribution



Our gender strategy aims to improve the gender balance.

## Thematic expertise



### Social and economic empowerment

- Global health
- Social protection
- Education and skilling
- Economic and business development



### Climate - Environment

- Food systems
- Natural resources management - Biodiversity
- Climate governance
- Energy transition - Water - Green building



### Demographic transitions

- Urban development
- Human mobility



### Peace - Stability - Democracy

- Security
- Justice
- Financial and administrative governance

### Transversal themes and corporate engagements

Gender - Inclusion

Environment

Digital transition

Youth empowerment

Decent work



In 2024, Enabel opened an office in Kyiv. © Adobe Stock

# Impact

Shaping, reinventing, resisting, cooperating... An organisation's impact cannot be measured by numbers or actions alone. It is also reflected in its ideas, its vision and its ability to challenge itself.

It is built by teams and partners who believe in the power of the collective. In the following pages, we look at a selection of themes, events and achievements that have marked the past year and continue to inspire our work in 2025.

Feel free to browse the electronic version of this report to read more stories and testimonials from across Europe, Africa and the Middle East.





## Peace - Stability - Governance

# Ukraine: building back better

In May 2024, the Belgian council of ministers approved the 'BE-Relieve Ukraine' programme proposed by Enabel as part of Belgium's contribution to the reconstruction of Ukraine.

This ambitious initiative, taking place in Kyiv and Chernihiv regions, is backed by €150 million from taxes on profits from frozen Russian assets. Enabel will focus on key areas such as energy and circular construction, health and social protection, as well as education and employment. More than rebuilding infrastructures, our actions aim to restore hope – supporting communities to return, recover, and thrive in a more resilient Ukraine. The opening of Enabel's office in Kyiv in 2024 marks a significant milestone in these efforts.

### Powering Ukraine's reconstruction

As Ukrainians face frequent electricity outages due to missile and drone attacks on energy systems, it is crucial for the public sector to continue providing essential services, particularly in hospitals and schools.

One of the primary goals of the BE-Relieve Programme is to strengthen Ukraine's energy and construction sectors by promoting sustainable reconstruction practices and the transition to a decarbonized, circular economy. Key activities include providing decentralised energy solutions, piloting green building practices, and fostering Belgian-Ukrainian public-private partnerships in green and circular construction. In 2024, Enabel delivered 49 generators, which were distributed to two utility companies in Chernihiv and to 35 schools in Kyiv. Overall, the programme is providing 16.5 Megawatts of reserve power supply and delivering critical infrastructure support to 44 towns in Kyiv and Chernihiv regions, as well as 50 educational facilities in Kyiv region.

In 2025, Enabel will deliver more than 250 generators to various locations throughout Ukraine, along with modular and mobile boilers that can be flexibly deployed in urban areas to heat public buildings where the needs are most urgent. These efforts are expected to provide significant backup heat and electricity to cover the energy Ukraine lost during three years of war. This means more reliable power for homes, schools, and hospitals, helping people stay warm and safe.

### Health and social protection

The war has deeply affected the mental well-being of the population, making it crucial to address these needs through health and social protection initiatives. The BE-Relieve Programme aims to support a resilient, patient-centred health and social service system in Ukraine. This includes reconstructing infrastructure, enhancing local facilities providing direct healthcare services, and expanding access to inclusive social services for vulnerable groups such as internally displaced persons, veterans, and people with disabilities.

In line with this mission, Enabel has already begun supplying rehabilitation equipment to the Borodyanka Rehab Centre for veterans in the Kyiv region, helping to provide essential care and support to those in need.

Enabel and Patients of Ukraine will support access to healthcare services, focusing on the traumatic impact of the war on mental health and providing increased support to the most vulnerable groups.

### Education, skills and decent employment

The war in Ukraine has severely disrupted the education of more than five million children, leaving a lasting impact on their learning and development. With schools damaged or destroyed, many children face significant barriers to education due to safety concerns and displacement.

To address this critical need, Enabel and the Ministry of Education are building shelters in schools to protect children from ongoing missile and drone attacks. In 2024, Enabel took significant steps by starting the construction of shelters in schools across Kyiv region and preparing tenders for shelter constructions for Chernihiv region – ensuring that education can continue uninterrupted.

In the spirit of the Team Europe approach, Enabel works in cooperation with Expertise France on the modernisation of two VET schools in Chernihiv, rehabilitating the infrastructure and enhancing the quality and relevance of skills training.

Access to quality education is essential for obtaining decent employment. Enabel collaborates with national authorities and civil society to offer professional training and support skills programmes tailored to the local context and labour market needs. Enabel also plans to work on the reconstruction of vocational education and training (VET) schools, further contributing to the resilience and future of Ukraine's education system.

### Team Belgium approach

The BE-Relieve Programme also aims to build relationships between Belgian and Ukrainian institutions. This will support Ukraine's EU accession, create long-term linkages between Belgium and Ukraine. Enabel encourages Belgian business circles to be involved in the reconstruction and recovery of Ukraine, both in hard and soft components.



Construction of a shelter in Baryshivka, Kyiv region.  
© Enabel



Coordination meeting at the Pryluky hospital, Chernihiv region.  
© Enabel

## Peace - Stability - Governance

# Supporting Gaza's Future: Reconstruction and Resilience

Relentless air, land, and sea strikes in Gaza since October 2023 have destroyed essential infrastructure, including hospitals, schools, and utilities. This has left the population without access to food, water, healthcare, or basic protection services.

Similar to our activities in Ukraine, Enabel is committed to supporting Gaza's reconstruction dynamic alongside local and international partners. Both regions face post-war challenges, requiring an area-based approach that integrates education, healthcare, urban planning, and economic recovery.

Enabel implements a bilateral programme in the West Bank and East Jerusalem, and is reactivating actions in Gaza to address urgent needs.

Physical rehabilitation for individuals and communities will be a key pillar of our resumed activities in the Gaza Strip. While at least 47,000 persons were killed (January 2025), the war has also caused widespread trauma, with high levels of anxiety, depression, and post-traumatic stress disorder, especially with children.

Amongst other actions, we are reactivating partnerships with Palestinian and international organisations to provide psychosocial care, and integrate safe spaces for girls and women that offer sexual and reproductive health and rights services.

With 92% of school buildings completely or partially destroyed, and more than 745,000 students not able to attend any form of school, the situation is bleak on the education front. To address this, Enabel ambitions to support existing as well as establish new temporary learning spaces in safe zones. Activities will include remedial education to compensate the two academic scholastic years students lost since October 7th, 2023.

Another key component of our strategy is debris and emergency waste management, crucial for clearing devastated areas and supporting delivery of critical services. Between 41 and 47 million tons of debris and rubble are left in the wake of the destruction – some of it contaminated by asbestos. Emergency rubble removal as well as a sustainable debris management approach will enable safe provision of humanitarian relief and facilitate reconstruction efforts, while protecting populations, public health and the environment.

Enabel will support economic recovery through short-term employment that provides financial relief while contributing to long-term recovery. This includes assistance to teachers and nurses, as well as community-based projects for debris and road clearing. Essential small businesses still active in Gaza will receive support to continue their activities.

In spite of the volatility and unpredictability of conflict resolution evolving on the ground, we remain engaged in contributing to meaningful solutions for Gaza's future. Our commitment reflects Belgium's dedication to peace and stability, fully aligning with the broader international consensus that a two-state solution is the only path toward a just, lasting, and hopeful future for both Palestinians and Israelis.



## Peace - Stability - Governance



In Senegal, Enabel supports young entrepreneurs from the Sine-Saloum region by fostering their sustainable initiatives through the creation of a Green Innovation Hub.  
© Enabel - Djibril Dia



A lasting peace requires long-term strategic investments in crisis prevention.  
© Enabel - Colin Delfosse

# On the importance of staying engaged

In our interconnected world, progress, innovation and culture transcend borders – and so do crises. As conflicts spread across nations, national solutions alone become inadequate.

In complex regions like the Sahel, the rise of military regimes and anti-Western sentiment have pushed a number of European actors to withdraw, doubting their ability to have positive and long-lasting development impacts. Yet, disengagement risks deepening instability.

### Navigating geopolitical shifts

European agencies working in regions like the Sahel face shifting geopolitical currents. They are forced to navigate the political priorities of their national government, while staying the course and achieve development goals. Even without a unified EU stance on the matter, the European agencies play a crucial role in supporting fragile states - contributing to their resilience and by extension, Europe's own stability.

The work of international cooperation agencies benefits both European citizens and the inhabitants of the partner countries: their activities span across critical areas, including migration, security, energy, and environmental transition – issues central to EU policy. Therefore, trying to achieve results on migration or security,

for example, without addressing the underlying causes of instability will not only be ineffective – it may prove counterproductive.

### More cooperation, not competition

Organisations like Enabel have extensive expertise in crisis-affected regions, working on inequalities, promoting stability, and strengthening governance. Around 72% of Enabel's projects operate in such environments, focusing on crisis prevention and resilience to environmental and social challenges. Our common experience proves that cooperation in these regions is crucial for global security and prosperity.

At the same time, we must rethink our engagement. We need to design programmes that contribute to peacebuilding, by enhancing collaboration across organisations and embracing locally driven approaches. Deepen partnerships with local authorities, civil society, and diverse interest groups (youth, women, diaspora communities) – who are central in bringing local knowledge, trust and credibility to our work.



Investing in education is essential to equip an entire generation with the skills needed to build a prosperous future.  
© Enabel - Colin Delfosse

### An integrated vision of peace and security

In our effort to stay relevant, we must also recognise the intrinsic link between cooperation and defence. Further pooling resources and coordinating actions between cooperation and defence sectors will help us achieve greater impact, at home and abroad.

In Burkina Faso, where the protracted security crisis affects many aspects of life, in 2024, over one million children were internally displaced, with at least 6,000 schools closed. Yet investing in education is essential to equip an entire generation of Burkinabé children and youth with the skills to build a prosperous and peaceful future.

To ensure the continuity of education, local partners – regional and provincial education authorities, community structures, teachers – are crucial. Through their support and expertise out-of-school children received remedial classes and students and teachers affected by the conflict received psychosocial support. In areas where schools remain closed, a radio education programme has enabled more than 10,000 children to continue their studies.

Legal identity is another challenge. In 2020, less than half of the population registered civil status events, severely hampering access to fundamental rights – particularly for internally displaced persons.

Enabel partnered with the General Directorate for the Modernisation of Civil Status, departmental courts, municipalities and NGOs like Children Believe to modernise and digitise civil status records. This initiative has provided over 10,000 children with birth certificates, protecting them from the risk of statelessness and ensuring access to essential services like health care and education.

Belgium's commitment to governance and stability in the Sahel region also involves regional approaches as illustrated by the climate portfolio we are implementing in Niger, Mali, Senegal and Burkina Faso.

While our activities cannot alone restore peace, they constitute a building block to long-term stability. Sustainable progress and peace require long-term, strategic investment in crisis prevention, social and economic justice and resilience-building. More than an investment in individual countries, this is an investment in global peace.

## Climate

# Fighting desertification: local solutions, regional impact

Since May 2022, Enabel has been rolling out an ambitious regional climate programme in the Sahel region, namely in Burkina Faso, Niger, Mali and Senegal.

The region faces increasing desertification and prolonged drought, which threatens the ecological and socio-economic balance of the region. In response to these challenges, the Enabel initiative aims to reclaim 10,000 hectares of degraded land in each of the countries adding up to a total of 40,000 hectares while actively involving local communities to ensure sustainable management of natural resources.

### Communities at the heart of ecological restoration

Sustainable action starts with local consultation. That is why the initiative is preceded by dialogue with local communities. The meetings make it possible to identify the resources, water infrastructure and land to be reclaimed, while defining the future uses of the rehabilitated sites: agriculture, pastoralism or preservation of biodiversity.

The management of natural resources can be a source of conflict. In other words, restoring land is not just an ecological matter: It is essential to work together to determine what the land is to be used for, and who will benefit from the land. Without such consultation, there is a risk of creating new tensions rather than finding lasting solutions.

Discussions also pave the way for a broader reflection: to combat desertification, one must first ask why a region is becoming desertified. It is not just a question of climate, but also of non-integrated water management, unplanned land management and lack of participation, among many other factors.

This participatory and inclusive approach leads to initiatives that are adapted to the local context: in Burkina Faso, for example, priority is given to the agricultural use of the restored land, while in Niger such land is used mainly for pastoral purposes. In Senegal, the focus is more on ecological restoration fostering

the natural regeneration of vegetation and the conservation of biodiversity.

### Tangible results on a national scale

The results of the project are already tangible: in Burkina Faso, 3,000 hectares of initially unusable land have been reclaimed, enabling cereal crops to be grown again. In partnership with TreeAid, 28,000 trees producing non-wood forest products\* were planted in three regions of Burkina Faso, offering sustainable harvesting and marketing opportunities.

In Niger, a 500-hectare site that was reclaimed and given a sustainable management plan in 2023 is now a productive grazing area for local livestock farmers.

In Senegal, where the soil is less degraded, one of the key elements of the restoration programme is the fencing off of 500 hectares so vegetation can recover. This approach ensures the preservation of ecosystems and enables local residents to manage their natural resources sustainably.

In Mali, where soil erosion in certain areas represents a major threat to agricultural land as well as basic infrastructure such as schools, homes and health centres, the restoration of the banks of the River Niger in the commune of Meguetan is helping to stabilise the soil, prevent bank erosion and improve the quality of water. In all four countries, training and empowerment of women and young people are at the heart of the activities. Through a partnership with the NGO Eclodio, for example, we are supporting nearly 200 women's groups in Senegal in the development of non-wood forest products: training courses on sustainable collection, product processing and support for marketing help these women in establishing climate-sensitive income-generating activities.



### A regional impact and a long-term vision

Enabel is also helping to mobilise climate financing and improve environmental governance: a partnership with the Regional Agrhymet Centre, a specialised institution of the CILSS (Permanent Interstate Committee for Drought Control in the Sahel), is building the capacity of executives from the ministries of the four countries to collect and analyse data on land degradation. Harmonising the data and results contained in these national reports is crucial: not only does it enable countries to analyse the impact of their activities according to international standards, it also enables them to better defend their interests on the regional and international stage.

The climate programme in the Sahel is part of the international Great Green Wall initiative and aims to strengthen the initiative's position at upcoming major climate conferences, such as the Africa Climate Summit and COP30.

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\* | Non-wood forest products are goods of biological origin other than wood derived from forests and other wooded land and trees outside forests (e.g. fruits of forest trees, wild fruits, medicinal plants, mushrooms, resins, etc.) (FAO, 1999).



The regional climate programme in the Sahel aims to strengthen the resilience of 600,000 people and restore 40,000 hectares of degraded land.  
© Enabel - Momar Diol

## Climate



A true haven of biodiversity, Lake Tanganyika is home to more than 1,500 aquatic species. © Enabel

# Science at the service of the climate

With 18% of the world's freshwater reserves, the catchment area of Lakes Tanganyika and Kivu plays a crucial role on a global scale.

It is a vital resource for nearly eight million people living along its shores, and is home to one of the world's most biodiverse ecosystems. However, these natural resources are coming under increasing pressure, accentuated by the proliferation of extreme climatic phenomena.

The Tanganyika Kivu Water Management Project (TAKIWAMA), a European initiative implemented by Enabel and the German agency GIZ, aims to ensure sustainable management of these resources, preserve ecosystems, and ensure a sustainable future for the region's inhabitants.

### Supporting cross-border resource management

Since 2019, Enabel has been working closely with the Lake Tanganyika Authority, which brings together the four countries bordering the lake – Tanzania, the Democratic Republic of Congo, Zambia and Burundi – to set up an environmental monitoring network for the Lake's water.

During the first phase of the project, four regional laboratories were rehabilitated and equipped to improve water quality analysis, while monitoring and data processing methods were harmonised. The Bujumbura wastewater treatment plant in Burundi, the only such facility on Lake Tanganyika, was upgraded and initiatives were taken to improve solid waste management in Kigoma, Tanzania, thereby reducing pollution.

Building on this progress, the second phase of the project aims to expand these initiatives while strengthening their scientific dimension. The objective is to optimise the water quality monitoring network by developing new environmental monitoring centres.

### An international scientific approach

Monitoring an ecosystem as vast and complex as the Lake Tanganyika and Lake Kivu ecosystem requires in-depth expertise and enhanced scientific cooperation. TAKIWAMA relies on a network of research centres and universities and combines local and international expertise.



In addition to the collaborations already established with institutions and organisations in the riparian countries, the project relies on a broad scientific partnership, including the European Union's Joint Research Centre, the University of Liège, the University of Milano-Bicocca, the University of Burundi and the Frankfurt Zoological Society.

At COP29, the Walloon Region announced its support for the preservation of the two lakes, with funding of EUR 2 million for the construction of two environmental and climate monitoring centres in Nsumbu (Zambia) and Kipili (Tanzania). At the same time, the network of weather stations around the lake will be extended and modernised, and equipment will be acquired to improve biodiversity monitoring.

### Better understanding for better action

In view of the significant rise in the level of the Lake – and its devastating effects on people, agricultural areas and infrastructure – understanding and anticipating these variations is a priority to better protect people and their environment.

Enabel will be working with Belgium's National Geographic Institute to harmonise the topographic networks of the neighbouring countries and to analyse the environmental impact of flooding and soil erosion. These studies will make it possible to assess the risks and guide public policies to ensure the long-term preservation of the Lakes.

There are still many challenges ahead, but the emergence of a solid scientific network and the mobilisation of local and international actors are encouraging signs.



In Kigoma, Tanzania, we support local authorities in improving solid waste management and reducing pollution caused by human activity. © Enabel

Through an approach based on science and international cooperation, TAKIWAMA illustrates the importance of collective action in the face of climate and environmental challenges, demonstrating that preserving natural resources requires effective coordination between governments, the international scientific community and local populations.

Watch the documentary  
"The waters of Lake Tanganyika,  
an ecosystem under threat"  
on YouTube



From 1 May 2025, the documentary  
will also be available on board  
of Brussels Airlines.



*"Our collaboration with Enabel is fully in line with our mission to provide high-quality geographic data and services to meet global challenges. By working on the TAKIWAMA project, we share our expertise beyond our borders and help to build the capacity of local partners, particularly in the field of geodesy."*

**Ingrid Vanden Berghe**  
Administrator General of Belgium's National Geographic Institute



## Climate

# Shifting the narrative: from aid to investment



**Joseph Nganga**  
Special Envoy for Mission 300

Joseph Nganga is currently serving as Special Envoy for Mission300 - a joint initiative from the World Bank and the African Development Bank aiming to deliver electricity access to 300 million people in Sub-Saharan Africa by 2030. He is the immediate former Vice President for Africa at the Global Energy Alliance for People and Planet, a key figure in Africa's energy and climate space. He was the CEO of the Inaugural Africa Climate Summit in 2023. Mr. Nganga focuses on advancing sustainable investments to drive Africa's climate positive development.

He discussed the growing shift towards long-term investments, the key role of climate finance, and how partnerships, such as those with Belgium can unlock Africa's potential in energy, infrastructure, and green industrialisation.

### **Development aid is under increasing scrutiny worldwide. Why do you think that is?**

This wave of changes is driven by several factors. Many governments funding international development are facing immense pressure on their budgets, which gives them two options: either raise taxes, often not palatable from a political perspective, or reduce expenses - often targeting what is least objectionable, such as foreign aid. In addition, there is a growing sense of donor fatigue. Aid has been going on for a long time, leading people to question when recipients will become self-sufficient. Finally, there is also the global, political context in which states are increasingly looking inwards making development aid less attractive.

There might, however, be a silver lining to the current development aid crisis: it forces African countries to relook at their own capabilities and talents, and represents an opportunity for citizens to hold their leaders accountable. It is also an opportunity for the development community to rethink how they are doing things. The challenge is the abrupt halt of development assistance,

which risks throwing the baby out with the bathwater.

### **As international cooperation evolves, how can we shift from traditional models toward a more equitable, partnership-based narrative that reflects today's global challenges and opportunities?**

From the onset, Enabel has been taking important steps in rethinking international cooperation-by ensuring that in addition to the most critical support, we are also driving long-term, solution-oriented partnerships. The key question is: how do we operate as true partners, as opposed to the traditional beneficiary-benefactor dynamic? True partnerships can create powerful win-win opportunities. Belgium, with its expertise in infrastructure, shipping, and hydrogen, is well-positioned to collaborate with African countries like Sierra Leone, which is developing in these areas. Sierra Leone's deep-water port, for instance, has the potential to become a strategic West African hub - but unlocking that potential requires both technology and financing.

Overcoming information gaps and aligning Belgium's capabilities with Sierra Leone's needs and investment-ready projects is key. The Port of Antwerp-Bruges offers a strong model, not just in port development but also in efficient management and could serve as a valuable partner. By channeling part of its development budget

into structuring a major infrastructure project in Sierra Leone, Belgium could help address critical infrastructure gaps, support economic growth, and foster job creation. In return, Belgium would export its expertise, earn returns on investment, and deepen its ties in the region, making it a truly mutually beneficial partnership.

### **From an African standpoint, what priorities should African countries focus on to shape and lead this new narrative?**

At the 2025 SeforAll Global Forum in March, Prime Minister Mia Amor Mottley of Barbados referred to the cricket game - saying that one must play on the pitch as it is, and not start asking for a better one. This idea aligns with the narrative of the Africa Climate Summit, emphasising the need for African countries to start from their own strengths and resources.

African governments must be willing to be innovative and be thoughtful about how to solve their problems and unlock their opportunities. This includes encouraging more investment from Africans themselves, as there is a growing interest in leveraging Africa's own capital and savings to fund infrastructure development.

We are seeing interest and commitments such as the upcoming Green Bond issuance by Tanzania, the partnering between the Nigerian Sovereign

Wealth Fund (NSIA) and Africa 50 to invest in Nigeria's electricity sector as well as the collaboration amongst Nigerian pension funds led by Access ARM Pensions and supported by Infra-credit to provide de-risking guarantees to the pension funds. Additionally, approaches like tokenization allow for investment structures tailored for smaller ticket sizes for local retail investors and ensuring transparency and accessibility in these new financial mechanisms leading to broad participation and trust.

Cross-border collaboration and inter-Africa trade are also critical. As one of the key agenda items in the Dar es Salaam Declaration on Energy Access, African Presidents have committed to supporting and prioritizing the development of regional transmission lines to enhance cross-border energy connectivity within and across Africa's power pools, advancing the goals of Mission300.

Why is this so important? African countries have relatively small markets and the utilities are largely unbankable, so long-term investments can be risky if reliant on a single energy utility in one country. However, creating interconnections between multiple countries reduces risk and allows for larger projects that benefit from economies of scale. The interconnectors also ensure asset optimisation, where countries with excess power generation such as Ethiopia can sell to those with significant generation deficits such as South Sudan. This, in turn, helps drive affordable electrification, which is key to unlocking Africa's potential in mineral wealth, value-added green industries, and broader economic growth.

This regional integration allows African countries to engage from a point of strength and coordination, creating a greater negotiating power than if each country were acting individually.

#### **How can we start facilitating these conversations to take place, and bring the right actors together to turn ideas into investment?**

To drive real economic transformation, we must start linking climate-positive and energy investments with industrial development. Tanzania is a prime example. It has nearly two gigawatts

of excess power generation and one of the world's largest iron ore deposits. Instead of exporting raw materials, the country could invest in smelters to produce green steel. With the EU's Carbon Border Adjustment Mechanism (CBAM), low-carbon industrial products like green steel can become highly valuable exports. Strategic partnerships with European companies and supportive trade policies could make this vision a reality.

This requires connecting the dots across sectors; energy, mining, manufacturing, and trade policy. Doing so demands strong analytical capabilities and integrated data. However, governments often lack the technical capacity or are overwhelmed by fragmented donor agendas.

That's where a more coordinated, country-led approach becomes critical. The Country Platform model offers a solution by uniting government, investors, development partners, and international organisations around national priorities, ideally supported by shared digital tools that enhance collaboration and data-driven decision making. Crucially, Ministries of Economy and Finance must be involved early, as they hold key levers for climate action. Initiatives like the Coalition of Finance Ministers for Climate Action, co-chaired by Uganda and the Netherlands, are essential to embedding climate goals into economic planning.

#### **In 2023, you acted as the CEO of the inaugural Africa Climate Summit.**

#### **What key outcomes do you hope to see at the upcoming 2025 Summit?**

I'm expecting that the Africa Climate Summit 2025 in Ethiopia will advance our climate goals. The Nairobi Summit secured \$26 billion in pledges, and we must now assess how much has been disbursed and hold ourselves accountable.

Building on Africa's resources, we need global partnerships in technology and finance to tackle climate change while fostering development. A key focus is evaluating progress on the Nairobi Declaration and addressing challenges like climate finance gaps and debt. I hope the proposal to rebase GDP, factoring in mineral wealth to boost borrowing for infrastructure, gains traction.

Maintaining the momentum from ACS 2023, we should unite stakeholders in a collective push, much like *mutirão*, the Brazilian tradition of community working together towards a common goal, and apply the same to our own Africa Climate Summit. By coming together as a collective force, we can drive the changes needed for delivering the continent's climate and energy ambitions.

#### **What role do you see Enabel and Belgian actors playing in facilitating the climate and energy transition?**

I believe Enabel is working in alignment with the broader shift from traditional development aid towards more equitable, sustainable partnerships that support long-term transformation. By supporting Ministries of Finance, such as in Mozambique, Enabel helps governments integrate climate priorities into national planning and economic strategies. This kind of support strengthens local ownership, which is essential to advancing initiatives like the Country Platform approach, where coordination across public and private actors is critical to achieving impact at scale.

However, for these strategies to attract real investment, the other side of the table - those with capital, technology, and infrastructure - must also recognise the opportunity. This is where Enabel could play a key facilitative role: supporting governments in identifying and shaping investable opportunities, perhaps through frameworks or digital tools that help structure project data and analysis, and helping frame them in ways that resonate with Belgian and European private sector actors.

In the context of the Africa Climate Summit, Belgium could bring valuable technology and business model expertise. As an early supporter of this year's Africa Climate Summit, Enabel's role could be to ensure these are brought into the conversation, while also framing the narrative to highlight Africa's potential. Increasing awareness is essential, which is why we could facilitate direct engagement between Belgian companies and African stakeholders; including targeted meetings and the development of concrete instruments, such as MOUs, that can be formalised at the summit.

## Connecting Africa and Europe

# Linking, connecting, bringing prosperity: the role of strategic corridors in Africa

In a world where business flows greatly impact the competitiveness of countries, transport infrastructure is more than just a logistics facility: it is the foundation of today's geopolitical dynamics and key to Africa's economic development.

It is against this backdrop that the European Union launched the Global Gateway – an investment plan to mobilise EUR 150 billion in Africa by 2027 – for the development of sustainable, connected infrastructure. Transportation is one of the priority areas of the Global Gateway. Enabel is playing an active role in this initiative by supporting the modernisation of strategic transport corridors, notably the Cotonou-Niamey, Abidjan-Lagos, Abidjan-Ouagadougou and Dar es Salaam-Kigoma corridors.

### A shared vision for connecting Africa and Europe

A strategic corridor is a major transport route that, beyond linking production centres to consumer markets, also enhances the movement of people, particularly in rural areas. Ports play a key role here: with 80% of Africa's foreign trade passing through its ports, port infrastructure is vital for importing and exporting goods as well as for the economic development of landlocked countries such as those in the Sahel.

The Cotonou-Niamey corridor, for example, links the Port of Cotonou (in Benin) to the domestic markets of the Sahel (Niger and Burkina Faso in particular), thus affecting some 34 million people living near the more than 1,000 kilometres of roads.

The corridor begins at the Port of Cotonou, where Enabel has worked with the port authorities for a long time: since 2018, Enabel and the Port of Antwerp-Bruges have been involved in a strategic modernisation of the port by strengthening its infrastructure, improving its competitiveness and professionalising port activities. As a result of this joint support, the Port of Cotonou was able to increase the flow of transiting goods by 45% between 2010 and 2019, to stimulate investments,

which strengthened the Port as a public actor, and to put in place environmental impact monitoring tools, which enabled the Port to obtain Ecoport certification.

### From Cotonou to Dar es Salaam: port efficiency and regional connection

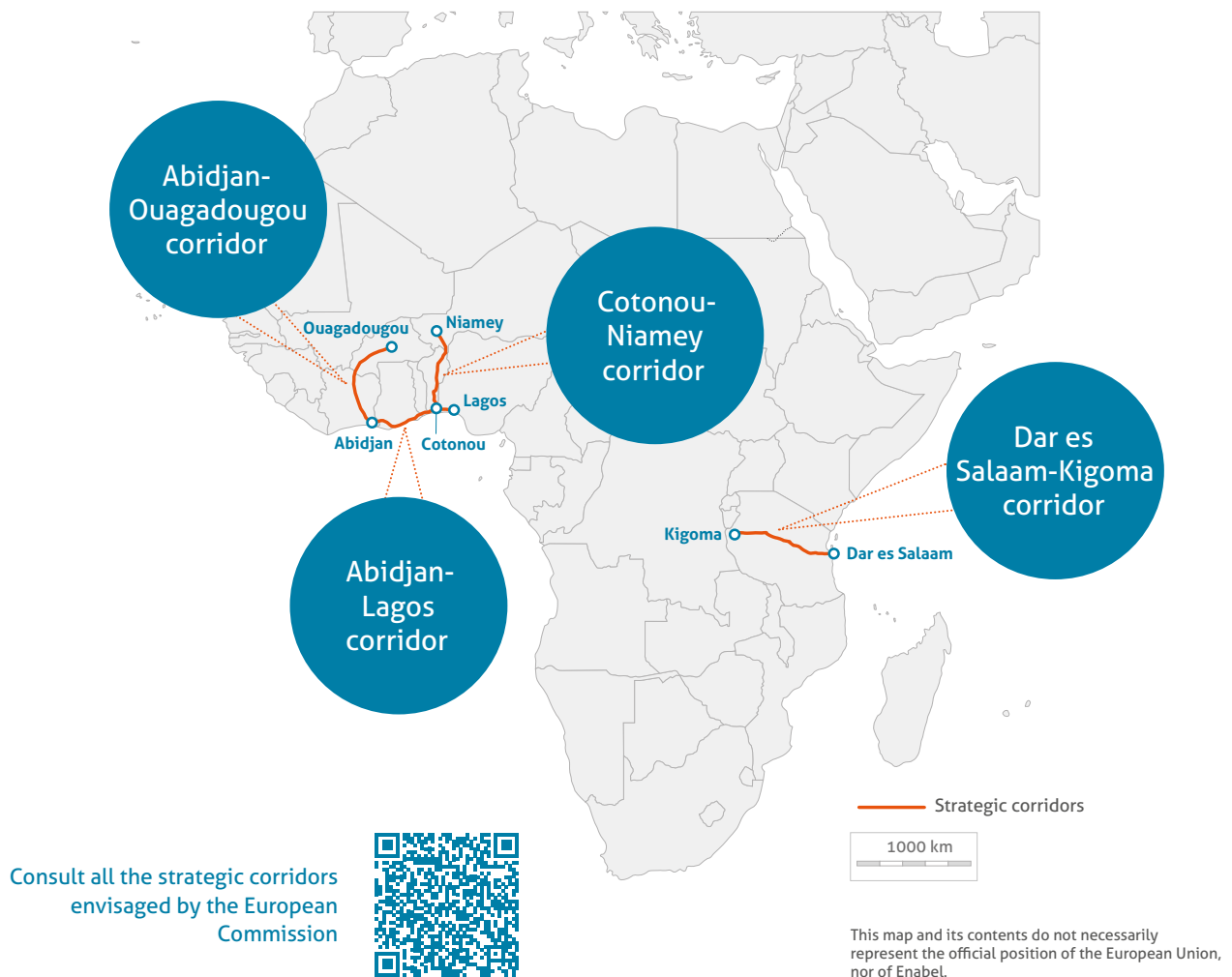
Through the Global Gateway, Enabel, in partnership with the Port of Antwerp-Bruges, TradeMark Africa and the United Nations Conference on Trade and Development (UNCTAD), is continuing to support the Cotonou-Niamey corridor. Safe road infrastructure is developed, transportation costs are reduced and local jobs are created as local agricultural production gets connected with regional markets.

But the effectiveness of these corridors also depends on the harmonisation of regulations and administrative procedures: considerable efforts are made to smoothen traffic within the Port of Cotonou. Harmonising customs regulations at national and regional level, digitising customs processes and supporting the development of a dry port\*, located on the outskirts of the Port, will facilitate the work of port employees and enhance the security of its goods.

At the other end of the continent, the Dar es Salaam-Kigoma corridor in Tanzania is part of a similar dynamic: Together with the Port of Antwerp-Bruges, TradeMark Africa and UN Habitat, Enabel is working to optimise operations and the transit of goods through the Port of Dar es Salaam. TradeMark Africa provides invaluable support by digitising customs processes and managing non-tariff barriers. Finally, in Dar es Salaam, UN Habitat is supporting the development of electric means of transport (buses, tuk-tuk).

\* | A dry port is an inland terminal linked by road or rail to a seaport, serving as a transit centre for sea freight to inland destinations.





### Transportation and development: a lever for a sustainable future

The strategic corridors are more than just a logistical and economic initiative. They are also and above all aimed at empowering local entrepreneurship: Entrepreneurs, farmers and local communities will benefit directly from the modernisation of the infrastructure.

By providing better connections, strategic corridors give local communities easier access to essential services such as health and education. After all, corridors also improve the movement of people, particularly in rural areas. Opening up isolated areas strengthens links between communities and facilitates regional integration, thereby promoting stability and cohesion.

Finally, in a context of ecological transition, strategic corridors must incorporate environment-friendly transport solutions. Enabel promotes sustainable approaches that minimise the carbon footprint of infrastructure, encourages the adoption of environment-friendly modes of transport and promotes land-use planning that is mindful of natural resources. These efforts aim to mitigate the impacts of climate change while ensuring balanced and resilient development.

## Connecting Africa and Europe

# The EU and Enabel: a strategic partnership for sustainable growth in Côte d'Ivoire

Francesca Di Mauro, the European Union's Ambassador to Côte d'Ivoire, discusses the importance of partnerships between the EU, its Member States and Enabel in strengthening Côte d'Ivoire's economy. She explains how these partnerships support more sustainable and inclusive growth, from the cocoa industry to strategic corridors.

### **What role do the partnerships between the EU, the Member States and agencies such as Enabel play in strengthening Côte d'Ivoire's economy?**

With a GDP growing at around 7%, Côte d'Ivoire is one of the biggest economies in West Africa. It is a powerhouse economy, driving other economies and attracting many workers from the sub-region.

Team Europe – the European Union, its Member States, their development agencies, development banks and the European Investment Bank – is deeply involved in Côte d'Ivoire.

Team Europe enables the successful implementation of the Global Gateway strategy, the European Union's investment package offered to partner countries like Côte d'Ivoire, particularly in the climate/energy sector, strategic corridor transportation as well as youth employability.

### **Côte d'Ivoire is the world's leading cocoa producer. How are the EU and its partners such as Enabel supporting the transition to a more sustainable and fairer cocoa sector?**

With the European Green Deal, which was introduced in 2019,

and particularly through the EU Deforestation Regulation (EUDR), the EU started work in Côte d'Ivoire to make the cocoa sector more sustainable. As from the end of 2025, the EUDR requires that products imported from abroad, but also those produced in Europe, do not contribute to deforestation and that they are produced legally. For some years now, the EU has been helping the Côte d'Ivoire government to comply. The introduction of the ARS 1000 African standard for sustainable cocoa is a good example of this: It promotes the geolocation of cocoa farms, leading to the traceability of cocoa.

Through the Team Europe Sustainable Cocoa Initiative, we are tackling the three elements of sustainability: the environmental aspect, by reducing deforestation; the economic aspect, by ensuring access to decent incomes for producers; and the social aspect, by eliminating all forms of child labour.

These sustainability aspects are addressed at different levels. At the political level, during the EU-Côte d'Ivoire partnership dialogue: once a year, we meet with all the European ambassadors and the Côte d'Ivoire authorities for a policy dialogue on

a number of issues, including policy, security and sustainability. We are also deploying all our tools. Budget support, linked for example to indicators on supervision systems, deforestation control and child labour control.

Technical support, including that provided by Enabel, which is addressing decent incomes. Enabel works directly with the cooperatives, to strengthen them in terms of marketing, business planning and agricultural techniques. The aim is to have cooperatives organise themselves better and have greater negotiating power in relation to cocoa purchasers. Because if cooperatives are stronger, they can negotiate better and therefore obtain a fair price and a decent income for workers. And loans, such as the one with the European Investment Bank (with an EU guarantee) to tackle reforestation in Côte d'Ivoire.

### **Can you tell us more about the development and importance of strategic corridors in Africa?**

We have identified ten strategic corridors in sub-Saharan Africa, i.e. ten routes that we consider strategic in terms of their economic importance



**Francesca Di Mauro**  
European Union's Ambassador  
to Côte d'Ivoire



Enabel supports cocoa cooperatives to strengthen their commercial capacities, improve farming practices, and promote sustainable and diversified production. © Enabel - Samuel Poos

and in terms of EU-Africa traffic. Of these ten corridors, three pass through Abidjan: Abidjan-Lagos, Abidjan-Dakar and Abidjan-Ouagadougou.

The aim of these corridors is obviously to reduce the time and cost of transporting both goods and people. We also want to improve them and decarbonise them as much as possible, which is why we are also supporting maritime and rail corridors.

This will obviously have a beneficial impact on consumers: if costs fall, so will the price of goods. The aim is also to develop local value chains – for rice, for example – and facilitate trade in the rest of the region.

**What tangible benefits will this project bring to local people and businesses, and to the strengthening of regional trade?**

One example is Abidjan, a city of 6 million inhabitants, which is extremely congested with traffic: We are working on urban mobility and increase the number of public buses and thus reduce the time lost in traffic. This will not only have an impact on people's wellbeing, in terms of journey times and costs, but also in terms of reducing greenhouse gas emissions and air pollution.

On the corridors in general, Enabel activities focus on the regulation and facilitation of transportation: Enabel supports the corridor management authority (shared by several countries) in organising itself, identifying actions that can help reduce waiting times at border posts or standardising certain procedures to facilitate the transit of goods.

**How do you see the future of the partnership between the EU and Enabel in pursuing economic and social development in Côte d'Ivoire?**

The partnership between the EU and Enabel has grown considerably over the years. At the moment, we have a portfolio totalling 22 million euros, which includes work on sustainable cocoa and support for cocoa cooperatives. We also have biomass initiatives, including the production of renewable energy for cooking with clean energy.

There is also a very interesting component on circular migration: Enabel identifies entrepreneurs and employees of Côte d'Ivoire companies who want to do apprenticeships in Belgium in pre-identified Belgian companies. They learn marketing techniques, human resources

management and business planning and when they return, they can put their new knowledge into practice.

It is a partnership that is flourishing and growing. We are delighted about that.



## Economic development

# Skills mobility and entrepreneurship: Bridges for the future

As the world is facing the challenges of demographic transition, well-managed mobility is becoming a catalyst for inclusive growth and sustainable development. While contributing to the socio-economic development of regions of origin and destination, skills mobility, in particular, represents an opportunity for individuals, especially young people.

### Global Skills Partnership

Skills mobility promotes the upgrading of training to give young people access to the labour market, improving the productivity of businesses and their ability to offer decent employment opportunities. It also encourages economic players, including public employment agencies, to match job supply and demand.

Enabel therefore supports those involved in training, employment and entrepreneurship in including international skills mobility into existing systems. Our activities follow the migration model of the Global Skills Partnership, which is promoted by the Center for Global Development. This approach is aligned with the needs of the labour markets of both partner countries and EU Member States and promotes skills development through stable international partnerships.

### Entrepreneurial mobility: creating synergies between companies

Enabel is convinced that small and medium-sized enterprises are at the heart of economic development. That is why it has launched the "Pilots for Entrepreneurial Mobility" (PEM). These initiatives support entrepreneurial ecosystems in Senegal, Côte d'Ivoire and Belgium by fostering the creation of mutually beneficial partnerships between businesses of the three countries. Under the PEM Wecco' (aimed at Senegalese entrepreneurs) and the PEM N'Zassa projects (aimed at entrepreneurs from Côte d'Ivoire) selected companies receive support in going international through training sessions and business trips to the EU and Belgium in particular and personalised follow-up to consolidate the partnerships.

To date, around 60 partnerships have been forged between Belgian entrepreneurs – including entrepreneurs from the African diasporas – and entrepreneurs from Senegal and Côte d'Ivoire. These partnerships have led to the creation of new companies (joint ventures) as well as business partnerships (imports/exports) and technical partnerships (technology transfers/exchanges).

In the health sector, for example, the Belgian company Multi G signed an agreement with the Senegalese medical company Askcare to supply health posts in rural areas of Senegal with a turnkey cervical cancer prevention solution, enabling large-scale screening and treatment of pre-cancerous lesions.

In the field of education and culture, the Senegalese company Kanarimagik and Belgium's Jeux d'Eden have signed a partnership to market their products in Belgium and Senegal respectively and agreed to set up a training centre in Dakar for the comic strip and animated image profession.

In Côte d'Ivoire, following its business trip to Belgium, Hans Compagnie signed a commercial representation contract with the Belgian company D-Carbonize, with the aim of offering a carbon assessment service to companies based in Côte d'Ivoire.

### Skills mobility: meeting market needs

While entrepreneurial mobility aims to support the development of businesses and partnerships, skills mobility is another key pillar of our action.



Enabel develops approaches that enhance workers' skills as well as public services related to training, employment, and entrepreneurship. © Enabel

In Morocco, Tunisia and Belgium, the THAMM project (Towards a Holistic Approach to Labour Migration Governance) stimulates collaboration between the public employment services, vocational training centres and businesses in the three countries in shortage occupations such as ICT (Information and Communication Technologies), construction and industry.

The joint work of the agencies in the three countries allowed developing common tools and working methods to better identify the needs of the labour markets and the shortage occupations. The vocational training offer is thus adapted to improve people's employability, at the same time facilitating international mobility. Harmonising training to the realities of various labour markets further enhances this mobility.

Through FOREM (the Walloon employment agency) we also support training within the OFPPT (Office for Vocational Training and Work Promotion) in Morocco and

the ATFP (Agency for Professional Training) in Tunisia, to improve the quality of training and bring it into line with international standards.

Thus, Enabel is taking a long-term approach by developing solid partnerships that also involve the diasporas. By facilitating skills mobility, it strengthens training and employment systems while establishing lasting relations between countries. Enabel is also helping to foster innovative international partnerships and position Belgian expertise on the international stage.

## Economic development

# Private sector partnerships: catalysts for sustainable change

Companies create added value and jobs. They are indispensable to enable and accelerate development. Therefore, Enabel works with governments in partner countries to improve the business environment and create an enabling environment for business.

By supporting the private sector and the business ecosystem, entrepreneurs are more likely to make a success of their business activity.

Yet, Enabel also focuses on the Belgian, European and international private sector as a supplier of resources and know-how, through win-win partnerships. The agency aims to encourage the business community to invest in valuable and targeted partnerships, where both commercial and development outcomes are important.

There are multiple ways to involve the business community in international cooperation projects. Enabel and companies each play their own role in this, along with any other partners\* in a Team Belgium approach.

More and more small, medium-sized and large companies are making sustainability a breaking point. Not primarily to capture a larger market share, but rather to safeguard the company's long-term credibility. Because they are aware that they play a role in the sustainable development of society.

### **Enabel as enabler, the companies as investors**

Firstly, Enabel can play a pivotal role in enhancing private sector engagement in partner countries by contributing to the improvement of an ecosystem where business and development goals can align for mutual benefit. Whereas the private sector itself, and other actors within Team Belgium, can engage in direct financial transactions with the private sector (e.g.

taking equity stakes, providing debt or guarantees), Enabel can implement complementary activities. For instance, Enabel can strengthen local partners in the agri-food value chains to improve their operations and bring them up to required international standards. Enabel can facilitate an enabling environment for international buyers, suppliers and investors, by improving local distribution systems to facilitate certain imports, or optimise supply chains to facilitate exports. Enabel can also tackle local labour shortages by implementing opportunity-driven training-programmes, enhancing local skills development and other vocational education and training activities to support private sector engagements. These collaborations are also possible in the framework of the EU Global Gateway initiative.

### **Sourcing innovation through calls for proposals**

Enabel is keen to find innovative ideas to tackle problems related to very diverse challenges, ranging from climate change, human mobility and urbanisation, including peace and security, and social and economic inequality. Enabel can provide (partly repayable) grants which incentivise companies to innovate, share knowledge and R&D, and invest in development-focused initiatives. By sourcing the expertise and the knowhow of the private sector through calls for proposals to present solutions and adapt these to the local context, it may be possible to leapfrog traditional stages of development and adopt advanced technologies or innovative approaches directly.

\* | BIO, Credendo, Finexpo, Société Fédérale de Participations et d'Investissement (SFPIM), Flanders Investment & Trade (FIT), Agence wallonne à l'Exportation et aux Investissements étrangers (AWEX), hub.brussels, chambers of commerce.



### Leveraging corporate philanthropy and Corporate Social Responsibility

Enabel can also receive funding through corporate philanthropy or Corporate Social Responsibility (CSR) programmes. These donations can support both existing and new projects. Private companies can allocate funds to Enabel for initiatives that match their CSR goals. By integrating these CSR activities into their main business operations, Enabel and private companies create a sustainable and mutually beneficial relationship between cooperation projects and business interests.

#### IKIC.cool

In collaboration with the NIDO innovation lab of Belgium's Federal Public Service Policy and Support (BOSA), Enabel launched a call for innovative ideas to support the dairy sector in Niger and Mali in terms of hygiene and quality standards and to strengthen the cold chain. A jury selected the experimental proposal from IKIC.cool, a Leuven-based startup which uses a so-called impact licence\* for a cooling technology developed by Colruyt to keep milk cooler for longer during transport from farm to storage.

"Thanks to Enabel and the NIDO innovation lab, IKIC Impact Ventures succeeded in setting up a qualitative pilot project in Niger to demonstrate our innovative cold-chain technology for milk collection to small-scale livestock farmers and their federation. For a Belgian startup like IKIC, this creative and flexible partnership with Enabel is essential in our product strategy and market exploration." - William Leclef, Partnership Lead - West Africa, IKIC.

\* | [www.impactlicensing.org](http://www.impactlicensing.org)

#### Unbox

In Burundi, Unbox has launched a pilot project for cashless digital transactions in partnership with Enabel. The aim is to provide local environmentally conscious businesses with secure, seamless and scalable financial solutions, improve their economic resilience and increase financial transparency.

#### Puratos

In Côte d'Ivoire, Enabel partners up with Puratos, a Belgian supplier of industrial bakery products. In an EU-funded project, Enabel supports cocoa growers and cooperatives to increase their fermentation and drying capacities. Puratos invests on top of the initially planned project activities in cacao transformation units and training to multiply the impact and increase revenues. These are then redistributed to improve the living conditions of the cocoa farmers. Enabel provides advisory support in marketing, finance and governance, and facilitates fairtrade certification to comply with EU deforestation regulations, ensuring the purchase and import of cocoa from these fermentation centres is in line with EU rules.

"We are proud of our partnership with Enabel and our network of cooperatives to further expand our sustainable Cocoa Trace programme in Côte d'Ivoire. This quality-oriented approach creates added value not only for farmers, but also for our customers. The expertise of Enabel's local team is indispensable here." - Raphael Audoin-Rouzeau, Global Cacao Trace programme manager, Puratos.

#### Waterleau

The Project for Entrepreneurial Mobility (PEM-WECCO), funded by the EU and implemented by Enabel, aimed to promote economic mobility between Belgium and Senegal. Through PEM-WECCO, Belgian water technology company Waterleau signed a partnership with Senegal's Wasser Aram to equip a water treatment plant in the town of Thiès.

#### The Gates Foundation

It funds Enabel to implement a project aimed at reducing the malaria burden in Africa. Currently active in Burundi and Niger, this project focuses on enhancing healthcare centres, scaling up effective tools, improving disease surveillance, and advancing data-driven decision-making for malaria control.

## Health

# The Gates Foundation and Enabel's commitment to resilient health systems

As malaria remains a major global health challenge, the Gates Foundation and Enabel are working together to accelerate progress toward eradication. Gargee Ghosh, President of Global Policy & Advocacy at the Gates Foundation, explains how this collaboration is strengthening health systems and fostering innovative solutions.

### **Why did the Gates Foundation decide to partner with Enabel in the fight to eradicate malaria?**

The Gates Foundation is committed to accelerating the discovery and development of lifesaving tools to improve health and reduce the burden of disease around the world. We focus this commitment on areas where burden, neglect and potential for impact are high, particularly in developing countries.

Our work is grounded in the belief that all people, especially those in disadvantaged communities around the world, should be able to live healthy and productive lives. We do this work with partners around the world and had already been collaborating with the Belgian Government on sleeping sickness elimination in the Democratic Republic of Congo. This partnership led to a conversation to explore further collaboration, and we saw an opportunity to bring the Belgian Government and Enabel's efforts in health systems strengthening together with our efforts in malaria.

Malaria eradication requires strong health systems to ensure access to quality care. Similarly, strengthening

health systems can benefit from controlling malaria, which can reduce the burden on health facilities. In some regions, more than 50% of medical consultations are due to malaria. Enabel was an attractive partner for the foundation given its geographical footprint, on-the-ground expertise, and strong partner government relationships.

### **Can you provide an overview of our partnership's key achievements in Niger and Burundi? From your perspective, what have been the most impactful activities?**

Systems strengthening takes time, so it is still early to see the full impact of our partnership. The effects on malaria will become more evident once the programme is fully operational. However, we are already seeing significant progress on the country roadmaps towards the Global Fund to Fight HIV, Tuberculosis and Malaria funding applications, for which Enabel provides support to the malaria programme. Additionally, there is an exciting collaboration between Enabel and Audere in digital health, and the partnership between Enabel and Blue Square on malaria surveillance is also extremely promising.

### **How do you see Enabel's role in complementing the Gates Foundation's priorities in malaria eradication?**

Enabel's expertise and in-country presence are invaluable in building stronger health systems, together with and in support of malaria-endemic governments. This will be a critical component of the broader, long-term eradication effort. Enabel's operational capacity, local expertise, and stakeholder engagement complement the Foundation's priorities by ensuring that interventions are contextually relevant and effectively implemented.

### **Our current partnership also includes the participation of Blue Square, a Belgian company specialising in innovative health information systems, to strengthen malaria surveillance. How do you see the role of public-private partnerships evolving in the international development sector?**

The private sector is an important player in global health and development, with its varied partners offering specific expertise and driving innovation. Blue Square's work specifically in data management, integration, and visualisation,

**Gargee Ghosh**

President of Global Policy & Advocacy  
at the Gates Foundation

combined with their innovative approaches to collecting data from campaigns and routine systems, is a great example. Public-private partnerships enable us to leverage the strengths of both sectors, based on shared values, fostering innovation, efficiency, and sustainability in international development efforts. These partnerships are increasingly important in an evolving development landscape, as the public and philanthropic sectors are able to de-risk projects and investments to help encourage private sector engagement in low-income contexts that may have previously been perceived as too risky.

**What role do philanthropy and organizations like the Gates Foundation play in advancing evidence-based gender equality policies?**

Systemic change requires a lot of people working together, pooling resources and expertise to solve the most pressing health and development challenges – including gender inequality. We know that gender inequality not only holds women and girls back, but men and boys, too, stifling progress and economic growth. Philanthropy is uniquely positioned to advance progress on gender equality by funding under-funded areas like data collection, providing catalytic capital, and taking risks the private sector or government might not be able to take. The Gates Foundation is currently focused on investing

in women and girls in the areas that unlock the highest returns and advance gender equality: access to capital, expanding caregiving options for working parents, and supporting women's health, including via access to contraceptives. We act as a catalyst—partnering with governments, multilaterals, and the private sector to discover and scale what works. By advancing evidence-based policies, we aim to create lasting, systemic change that promotes gender equality.

**The Gates Foundation has been at the forefront of global health initiatives—what do you think sets your approach apart? How does the Foundation's vision and commitment to eradicating malaria influence global efforts and partnerships like ours?**

The Gates Foundation's approach to global health initiatives is grounded in evidence, collaboration, and impact-driven solutions. What truly sets us apart is our unwavering commitment to tackling some of the world's most complex health challenges, like malaria, through innovation and partnership.

We are also guided by a belief that every life has equal value, and that survival shouldn't depend on where you were born. Malaria eradication is an equity issue. Half of the world has eliminated malaria, and several regions are close to also doing so (Europe, Central America, Greater Mekong). It would be entirely inequitable to

say that we should not eliminate this disease from the rest of the world. We hope that others are inspired by partnerships like ours to join us in this mission.

**What could be potential future areas of collaboration between our two organisations?**

We hope we can further expand our collaboration on malaria, continue our long-standing partnership on sleeping sickness, expand to addressing other infectious diseases, and work together to ensure equitable access to quality health products. Together, we can leverage our combined expertise and resources to achieve greater impact than if we work alone.



## Health

# A key milestone for medicine production in Senegal

The COVID-19 pandemic highlighted major inequalities in global access to medicines and vaccines, reinforcing the need for Africa to strengthen its own pharmaceutical production capacity.

In response, the African Union set an ambitious goal: by 2040, Africa should manufacture 60% of its vaccines needs locally.

Enabel together with the Team Europe Initiative on Manufacturing and Access to Vaccines, Medicines and Health Technologies in Africa (MAV+) is supporting Senegal in this objective. In December 2024, Senegal successfully achieved Maturity Level 3 in medicine and vaccine regulation.

**Strengthening Senegal's pharmaceutical sector**  
Maturity Level 3, a medical benchmark assessed by the World Health Organisation (WHO), indicates that a country has internationally recognised well-functioning and stable processes that ensure medicines and vaccines meet high-quality standards. This enhances a country's ability to develop a safe and effective pharmaceutical production, while boosting local and international investments.

Since 2021, Enabel supports Senegal's efforts to improve equitable access to quality medicines and vaccines for its population, with a focus on strengthening the healthcare system, through a 4 million euros project funded by Belgium. Amongst key national reforms, Enabel supported the creation of the Senegalese Pharmaceutical Regulatory Authority (ARP) in 2022.

With the support of the WHO, GIZ, Expertise France and Enabel – to name but a few partners – the ARP was able to further develop regulations and procedures, strengthen the capacities of its staff, and carry out

regulatory activities such as inspection, market surveillance, pharmacovigilance.

These efforts are part of a broader commitment by the Team Europe MAV+ initiative: launched in 2021, MAV+ supports the African Union's ambitions to establish local production of vaccines and health products and strengthen the pharmaceutical ecosystem on the continent. The initiative is primarily funded by the European Union, Belgium, France, Germany and the European Investment Bank, with a budget of 1.9 billion euros.

Through mentoring, internships in Belgium, and technical assistance, Enabel is also promoting a Team Belgium approach in the country, by mobilising the expertise from Quamed (a Belgian NGO contributing to improve access to quality medicines), the Federal Agency for Medicines and Health Products, and Sciensano.

Aside from the Maturity Level 3 benchmark, European efforts have supported the construction of the MADIBA vaccine production site at the Institut Pasteur of Dakar with a budget of 86.8 million euros, as well as a new yellow fever vaccine production facility with a budget of 7.5 million euros. These achievements position Senegal as a regional hub for vaccine manufacturing, reduce the country's dependency on imports and improve access to quality health products for its population.

### Showing the way forward

More than a technical milestone, achieving Maturity Level 3 represents a new step toward self-sufficiency for the Senegalese healthcare sector. With stronger regulatory systems, medicines and vaccines are more accessible, affordable, and safe. Local production investments are facilitated by an effective and recognised national regulatory authority. The country's ability to rapidly approve and monitor health products will lead to faster responses to public health needs and better control of medicine costs.

Looking ahead, Senegal aims to maintain its Maturity Level 3 status while progressing towards Maturity Level 4 and consolidate its role as a pharmaceutical leader in the region and beyond. Enabel remains committed to supporting these efforts, ensuring that Senegal's pharmaceutical sector continues to grow and innovate with a strong local ecosystem for the benefit of the population, including the most vulnerable. This will include support to expertise development through a master's programme in pharmaceutical regulations and a new master's programme in biotechnology.



## Agriculture

# The transformation of food systems

A tool in the fight against hunger and inequality.



**Sofie Van Waeyenberge**  
Enabel's Coordinator for Agriculture  
and Food Systems

The global food system is at a critical juncture and is facing enormous challenges. With hunger still persistent, ecosystems degrading, and socio-economic disparities deepening, the call for transformative change has never been more urgent. Enabel has extensive expertise in the field of food system transformation, aiming to build resilient, inclusive, and sustainable food systems. To know more about this, and to explore how Enabel is addressing these challenges, we spoke with Sofie Van Waeyenberge, Enabel's Coordinator for Agriculture and Food Systems.

### **Enabel is supporting food system transformation. Why do food systems need to be transformed?**

As stated by Antonio Guterres, Secretary General of the UN, at the Food Systems Summit in 2021, our food systems are broken, and Africa is on the front line. Between 713 and 757 million people may have faced hunger in 2023 – one out of 11 people in the world, and one out of every five in Africa. Factors like Covid-19, climate change, and conflicts, such as the Ukraine-Russia war, have driven up food insecurity globally affecting 2.33 billion people, with 58% of Africans facing moderate or severe food insecurity – almost double the global average.

In addition, today's food and farming systems are generating negative environmental outcomes, with degradation of land, water and ecosystems, high greenhouse gas emissions, and biodiversity losses, and are vulnerable to the effects of climate change, such as extreme weather events. Finally, the global food chains are often marked by profound socio-economic disparities, which makes it increasingly difficult for the 2.3 billion dependent smallholders to decently derive their livelihoods from the actual food systems.

The transformation of food systems is a global agenda. The EU has its specific "from farm to fork strategy" that is part of the Green Deal. It aims to shift the current European food system towards a sustainable mode. Furthermore, the African Union recently adopted the Kampala Declaration on Building Resilient and Sustainable Agrifood Systems in Africa, aligning with its Agenda 2063.

### **How does Enabel define and apply the concept of sustainable food systems?**

When we talk about a food system, we consider all elements and activities related to agricultural production, to food processing and distribution, up to preparation and consumption of food, and we take

into account the 3 desired outcomes with regard to people, planet and prosperity. This means making sure that the system provides healthy and sufficient food accessible for all, that the food is produced in an environmentally sound and climate-resilient way, and finally that this transition to sustainable systems is just, by improving the income and creating decent jobs for the most marginalised in the food system, such as smallholder producers, but also youth and women operating in on and off-farm activities.

### **Can you give some examples of projects?**

Enabel supports the transition towards more sustainable food systems in around 15 countries. For example in Burundi, we improve the productivity of different crops like maize, rice, bananas, and vegetables through climate-resilient practices as well as good water management, to improve food security. Through strengthening of farmer organisations in quality management, storing, and commercialisation, access to markets and revenues are improved. The establishment of nutritious food gardens in schools and health centres also serve educational purposes to support learning about healthy and balanced eating.





In Benin, our work has contributed to improving cashew nut production, and we collaborated with Colruyt to ensure the long-term sustainability of the sector. © Enabel

In a project on agroecological innovation in Benin, we supported research on climate-resilient practices and reducing the use of chemical inputs in rice and vegetable production. The research was linked to agricultural advisory services to farmers to encourage adoption of climate-resilient and sustainable practices. This was done in collaboration with local universities and Belgian universities like University of Liege and the Catholic University of Louvain.

#### **How do partnerships strengthen Enabel's Sustainable Food Systems efforts? Any key initiatives to highlight?**

Innovation is key to accelerate the transformation of food systems. And therefore, partnerships with innovation actors, be it research actors or innovative enterprises, are very important. For example, we recently signed a partnership in Belgium with the Botanical Garden of Meise, which has renowned expertise in the field

of botany and biodiversity, and which has also a large network of partners, for example in DRC and Burundi. Additionally, other actors like the Belgian Federal Agency for the Safety of the Food Chain (FASFC) can provide very specific expertise that is highly demanded in our partner countries to improve the quality and safety of food produced. Furthermore, reducing post-harvest loss and recycling agriculture and food waste is also an important theme on which we have been collaborating with various actors.

In the private sector, we are proud of our partnership with Belgian supermarket chain Colruyt to create sustainable and inclusive food supply chains. For example, we supported quality production, storage and packaging of dates in Morocco. Another example is our collaboration in Benin where we improved cashew nuts production and facilitated commercial relations with farmer organisations that led to delivering 1,950 tonnes of cashew nuts a year to Colruyt.

We are also proud to partner with Puratos, a Belgian supplier of industrial bakery products, in a EU-funded project in Côte d'Ivoire. There we provide support to the cooperatives and the growers of cocoa. Under this partnership, cooperatives are supported to increase their fermentation and drying capacities in a win-win approach through a co-investment of Puratos in our project activities. This leverage effect from Puratos helps to multiply the impact and increase revenues. This value is then redistributed to help improve the living conditions of cocoa farmers. In this approach, Enabel provided the advisory support needed to consolidate relations and trust between partners, and to ensure the chain's operation and sustainability.

#### **Any last message?**

Yes, let us not forget we can all contribute to making our food systems more sustainable by paying greater attention to which food we buy and consume, and how our food has been produced.

# Operations

## Consolidation and diversification

In 2024, seven new Belgian governmental cooperation country programmes effectively start. Enabel opens an office in Kyiv to follow up on the BE-Relieve programme to rebuild Ukraine. The agency also continues to diversify further, adding new financial partners to its existing portfolio.

### Country programmes

Seven cooperation programmes were launched in 2024 for the next four to five years. These are the programmes with Burkina Faso (EUR 34.5 million), Benin (EUR 40 million), Guinea (EUR 34.5 million), Burundi (EUR 75 million), Senegal (EUR 40 million), Morocco (EUR 30 million) and Rwanda (EUR 95 million). The cooperation programmes focus on agriculture, food security, access to health and education, and sexual and reproductive rights. They pay special attention to vulnerable target groups, especially young people and women.

### Rwanda

Following Rwanda's decision of 17 March 2025 to break diplomatic relations with Belgium, it was decided by both countries to discontinue bilateral programmes (the governmental cooperation programme 2024-2029 as well as the Rwandan component of the regional social protection/ decent work portfolio 2022-2026).

This shutdown means that several projects end by June 2025, which has a direct impact also on staff of various partners and Enabel.

As this activity report goes to press, the full impact for Enabel's operations in Rwanda is not yet entirely clear.

### Mozambique

In June 2024, the Debt for Climate Swap (D4CS) was added to the cooperation programme with Mozambique. That initiative aims to cancel part of the outstanding

sovereign debt between Belgium and Mozambique on condition that Mozambique finances climate change projects for the equivalent value in local currency. Lessons will be drawn from this first experience to set up similar initiatives in the future.

### Sahel

In 2024, the Minister of Development Cooperation decided to earmark a budget for a thematic initiative in the Sahel: 'Inclusion and resilience of vulnerable people affected by the migration crisis in the Sahel', which focuses on Mali, Burkina Faso and Niger. Enabel formulated a programme to contribute to fighting the root causes of forced migration, promoting and supporting good migration management and protecting migrants and internally displaced persons. This approach is in line with the strategic note on migration and development. The programme signature will be decided in 2025.

### Middle East

The additional budget of EUR 5 million for the Palestinian territories is an important signal of Belgium support to the Palestinian Authority's state-building. The intention is to support the Palestinian Authority through a multi-donor fund to implement the 2025-2027 National Education Sector Strategic Plan. The cooperation agreement between international actors and the Palestinian Authority was signed in early 2025.

### Ukraine

In 2024, the Council of Ministers approves the new BE-Relieve programme for Ukraine. The opening of an Enabel office in Kyiv is an important milestone for Enabel under that programme. BE-Relieve supports Ukraine's green reconstruction and recovery, specifically in health, education and energy, and facilitates Ukraine's path to EU accession. BE-Relieve focuses on the needs of residents in the Kyiv and Chernihiv regions and

helps create an enabling environment for the return of displaced people. The demand-driven and flexible approach ensures responsiveness to the changing context and challenges of a country at war. Urgent winter measures to secure energy access were already taken in the last months of 2024.

#### **Diversification for greater impact**

Enabel is actively seeking European and international financial partners to diversify its portfolio. In this way, the agency can consolidate Belgian governmental cooperation and strengthen Belgian foreign policy. A broad portfolio enables Enabel to put Belgian expertise from public departments, organisations and companies at the service of partners abroad, including in the EU's Global Gateway Initiative. These projects often involve cooperation with agencies of European Member States under Team Europe Initiatives (Expertise France, GIZ, ESTDEV, EDUFI Finland) or of the UN (IOM, UNIDO, UN-Habitat) or with others (TradeMark Africa).

In 2024, Enabel extended its international collaboration with various financial partners. 83% of financing signed in 2024 of European and international donor projects is complementary to the public service duties entrusted to Enabel by the Belgian State.

As part of our partnership with the EU and of Team Europe Initiatives, 28 contracts worth a total of EUR 219 million were signed with the EU. While the EU recognises Enabel as a key policy implementing agency, affirming Belgium's growing influence on the international stage, diversification of donors remains a priority. Enabel signed six contracts with new partners, adding up to EUR 72 million or 25% of the total signed: AFD, International Fund for Agricultural Development (IFAD), the Mitigation Action Facility, Central African Forest Initiative (CAFI), Flanders, and the International Atomic Energy Agency (IAEA).

#### **Enabel's financial partners**

- Belgium
- European Union
- Agence française de développement (AFD)
- Netherlands
- Luxembourg
- Swedish International Development Cooperation Agency (SIDA)
- Green Climate Fund (GCF)
- Central African Forest initiative (CAFI)
- Mitigation Action Facility (previously the NAMA Facility)
- International Fund for Agricultural Development (IFAD)
- Gates Foundation
- Flanders
- Brussels Capital Region
- Walloon Region
- International Centre for Migration Policy Development (ICMPD)
- International Atomic Energy Agency (IAEA)

# Organisation



## Public-law company

Enabel is a public-law company with social purposes, established by the Law of 16 November 2017 changing the name of the Belgian Technical Cooperation and defining the missions and functioning of Enabel, the Belgian agency for international cooperation. The Belgian State is the sole shareholder and is represented in the General Meeting by the Minister of International Cooperation.

Enabel implements the Belgian governmental cooperation policy. The agency actively explores assignment opportunities of third-party donors in view of strengthening Belgium's foreign affairs policy. Enabel can also conduct and coordinate international cooperation initiatives of Belgian federal instances. Thus, Enabel is the interface between Belgian federal public instances and Belgian or foreign donors for international cooperation, especially in low- and middle-income countries.

## Management bodies

### General Meeting

The Minister of International Cooperation represents the Federal State at the General Meeting. In 2024, the General Meeting was held on 26 April.

### Board of Directors

The Board of Directors is composed of members who have acquired proven and useful expertise in international cooperation and business management. The members of the Board of Directors are appointed for a renewable term of four years. In 2024, the Board of Directors convened eight times. The board members were: Delphine Moralis (chairperson), Caroline Amrom, Karla Basselier, Brigitte Boone, Alain Coheur, Farah Dehon, Amélie Derbaudrenghien, Patrick Develtere, Guido Gryseels, Patrick Itschert, Louise Ringuet, Bart Staes. Louise Ringuet offered her resignation on 27 August and is not replaced.

### Managing director

The Managing director is responsible for the daily management of Enabel. He is appointed by the Board for a renewable six-year term.

## Management Committee

On the recommendation of the Managing director, the Board of Directors appoints the members of the Management Committee for a renewable six-year term.

Composition:

- Jean Van Wetter, Managing director
- Khady Thiam, Director of People & Talent
- Sven Huyssen, Director of Operations
- Danny Verspreet, Director of Finances & IT
- Evelien Masschelein, Director of Expertise & Think.

In 2024, the Management Committee convened 24 times.

## Control bodies

- Government's Auditors (Development Cooperation & Budget)
- Board of Auditors (Court of Audit & registered auditors)
- Internal Audit

## Integrity

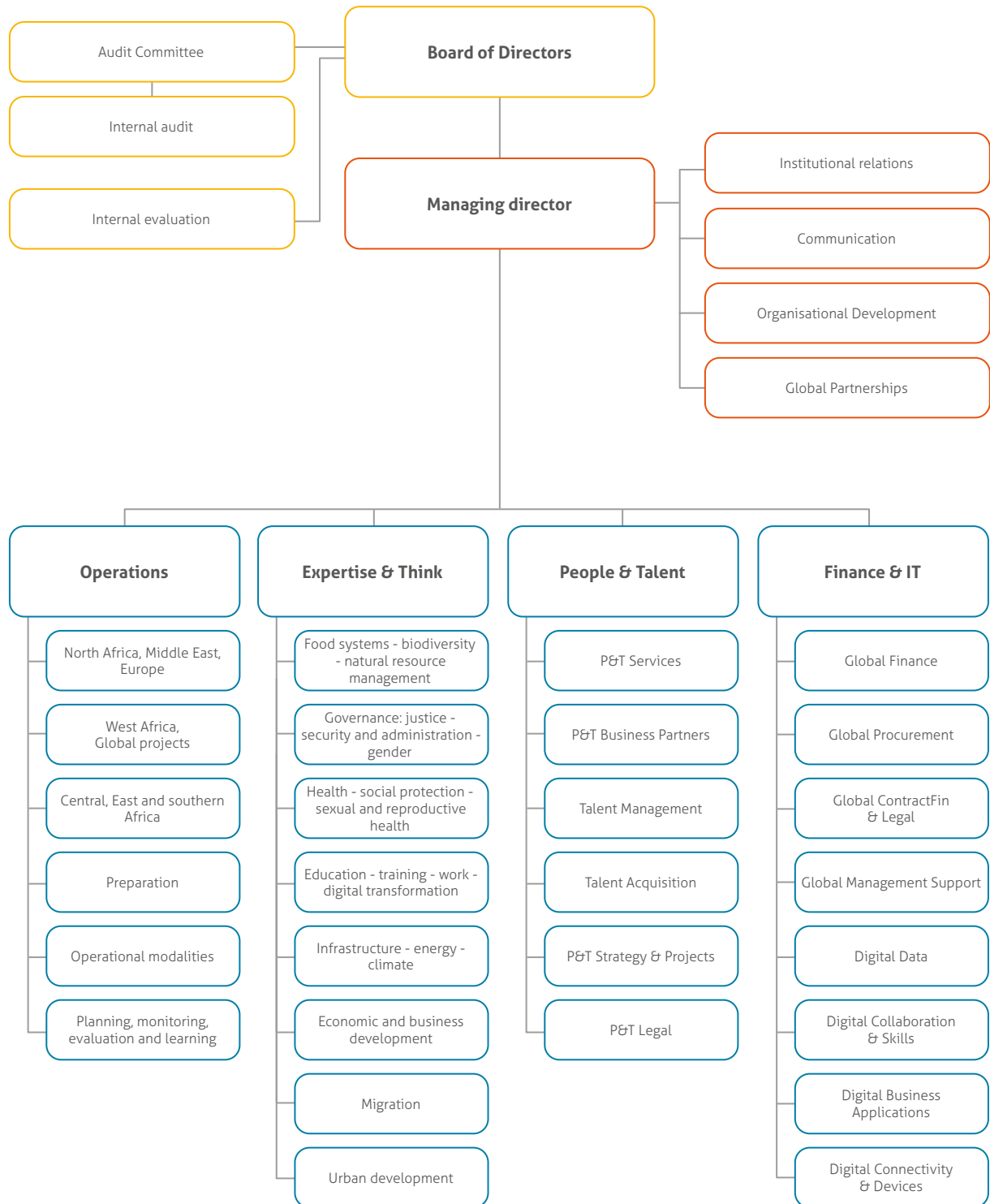
Every day, we have to gain the trust of our donors, of partner countries and of the people for whom we work. In 2018, Enabel, like other Belgian international cooperation actors, signed an Integrity Charter. Enabel also has a Code of conduct, based on the values that underpin everything we do: respect, integrity, commitment and sense of responsibility.

This Code is the cornerstone of our organisation's ethical commitment. It is to guide all staff members of Enabel to behave ethically and responsibly, everywhere in the world, often in difficult circumstances. Communicating and promoting this Code of conduct with our partners and suppliers clearly expresses the values that underlie our relations.

But trust is not just a matter of words. A network of integrity actors regularly bring the Integrity Policy to mind in in partner countries and in Belgium. All Enabel staff and stakeholders can also safely report integrity violations of any kind. These notifications are systematically followed up, and where necessary, the organisation adjusts its policy.



## Organisation chart



# Finances

## Balance (euro)

<b>Assets</b>	<b>31/12/2024</b>	<b>%</b>	<b>31/12/2023</b>	<b>%</b>
Fixed assets	2,432,652	1.1 %	2,525,925	0.9 %
Amounts receivable > 1 year	0	0.0 %	48,579,547	17.6 %
Sub-total	2,432,652	1.1 %	51,105,472	18.5 %
Amounts receivable ≤ 1 year	45,463,033	20.5 %	55,997,444	20.3 %
Investments	151,820,722	68.4 %	148,518,233	53.8 %
Cash assets	13,425,901	6.1 %	10,177,744	3.7 %
Deferred charges and accrued income	8,756,799	3.9 %	10,041,703	3.6 %
<b>Total assets</b>	<b>221,899,107</b>	<b>100 %</b>	<b>275,840,595</b>	<b>100 %</b>
<b>Liabilities</b>	<b>31/12/2024</b>	<b>%</b>	<b>31/12/2023</b>	<b>%</b>
Equity	20,134,329	9.1 %	20,436,350	7.4 %
Provisions and deferred income taxes > 1 year	3,627,954	1.6 %	2,087,389	0.8 %
Sub-total	23,762,283	10.7 %	22,523,740	8.2 %
Amounts payable > 1 year	0	0.0 %	48,579,547	17.6 %
Provisions and deferred income taxes ≤ 1 year	0	0.0 %	0	0.0 %
Amounts payable ≤ 1 year	197,401,379	89.0 %	203,729,365	73.9 %
Deferred charges and accrued income	735,445	0.3 %	1,007,943	0.4 %
<b>Total liabilities</b>	<b>221,899,107</b>	<b>100 %</b>	<b>275,840,595</b>	<b>100 %</b>

## Income statement

	<b>31/12/2024</b>	<b>31/12/2023</b>
<b>Operating revenue</b>	<b>357,089,576</b>	<b>335,234,637</b>
Turnover	329,159,608	310,873,740
Other sales and activities	26,533,347	23,176,740
Non-recurring operating revenue	1,396,622	1,184,157
<b>Operating costs</b>	<b>363,720,256</b>	<b>339,017,240</b>
Purchases	46,728,614	59,486,994
Miscellaneous goods and services	229,830,513	203,637,145
Staff costs	80,167,734	72,994,874
Depreciation	3,075,469	2,592,417
Depreciation current assets		
Provisions for risks and charges	1,540,565	-1,401,589
Other operating costs	2,297,692	1,610,672
Non-recurring operating expenses	79,668	96,727
<b>Operating result</b>	<b>-6,630,680</b>	<b>-3,782,604</b>
Financial costs	-2,458,134	-2,621,993
Financial revenue	8,786,792	6,347,537
<b>Financial result</b>	<b>6,328,658</b>	<b>3,725,544</b>
<b>Result for the financial year before taxes</b>	<b>-302,022</b>	<b>-57,059</b>
Transfers from / to deferred income taxes		
Taxes on the result		
<b>Result for the financial year</b>	<b>-302,022</b>	<b>-57,059</b>
Transfers from / to tax-free reserves		
<b>Result for the financial year to be allocated</b>	<b>-302,022</b>	<b>-57,059</b>

## Colophon

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The Tanzanite bridge in Tanzania, one of the most iconic  
bridges in East Africa, connecting Dar es Salaam's city  
centre to the Oyster Bay neighborhood.

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