We build a sustainable world...

where women and men live under the rule of law and are free to thrive.

Enabel is the development agency of Belgium’s federal government. We implement Belgium’s international development policy.

We are a European player; we aim to enhance the impact of Belgium on international development.

As a knowledge centre we think and act in terms of strategy and policy influence for development.

Our network expertise is agile and responsive. Our sustainable development work is in line with the priorities of Belgium and the objectives of our partner countries.
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Editorial

Jean Van Wetter, Managing director

How to sum up the year 2019 of Enabel?
2019 was a year of changes and transitions: We have established a new strategy. For the first time it is a ten-year strategy; it is far more transversal and it is not based on vertical thematic sectors like health, education, governance, agriculture or infrastructure, but on Global Challenges: Peace and Security, Climate Change, Social and Economic Inequality, Migration and Urbanisation. The other main change lies in our focus on results. The whole strategy has been elaborated to better define the targeted impact and the associated indicators.

Which achievements are you most proud of?
I am proud of how this strategy has been put in place. We have broadly consulted our partners and our staff in the field. It is a co-creation result and not just something from the head office.

I am also very proud that we leave behind the North–South partition. We are now in a partnership logic and together address the Global Challenges. The ‘Beyond Aid’ concept, a key element of our new strategy, allows us to break with the idea that a rich country helps a poor country.

I also highlight our new partnership policy. We concluded more than 60 partnerships, with public institutions or private partners, allowing us to source expertise where it is, and to innovate by combining competences.

Furthermore, in 2019, we launched five new country programmes and stopped operations in South America and Asia. These changes are part of the concentration of our operations in Central and West Africa and in North Africa and the Middle East.

Which project, according to you, is symbolic for 2019?
The PALIM project nicely reflects our new strategy. It aims to train ICT workers in Morocco. Most of the 120 trainees will find work locally; some thirty trainees are prepared to work in Belgium, to fill ICT sector labour shortages in Flanders. The project addresses the ICT workforce challenge while giving a positive approach to migration. We leave behind the aid logic and adopt a partnership approach between Belgium and Morocco, with the European Union funding the initiative.

Today, which are Enabel’s domains of intervention of choice?
Historically, we have been very active in health. In the ongoing Covid-19 crisis, our experience, our expertise and our networks allowed us to quickly assist our partners. In Niger, in Benin, in DRC and in most of our partner countries, we provide support at the national level in response to Covid-19.

We have also invested in the digital domain with a view to strengthening our impact. In health, the production of reliable data allows us to improve decision-making. At the European level, we have contributed to installing the Digital for Development (D4D) hub, which aims to use European resources to support digitisation in Africa.

And, do not forget education and vocational training, which are strong
points of Enabel. For instance, we work with refugees from South Sudan in Uganda. 70% of people trained by this project have found decent work, which is a strong example of our impact strategy.

How does the role of Enabel evolve? At the European level? With its partners?
In the ten-year strategy Enabel positions as a resolutely European actor. The EU aims to ensure better coordination between the various implementing agencies. We have a role to play in the transfer of knowledge and in pooling resources at that level.

In 2020, Enabel and LuxDev, the Luxembourg cooperation agency, co-chair the Practitioners’ Network, a network that brings together EU development agencies. One of the flagship themes is climate change and sharing ideas on a Green Deal for Africa, in response to the European Green Deal.

How I would describe the year 2019 of Enabel?
We had two main initiatives in 2019. First, we have much improved our visibility with our international partners: donors, international institutions and our partners in the countries where we operate. Then, we also worked at improving the consistency of our organisation. We now have a team and clearer governance in Brussels. We now have teams and clearer governance in the partner countries. Regardless of location, many actors evolve around our organisation. It was very important to fine-tune the consistency in how we function.

How are these changes translated?
To succeed in this transformation, we asked for more autonomy, at all levels. We now operate in a less hierarchical manner and are more agile. The teams in the field are informed better and as they are more confident they can take initiatives and take on responsibilities. We have also broken out of the silos that existed between Operations, Finances etc. This forces us to work together better, to be at the service of one another. In the field, we increasingly rely on local experts and resources.

More broadly, we have deployed a strategy based on expertise. We have developed solutions to address the Global Challenges: Today, we offer services that we can replicate because we have learned from past errors and successes. The donors now better understand Enabel’s specialisms, allowing them to consult us in a more agile manner.

How is Enabel’s new partnership policy being organised?
We have three levels of partnership. The first one, which has hardly changed, regards partnerships with the governments of our partner countries. They are our principal partners; it is essential for us to maintain a really open relation with them.

The second level of partnership has much evolved. We must use Belgian public and private expertise as much as possible. Every project we implement involves a partner institution.

The third level of partnership ties us to our donors. We try to build a community surrounding Enabel and Belgian expertise at the European level. We want to be able to select our partners of choice, with a view to maximising the impact of future Belgian projects.

Enabel put in place a new Integrity Charter?
The Charter is a very broad one. It covers corruption as well as sexual violence and other forms of violence. We wanted this to be directly a part of our functioning and our organisation. It is not a pro forma document. It incorporates specific points of attention in function of the countries; it provides concrete levers of action and communication. All persons involved within Enabel, head office and field staff as well as the Board members must follow an online course on the matter. I am proud of this Charter.

How do you see the future?
We hope to become a platform. This means availing us of a meeting space at the global level with all our partners. This is not only about the Directorate-General for Development Cooperation and Humanitarian Aid or the European Union and the people who fund us, but this regards the whole of our ecosystem. What we have put in place in 2019 contributes to this. We need a global community that understands the real needs in the field and we need to remain agile.
Identity card

Experience

+20 years

Projects

150 ongoing

Volume

+236 million euros of expenditure

Enabel implements the Belgian governmental cooperation in 14 partner countries:

Benin
Burkina Faso
Burundi
DR Congo
Guinea
Mali
Morocco
Mozambique
Niger
Palestine
Rwanda
Senegal
Tanzania
Uganda

Actions in other countries:

Central African Republic
the Gambia
Guinea-Bissau
Jordan
Mauritania

Activities

Belgian governmental cooperation: 74%
Actions for other donors: 22%
Other public service activities: 4%

Breakdown of activities

Central Africa 50%
North and West Africa 32%
Europe 7%
Asia 4%
Middle East 4%
Southern Africa 2%
Latin America 1%

72% of activities are carried out in fragile situations *

*Situation in which the government and public institutions lack the means or political will to protect citizens, efficiently manage public affairs and fight poverty.
Workforce

1,507 staff

74% local staff

+45 different nationalities

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<th>Male</th>
<th>Female</th>
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<td>Brussels</td>
<td>184</td>
<td></td>
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<tr>
<td>Expatriates</td>
<td>212</td>
<td></td>
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<tr>
<td>Local staff</td>
<td>1,111</td>
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Our new gender strategy aims to improve the gender balance in our workforce.

+500

Since 2006, more than 500 young people have had their first professional experience in international cooperation through the Junior Programme.

Partnerships

+60

Enabel has signed more than 60 expertise partnerships with public services, universities, Belgian and international research centres.

Network

The Practitioners’ Network brings together 17 European development agencies. This network is the European Commission’s partner of choice for the implementation of European development projects throughout the world.

Accreditation

“Pillar assessed” by the European Commission.

Enabel is the first Belgian organisation to be accredited by the Green Climate Fund.
In Belgium

#Global citizenship education
Annoncer la Couleur and Kruit are the respective French language and Dutch language global citizenship awareness programmes that target schools in Belgium. annoncerlacouleur.be
wijzijnkruit.be

#Fair and sustainable trade
The Trade for Development Centre provides assistance to producers’ organisations in developing countries and promotes fair and sustainable trade. tdc-enabel.be

#Youths and the SDGs
Since 2006, thanks to the Junior Programme, more than 500 youths have already benefitted from a first professional experience in international cooperation. juniorprogramme.be

#Digital innovation
Wehubit is a financing facility promoting digital technologies in international cooperation. wehubit.be

In Africa and the Middle East

In 2019, Belgium signed five new governmental cooperation programmes, with:

• Benin (2019-2023 - 60 million €);
• Burkina Faso (2019-2023 - 45 million €);
• Guinea (2019-2023 - 45 million €);
• Rwanda (2019-2024 - 120 million €);
• Senegal (2019-2023 - 45 million €).

In 2019, Enabel implements 49 projects on behalf of other donors: the European Union, the Brussels Capital Region, Flanders, GIZ, AFD, Irish Aid, the Central African Forest Initiative, USAID.

With a portfolio of 50 million euros in execution in Mauritania, Enabel is the first development agency operating in the country. In 2019, Enabel opens a country office in Nouakchott.

In 2019, the European Union entrusts Enabel with a project to support the democracy process in the Central African Republic with a view of preparing presidential and legislative elections in December 2020. Enabel opens an office in Bangui.

2019 is the year that Enabel officially starts operating in Guinea-Bissau with the start in September 2019 of a European Union funded project to put education and technical and vocational education for employment back on track.
In 2019, Enabel stopped operating in Algeria, Vietnam, South Africa, Bolivia and Peru.

19 countries of operations
Five Global Challenges

The world is facing huge challenges in realising the Sustainable Development Goals by 2030. Enabel wants to contribute with its experience and expertise in five specific domains: Peace and Security, Climate Change and the Environment, Social and Economic Inequality, Urbanisation, and Human Mobility.

In our search for adapted solutions we take into account the inevitable ongoing population explosion and we strongly believe in empowering women and youths.

Finally, global citizenship education definitely belongs in our portfolio of expertise at the service of development programmes, in Belgium and abroad.

- Climate Change and the Environment: To reduce critical root causes of climate change and increase resilience.
- Social and Economic Inequality: To foster inclusive, fair, well-distributed economic development and reduce inequalities.
- Human Mobility: To develop human rights-based solutions for people on the move.
- Peace and Security: To create stable environments as a pre-condition for sustainable development.
- Urbanisation: To develop sustainable and inclusive - secondary - cities.
Climate Change and the Environment

In the face of the climate urgency, Enabel is ready to increase the resilience of countries, cities and communities.
A story of resilience

The most fragile countries are the most affected even though they have contributed the least to disrupting our ecosystems. Enabel tackles the causes of climate change and works towards increasing the resilience of countries, cities and communities. To achieve this, as a priority, infrastructure, the economy and practices must be adapted.

Sustainable agriculture and preservation of resources
Agricultural production is at the heart of the climate challenge. Agricultural practices must now urgently change and sustainable crops that are less vulnerable to climate change must be promoted. Enabel supports the transformation of field-to-market agricultural ecosystems. Forest management, landscape restoration, the reduction of greenhouse gas emissions per unit of land and the development of carbon sinks are among the instruments of choice of Enabel.

Blue gold: Towards better water management
Enabel contributes to more people having access to drinking water and productive water. The water issue is particularly impacting the most fragile populations, which are generally living in vulnerable flooding areas, with less access to drinking water. Enabel’s Integrated Water Resources Management (IWRM) contributes to addressing these major challenges.

Cities at the heart of climate change
It is estimated that, by 2030, over half of the African population will be living in urban areas. Rapid and poorly managed urbanisation puts huge pressure on infrastructure and the environment. Enabel provides its support to local authorities with a view of fostering inclusion, efficient resource management, development of the Smart City and circular economies and the resilience of cities. Enabel now focuses its support on secondary cities.

In July 2019, Enabel was the first Belgian agency to be accredited by the Green Climate Fund, qualifying Enabel to propose and implement climate projects financed by the Fund.

The most fragile countries are the most affected by climate change even though they have contributed the least to disrupting our ecosystems.
Flagship projects

Topping-up ongoing climate initiatives in the most vulnerable regions

The objective of this project that runs from 2017 to 2020 is to strengthen existing actions in vulnerable regions. They complement (‘top-up’ principle) ongoing actions of the Belgian governmental cooperation implemented by Enabel. Four projects are being realised:

- The installation of solar panels on the roofs of fifty schools in Palestine covering the schools’ power needs.
- The rehabilitation of five hundred hectares of small productive forest plantations and the reforestation and conservation of the biosphere on two thousand hectares in Rwanda.
- The installation of low-energy cooking facilities, of solar water heating systems, of biogas systems and of brick manufacturing workshops in vocational education centres in Uganda.
- The installation of five solar-powered desalination and drinking water supply systems in the Gaza Province of Mozambique.

Impact

7,000

In Mozambique, the first batteryless solar-powered water desalination plants in Africa provide access to drinking water to more than 7,000 people in remote areas of the country. These plants are exploited by a local private business employing 15 staff.
Inclusive secondary cities in Rwanda

In Rwanda, the work of Enabel in secondary cities focuses on developing synergies between initiatives from the private and the public sector.

The Belgian-Rwandan programme (2019-2023) is building economic infrastructure (such as handicraft and horticulture centres, markets, secondary connecting roads, drainage systems) as a lever for the economic development of the cities of Rubavu, Musanze and Rwamagana. It promotes complementarity between public spaces, public economic infrastructure and value chains in the construction sector (clay and natural stones, agricultural waste, bamboo) and private investment.

In parallel, technical training is provided with a view of creating a workforce that knows how to use local materials through innovative techniques. Enabel has also supported cities in improving urban planning, elaborating investment plans and achieving sustainable economic development.

Natural resource management in Tanzania

The Kilombero and Lower Rufiji Wetland Ecosystem Management Project (KILORWEMP) helped the local authorities to implement the sustainable management policy in the wetlands ecosystem of the Kilombero and Rufiji Valley. The purpose was to foster sustainable livelihoods and more effective resources governance.

The focus of the project was on protected area management and related land conflicts, the protection of wetland habitats and ecological functions and stakeholder coordination. Enabel intervened at all levels: At the local level in wildlife, forestry and fisheries user rights management and at the policy level in reforming regulatory frameworks.
**Sustainable forests in Rwanda**

The demand for wood is strongly rising in Rwanda. At the same time, there are less and less renewable forests. Wood consumption is driven by sustained population growth and may lead to overexploited resources. The projects of Enabel target the Government of Rwanda and bring sustainable and effective solutions.

**Complex management of resources**

At the inception of the project, forest resources management in Rwanda lacked effective tools. Rwanda’s forest department was created only in 2008 and had few resources in terms of budget, personnel and management tools. The forestry legislation was incomplete and executive ministerial decrees were lacking. The forest land registry and maps were still in a draft stage. Because of the lack of policy and of a clear vision on renewable energy resources management (particularly wood as a source of energy for cooking) regulations could not be established and programmes disseminating clean and efficient energy solutions (improved stoves, briquettes, etc.) remained small-scale.

**All fronts intervention**

First, the project was limited to reforestation of degraded public forests (PAREF.be1 2009-2011) but gradually it used all tools required for managing forest resources well. This way, Rwanda could develop the main technical and policy documents whilst testing new forest management approaches in the country. Forest mapping (2012) and inventory (2014-2015), backed by the development (2016) of an analytical model for prospective wood supply and demand following different strategic scenarios, made the Forestry Ministry as well as the Energy Ministry aware of how very critical the situation was. This ‘revelation’ led to the serious review of the proposed strategies for forest management and the promotion of renewable energy and household cooking technologies.

**Encouraging results**

Now, public forests are mapped, inventoried and organised in Forest Management Units (FMUs) of 200 hectares each, and private operators can manage them (49-year concessions). The national target is to turn 80% of these forests into concessions to the private sector and thus optimise production whilst preserving their environmental function and services.

The rehabilitation of the very degraded and low-productivity private forests has become one of the priorities of the Government, which now supports a new approach that consists in consolidating private micro-forests called Private Forest Management Units (PFMUs) and grouping the smallholder owners concerned in cooperatives that are to sustainably manage these units. Very degraded forests in PFMUs of 20-50 hectares (30-10 owners) are replaced by new high-yield plantations whilst erosion control measures are taken. A simple management plan is developed and approved by local authorities and the cooperative.

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90% of wood produced in Rwanda is for household cooking

4 M tonnes
This is Rwanda’s sustainable wood production capacity

10 M tonnes
Expected production by 2026

70% of plantations in the country are private forests that are much degraded and of poor yield
In 2018, the first year, farmers were resenting a State project operating on their own land; they feared the State would grab their land. Now, after having seen the result and the very good growth of the newly planted forests, these smallholders come and ask for support of the project.
Social and Economic Inequality

In a world where inequality is on the rise, Enabel endeavours to leave no one behind.
Towards a fairer world

The fight against inequality to a large extent determines our capacity to address the challenges before us. Technological changes, climate change, urbanisation and migration must be approached from this angle. Research shows that a decrease in inequality is almost always accompanied by more sustainable growth. In this context, Enabel makes the fight for equity a major component of most of its projects.

Opportunities instead of economic inequality
Creating an environment that is conducive to Private Sector Development is essential to limiting inequality. Enabel assists local authorities in promoting the creation of decent jobs, especially for women. At the same time, deploying a social protection system remains a priority in many countries. Enabel promotes the development of broad schemes with a view to redistributing wealth.

Health, education, water, energy: fundamental rights
Fragile states in particular must develop quality public services as a priority to successfully fight inequality. The development of the education system is a fundamental structural measure in the battle against poverty. A decentralised and strong health system helps to combat lost income due to disease. Access to water greatly improves one’s quality of life and allows fragile populations to save time. To ensure access to basic services Enabel provides assistance in the installation of robust infrastructure, innovative technologies and effective policies.

Bridge the technological divide
Africa’s rural areas often stay behind in digital infrastructure. Connectivity and access to information or, for instance, banking services has become a key contributor to equal opportunities and social inclusion. Enabel is working to develop digital literacy so that the most vulnerable people can still make most of the digital revolution and its opportunities.

Strengthening sexual rights and family planning
Everyone has a right to development but, to achieve so, many social and cultural factors come into play. Population growth, gender issues and sexual violence (particularly against women and adolescents) are core challenges. Sexual and reproductive health and family planning are particularly effective responses to the institutionalisation of inequalities.

Research shows that a decrease in inequality is almost always accompanied by more sustainable growth.
Flagship projects

Develop women entrepreneurship in Guinea

This project aims to promote and empower female entrepreneurship on the Conakry-Kindia-Mamou axis. It aims to reduce the main barriers to women starting up businesses. The three main levers of action are to improve the profitability of new or existing businesses, create an environment conducive to the development of viable businesses and ensure access to quality jobs. To make real progress, the project is not only about entrepreneurship but also addresses the root causes of the problems which women face: socio-cultural burdens, power relations, social institutions and legal provisions.

Impact

An app to fight sexual violence

In many countries, sexual violence is a daily reality. This type of violence is often poorly documented; offenders are not pursued and victims are not sufficiently heard.

The mobile application of Physicians for Human Rights helps doctors to gather, save and update evidence of sexual violence. Where needed, they can transmit information to law enforcement, while respecting privacy and protecting confidential data. Enabel’s Wehubit programme supports the deployment of this digital app in the DRC.
**Bridging the digital divide in Africa**

Enabel supports more than 120 projects that use digital technology with a view to achieving the UN Sustainable Development Goals. In Mozambique, Enabel uses drones in renewable energy initiatives. The drones carry out topographical surveys to help determine top locations. In DRC, mobile payments are used at the service of access to water. In Guinea, the use of open-source software optimises waste management.

Enabel, through its Digital for Development (D4D) approach, is committed to the development of digital skills. In Morocco, Enabel works with the administration to foster the digitisation and optimisation of public services. In Mali, civil registry digitisation is under way. In Senegal and Benin, Enabel strengthens digital skills of youths and the digital ecosystem in secondary cities and rural areas.

**Investing in health, especially sexual health**

Enable carries out health projects in nine partner countries. All of them pay particular attention to sexual and reproductive health and rights. In five of these countries, sexual violence and adolescent rights are actually at the heart of the agenda. In the other four countries, the focus is on health in cities.

In Senegal and Mauritania, the large-scale roll-out of state-funded health insurance is a major objective. Uganda, Niger and Burundi are already building on this experience to catch up and deploy their respective health financing systems. In Rwanda, Burundi and Niger, Enabel has much experience in implementing mental health policies and services at the national level, with a continuous focus on the most vulnerable.

All projects combine field experience with institutional support at national or regional level, allowing for innovation that is more sustainable. This dual approach is also applied in research-action initiatives.

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*‘Inclusion is not about coaching women only, but about coaching all vulnerable groups, like youths or people with a disability. In Palestine, we want to improve access to vocational training by working with key community people.’*

**Shari Ghyselen**

*Intervention Manager, Palestine*

Shari started her international career via Enabel’s Junior Programme
Human Mobility

‘Migration is development’, said Peter Sutherland, the United Nations Special Representative for International Migration, addressing the issue of human mobility in 2013. Enabel is convinced of the importance of human mobility and supports efforts to make migration a choice and a lever for development.
Make migration a choice

Human mobility is ambiguous. If promoted as a choice, human migration contributes to development thanks to the transfers of know-how, funds, skills and talents. If undergone, it becomes detrimental to the migrants and to the hosting communities. Enabel contributes to strengthening the first aspect, whilst reducing the effects of the other, and endeavours to make migration a safe, orderly and regular choice which serves sustainable development and the fight against poverty.

When human mobility serves development
The Global Compact for Safe, Orderly and Regular Migration and the Global Compact on Refugees are international framework for the governance of human mobility. Enabel bases itself on these documents when accompanying its partners. There are several levers of action. The engagement of the diaspora via remittances and the transfer of skills and know-how can boost the development of countries. Training local communities helps in addressing labour market needs and shortages. Support to the reintegration of people returning to their communities of origin contributes to inclusive human mobility.

Protect migrants
Migrants are at increased risk of human rights violations. Enabel is committed to support access to education, health, employment and all basic services and rights for migrants. Such protection implies both support at the individual level, with access to legal services and national education or health systems, and at the systems level, with capacity development of national and local entities to adapt to the arrival of newcomers.

Mainstream human mobility in official policies
In elaborating, implementing and evaluating its programmes, Enabel covers the various dimensions of human mobility, such as its time-bound nature, migration mapping or the reasons underlying migration choices. This way, positive effects of migration can be maximised and the costs of migration on development can be minimised. In key sectors such as agriculture, health, social protection, education and vocational training, employment, public finance, infrastructure, the environment and private sector development, Enabel is committed to supporting its partners and their institutions so that their policies cover human mobility.

Well-managed human mobility is a catalyst for inclusive social and economic development.
Flagship projects

Foster education and employment in the north of Uganda

The project implemented by Enabel wants to ensure access to education and employment for Ugandan youths and refugees in the north of Uganda. It particularly aims at having refugee communities residing in the north of Uganda involved in the national education and vocational training system.

Finally, the project aims to support the employability of community members, particularly girls and women. To do so, Enabel supports the Ugandan Ministry of Education’s emergency response plan and gives refugees as well as hosting communities the possibility to access quality education and vocational training.

Impact

70 %

Strengthening technical and vocational education and training in Uganda, also for refugees from Sudan, Congo and Burundi in camps in the north of the country. 70% of graduates found a job.
Co-build an international mobility strategy with Morocco

Enabel has put in place a partnership between the Moroccan and Belgian public and private sectors. It aims at training unemployed talents in Morocco and offering them employment opportunities in Morocco and international mobility opportunities to Belgium.

By training ICT professionals this initiative addresses specific labour market needs in both countries. The approach involves multi-party cooperation between public employment agencies and employer representatives from both countries. It also is based on cooperation with training providers based in Morocco.

More on page 39.

Create job opportunities in Senegal

This project wants to offer training and decent employment opportunities to unemployed youths in Senegal’s bassin arachidier region. It also aims to attract returnees to the countryside. By inserting young people in agricultural production and by giving them access to irrigated land the project offers concrete opportunities and a viable alternative to living in large cities, where access to formal jobs is very limited.

At the same time, the projects allows youths to be coached and supported to set up their businesses in the agri-food sectors, in partnership with international partner NGOs. It also plans to work with SMEs in these sectors in Senegal or elsewhere with a view to them hiring these youths after their training.

‘I stand up for myself more as a person than as a woman. I grew up in a family of 13 with 6 boys. I always said I would become someone in my life and not just get married at 18. I wanted to study and have a career. I now hold a Master’s degree. I am the only one in my family having one.’

Aziza Kiminyana
HR & Logistics officer, Rwanda
According to the World Bank, by 2030, at least half of the world’s poor will be living in fragile and conflict-affected settings. In all its projects Enabel is committed to people’s security, a prerequisite for development.
There can be no development in a world at war

It is obvious that to end poverty and guarantee stability the security of people must be assured first. Enabel adopts a two-pronged approach, investing in conflict prevention and crisis resilient societies on the one hand and responding to crisis situations on the other. For more than 15 years Enabel has worked in partnership with Belgium’s federal police, the judiciary, the Ministry of Defence as well as with partner country institutions to promote human security and the rule of law.

Security services reform
Feeling safe walking alone in the area where you live? In many places in the world, this ever-important feeling is far from being a reality. Enabel endeavours to make this a reality through all of its projects. Therefore, the agency aims to rebuild public trust in public security services.

For really fair justice
Enabel is committed to putting in place a reliable judicial system that responds to people’s needs, including those of the most vulnerable (women and youth). Enabel measures success by means of tangible indicators such as the share of victims who report crime to competent authorities.

Citizenship and participation
Having a legal identity is crucial to lead a good life and it is a key contributor to a balanced relation between citizens and authorities. Enabel aims at improving access to citizenship, especially by modernising the civil registries. Other levers in this matter are the promotion of citizen participation, the inclusion of women and the fight against corruption.

Gender-based violence
Enabel has developed expertise in gender issues and gender-based violence, including prevention and support to victims (medical and legal aid, psycho-social support, socio-economic reintegration).

By 2030, at least half of the world’s poor will be living in fragile and conflict-affected settings.
Flagship projects

Support to the civil registration in Mali

Civil registration is a sovereign duty, including the granting of citizenship and the rights derived from it, and allows a state to develop policies that suit its population’s needs.

A civil status system affects the state of democracy (for example by defining eligibility to vote) as well as the efficiency of public services (for example through tax-collection). The project of Enabel in Mali seeks to develop the civil registry and allow public institutions to raise awareness of stakeholders. Besides, the project plans to create a central civil status registry that is linked to a biometric database and that can be accessed by various administration entities.

Impact

End to child marriages

A campaign to ban child marriage that was carried out in six rural schools in Niger has proven to be successful. Success was achieved through a pilot project in the Dosso region equipping the schools with study spaces and school latrines and providing the schools with manuals before the intensive campaign was launched to raise awareness among the parents, community leaders and the girls themselves.
Strengthening judicial institutions

Enabel has implemented three successive projects (2008-2015) with a view to strengthening judicial institutions and ministry departments in Burundi. This regarded sector planning, setting-up statistical tools, supporting the role of the General Justice Inspectorate and the creation and strengthening of the Centre for Justice Professional Development. The Supreme Court of Burundi was also assisted in reducing case backlogs, the simplification of procedures and the building of new courts.

New measures were adopted to improve day-to-day operation in four regions, such as better archiving, scheduling of hearings and improvements to the overall criminal justice system. This led to reducing the prison population.

Port security in Western and Central Africa

The core objective of the project is to protect Central and Western African ports (Dakar, Abidjan, San Pedro, Tema, Lomé, Douala, Pointe Noire, Brazzaville) against security threats and to provide partner countries with the means to address port-related vulnerabilities.

The International Ship and Port Facility Security Code (ISPS) is the guiding framework. This code aims to increase the resilience of ships and port facilities to terrorist violence. The code also aims at close cooperation between local, national and international institutions in order to ensure better protection of maritime installations.

‘My age and gender do not matter anymore; my competences, skills and authority as a team leader do. I am responsible for my crew and my tugboat. So, I cannot be lenient. It is a physically and psychologically demanding job. The most delicate part is exercising my authority over the crew members without frustrating them.’

Pascaline Adjofogue
First woman to captain a tugboat in Benin
Urbanisation

By 2050, 70% of the world population will live in cities. Accordingly, development challenges will converge in cities. Enabel is committed to making cities, and particularly secondary cities, inclusive and sustainable.
World of cities

Cities become ever bigger and ever younger and managing them is a major challenge. Cities are very vulnerable, particularly in Africa. Deficient infrastructure, precarious housing conditions, insecurity, poor public service delivery, an informal economy and high unemployment: the risks are many. Enabel is committed to inclusive urban centres where citizens are involved in decision-making. Even though the focus is on secondary cities, Enabel fosters and promotes broader area policies and transportation networks.

Public services for all
Enabel encourages cities to build and maintain vital urban infrastructure networks, even into the urban fringes. The construction of water, sanitation, road or energy networks and the roll-out of basic services also offer learning and local employment opportunities in construction. With a view to setting up top-of-class systems, particularly in waste treatment, Enabel is an early adopter of circular economy approaches. Finally, Enabel supports cities in delivering public health for all and addressing challenges such as mental diseases and drug abuse.

Participatory city planning
Enabel assists cities in co-creating policies for city planning. Urban authorities and civil society are encouraged to collaborate and to promote women’s participation and leadership. The effective use of technology and data improves access to services and boosts entrepreneurship. Big data, citizen-centred technology and e-services are used.

Jobs for women and youths
The urban economy is boosted by enabling young people and women to develop their talents and skills and by promoting entrepreneurship. Doing so, Enabel takes into account ever-changing contexts and harnesses the potential of sectors such as the circular economy, handicrafts, construction or the digital economy.

Safe and sociable cities
Enabel contributes to shaping cities’ ability to create inclusive and safe environments for their citizens.

Like in all other projects, Enabel pays specific attention to young people, women and vulnerable groups. Gender-based violence and sexual rights are particularly addressed by teaming up with schools, the police and the judicial authorities.

According to the United Nations, by 2050, 70% of the world population will live in cities.
Flagship projects

Improved waste management in Guinea

Every single day, 1,200 tons of waste is produced in Guinea’s capital Conakry (3 million inhabitants) and 80 tons in the secondary city of Kindia (200,000 inhabitants). Door-to-door waste collection is ineffective and most of the waste is dumped illegally in uncontrolled landfills, drainage networks or out in the open. In both cities Enabel supports public authorities in designing urban waste master plans. The project focuses on improving the collection of household waste to bring it to arranged collection points where it can partly recycled. It also supports the cities in engaging with the private sector and promotes waste sorting among citizens.

Impact

Health goes digital

With the support of the Belgian Development Cooperation, the management of buildings, equipment and investments of the Ministry of Public Health of Burundi has been digitised in the Kirundo and Muramvya provinces. Since, no less than 3,200 health service pieces of equipment and buildings have been inventoried as well as 1,400 maintenance plans and 3,500 maintenance operations. The Government of Burundi decides in 2019 to roll out the digitisation of services to the other sixteen provinces of the country.

This is an important step in the implementation of the 2019-2025 National Health Development Plan of Burundi, which heavily depends on digital services.
Urban regeneration and land development in Palestine

In Palestine, many valuable urban and rural cultural and historic heritage sites are deteriorating and abandoned. Also social relations are jeopardised by the growing fragmentation of the area. Enabel supported authorities in the regeneration of historic centres in twelve Palestinian municipalities. The project aimed at linking heritage aspects to local social and economic dynamics. Local authorities were supported in their regeneration efforts, to enhance urban planning and technical service delivery. Reviving community life and reconnecting people also contributed to revalorise the Palestinian identity.

Adolescent health in urban settings (DR Congo)

With support from Enabel, the Alwaleed Health Centre in Kisangani is developing a One-Stop-Centre model for integrated support to sexual violence survivors. Action-research allowed the project to adapt medico-legal aid, psychosocial support and socio-economic reintegration to suit the response to specific categories of sexual violence. As a result of this multi-sectoral and strong community-based approach, the number of cases processed by the Centre increased from 28 to 56 per month. The large majority of the Centre’s attendants are adolescent girls from 10 to 18 years old. The second phase of the project will focus on sexual and reproductive health and respond to the particular challenges that each adolescent age group is facing.
A path to global citizenship

The world is increasingly interconnected and global issues and challenges by definition cross borders. To address these challenges, we make sure that the inhabitants of our planet become aware of their crucial role as citizens of the world or global citizens.

This is why global citizenship education should be part and parcel of all sustainable development initiatives.

This is explicitly stated in the 2030 Agenda for Sustainable Development: 'By 2030, ensure that all learners acquire knowledge and skills needed to promote sustainable development, including among others through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship, and appreciation of cultural diversity and of culture’s contribution to sustainable development.'

Global citizenship education stimulates global awareness: a sense of belonging to a shared humanity, understanding the complexity of the global challenges and the complex interdependencies they underlie. On the other hand, it promotes civic skills: the ability to form an informed and substantiated opinion, to argue, to debate.

Together, these two dimensions enable individuals and communities to build a more inclusive, sustainable and just world.

The Maastricht Declaration (2002) defines global citizenship education as education that opens people’s eyes and minds to the realities of the world, and awakens them to bring about a world of greater justice, equity and human rights for all.

How to implement it?
Global citizenship education can take many forms, such as workshops, debates, intercultural exchange programmes, mobilisation campaigns or training. It is practiced in different places, such as schools and
places of learning in general, but also through youth movements, businesses or development cooperation initiatives. By fostering people’s adherence, mobilisation and action towards more justice and solidarity, global citizenship education becomes a key aspect of international cooperation towards achieving the Sustainable Development Goals.

A pillar of international cooperation
Global citizenship education is essential to international cooperation for two reasons: It covers all global challenges and it is, in line with the Sustainable Development Goals, relevant and applicable everywhere.

It is helpful in boosting the results of international cooperation. For example, climate change programmes benefit greatly from the backing and involvement of people, who can become aware of climate challenges through global citizenship education. Programmes assisting human mobility are facilitated when citizens understand the reasons why men and women migrate. Programmes that tackle inequality are supported when citizens understand the structural mechanisms behind inequality and how they can be addressed.

With its Annoncer la Couleur and Kruit (Kleur Bekennen) programmes Enabel has more than twenty years of experience in global citizenship education in Belgium. The three main axes of activity, all of which aim to sustainably embed the approach in education in Belgium, are: policy dialogue, the strengthening and innovation of teaching practices and the deployment of a centre of expertise aiming at sharing, producing and disseminating knowledge.

Enabel, like a growing number of countries, public administrations and social organisations, is absolutely convinced of the need of global citizenship education in achieving the Sustainable Development Goals and therefore incorporates it as much as possible in its portfolio of expertise at the service of its development programmes, in Belgium and abroad.

To address the global challenges we must make sure that the inhabitants of our planet become aware of their crucial role as global citizens.
Vision 2030

Enabel intervenes in a changing context. Considering its new Management Contract with the Belgian State, the Belgian development agency decided to develop its new long-term strategy in 2019.

This ‘Enabel 2030‘ strategy uses the same time horizon as the Sustainable Development Goals, which constitute the international framework in which the Belgian development cooperation policy is embedded. It is elaborated with the involvement of all Enabel players, at all levels of the organisation, including its Board of Directors. In 2019, several key results were attained.

Our DNA

In a first stage, this exercise led to an updated analysis of key trends in our environment and a clarification of our DNA:

- **Partnerships**: We foster partnerships that are based on trust and involvement for better public governance.
- **Co-creation**: We aim to co-create customised flexible solutions that are adapted to the local context.
- **Proximity**: We are present at central, intermediary and operational level in complex and fragile environments.
- **Expertise**: We source the most appropriate expertise, building alliances with Belgian public institutions.
Our ambitions

This subsequently helped us clarify the choice of our ambitions with a horizon set at 2030:

1. Key partner of Belgian Government and hub for Belgian expertise
2. Preferred Partner to enable systemic changes
3. Double Volume, Triple Impact
4. Specific area of expertise and targeted geographic coverage
5. Beyond Aid
6. Role Model and cradle of entrepreneurship and innovation

Our solutions

Finally, we proceeded to an update of our solutions catalogue on which we want to focus the support to our partner countries and the development of our expertise, whilst taking into account the current main global development challenges.

- Peace and Security
- Climate Change and the Environment
- Social and Economic Inequality
- Human Mobility
- Urbanisation
- Global Citizenship
Enabel has contracted more than 60 Belgian and international partners with a view to mobilising their expertise for the development agency’s activities. The partnerships with public entities, universities, research centres and centres of excellence cover such diverse domains as justice, policing, port security, vocational training, social security, the environment, human rights, health, water, climate change or e-governance.

Partnerships for sourcing the most suitable expertise

The partnerships are especially interesting for supporting interventions that aim to strengthen partner country public entities. Through exchanges with peers, civil servants can question and enrich their own practices by testing them in other situations in the broader context of a development cooperation initiative. Such peer work may also be sustained over time and help establish networks that extends beyond the initiative. Finally, many public entities do have unique competencies which are hard to find on the market.

In the coming months and years, Enabel aims to further broaden its expertise network and consolidate its development broker role.

Minazola Miantuadi
International projects officer The Walloon Water Company (SWDE)

‘We are proud to offer our water sector experience and to back up our fellow experts in the partner countries of the Belgian governmental cooperation. For our own experts, the situation in Africa, which is different from ours, makes such exchanges very enriching.’

Bénédicte Wilders
Strategy advisor to the general management of hub.brussels

‘In our foreign trade policy, corporate social responsibility plays an increasingly important role. Working with Enabel allows hub.brussels to strengthen this approach and its partnerships in sizeable markets, like Morocco, for Brussels businesses.’

Edouard Jourdain
Manager Port Project - Port of Antwerp International

‘The Port of Antwerp is tasked with managing the Port of Cotonou to modernise the Port and make it competitive. One aspect is capacity development of local personnel, which is where we work with Enabel. There is much trust between our people and Enabel.’
Concerted efforts for talent mobility

PALIM is a pilot project of Enabel in a partnership with Moroccan and Belgian employment and training instances. The project aims to test an innovative talent mobility approach linking Morocco’s growing ICT sector with Flanders’ qualified ICT workers shortages.

Addressing the needs of each country
The existing fast-changing international labour market fails to match the need for talents with available talents. The supply and demand of different regions of the world can be addressed by developing concerted mobility approaches in which countries and public and private sector actors are partners.

A multi-partner project
PALIM is implemented and coordinated by Enabel, in partnership with the Flemish employment and vocational training service (VDAB), the Moroccan National Agency for the Promotion of Employment and Competences (ANAPEC), the Flemish employers federations (VOKA), the General Confederation of Enterprises of Morocco (CGEM), the Belgian Federation for the Technology Industry (AGORIA), the Moroccan Federation of Information Technology, Telecommunications and Offshoring (APEBI) and the Belgian Federal Agency for the Reception of Asylum Seekers (Fedasil).

The approach of PALIM
The PALIM project follows the Global Skills Partnership model, which is based on the assumption that labour mobility can only benefit the parties when talents are able to find a qualified job both in their country of origin and in the country of destination.

Some 10,000 Moroccan job-seekers responded to a call launched by ANAPEC. 120 of them were selected following online tests and interviews by the Belgian and Moroccan project partners. The group of talents originates from all parts of Morocco. 18% of participants are women. At the end of 2019 they started a six-month ICT course which was completely dispensed in Morocco. The course aimed at Java developer skills, which are in demand in both countries. The course also covered soft skills, English and information on life in Belgium. This is to boost the employability of participants in Belgium as well as Morocco.

Two thirds of the talents are coached to subsequently find employment in Morocco, whereas one third is prepared for work in Flanders. The first Moroccan IT workers are scheduled to start in Flanders in the second half of 2020.

Through the project VDAB and ANAPEC learned to work together.

Furthermore, a transversal academic research component is incorporated into the project through a partnership with the University of Ghent and UCLouvain. The research-action allows the project and its partners to better understand labour migration mechanisms and challenges.

A budget of 1.5 million euros is earmarked for the project, which runs from 1 March 2019 until the beginning of 2021. PALIM is one of the regular migration pilot projects financed via the EU-funded Mobility Partnership Facility, which is managed by the International Centre for Migration Policy Development (ICMPD). This model can later be duplicated in other labour market segments and in other countries. A new project involving Morocco, Tunisia and Belgium is actually due to start at the end of 2020.

The world is changing and cross-border solutions help to match workforce demand with talent resources. This pilot will contribute to our reflection on the relations between development and human mobility, whilst both Morocco and Belgium benefit from the initiative.
Organisation

Public-law company
Enabel is a public-law company with social purposes, established by the Law of 16 November 2017. The Belgian State, represented in the General Meeting by the Minister of Development Cooperation or his or her delegate, is the sole shareholder.

Enabel implements Belgium’s governmental cooperation policy. The agency actively explores assignments and funding opportunities offered by third party donors in view of assisting and strengthening Belgium’s foreign policy. Enabel can also carry out and coordinate international cooperation initiatives of Belgian federal instances. Thus, Enabel is the interface between Belgium’s federal public instances and Belgian or foreign donors for international development interventions, especially in low and middle-income countries.

Management bodies

General Meeting
The Minister, or his or her replacement, represents the federal state at the General Meeting. In 2019, the General Meeting was held on 17 June.

Board of Directors
The Board of Directors is composed of members who have acquired proven and useful expertise in international development and development cooperation and, where possible, business management. The members of the Board of Directors are appointed for a renewable four-year term. In 2019, the Board of Directors convened 11 times. In 2019, two members resigned from the Board of Directors in view of exercising a mandate that is incompatible with the mandate of a Board member. Current composition: Hannelore Beerlandt (Chair), Xavier De Cuyper, Brigitte Boone, Nadia Molenaers, Martine Van Dooren, Chris Verhaegen, Alain Coheur, Guido Gryseels, Olivier Lanotte, Dirk Rochtus.

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

Management Committee
On the recommendation of the Managing director the Board of Directors appoints by an absolute majority the members of the Management Committee for a renewable six-year term. Current composition: Jean Van Wetter (Managing director), Martine Brisse (HR director), Sven Huyssen (Operations director), Danny Verspreet (Finances & IT director), Liana Hoornweg (Sectoral and Thematic Expertise director). In 2019, the Management Committee convened 19 times.

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

Integrity
Every day, we must gain the trust of our donors, our partner countries and the people for whom we work. Trust is not just a matter of words but is gained at all times by irreproachable behaviour, by respecting rules of behaviour and by professional due care. The values that underlie our actions are respect, integrity, engagement and responsibility.

Enabel’s Code of Conduct is the cornerstone of our engagement. It incites all staff members of Enabel to behave in an ethical and responsible way everywhere in the world, even if circumstances are difficult. Moreover, communicating and promoting this Code with, in particular, our partners and suppliers, clearly expresses the values that underlie our relations.

All Belgian development cooperation sector actors, including Enabel, signed an Integrity Charter in 2018, in which they engage to reduce the risk of integrity violations and to treat incidents in an appropriate manner.
Finance

Balance sheet

<table>
<thead>
<tr>
<th>Assets</th>
<th>31/12/2019</th>
<th>%</th>
<th>31/12/2018</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets</td>
<td>837,347</td>
<td>0.4%</td>
<td>982,567</td>
<td>0.6%</td>
</tr>
<tr>
<td>Amounts receivable &gt; 1 year</td>
<td>30,289,416</td>
<td>13.2%</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sub-total</td>
<td>31,126,763</td>
<td>13.6%</td>
<td>982,567</td>
<td>0.6%</td>
</tr>
<tr>
<td>Amounts receivable ≤ 1 year</td>
<td>23,284,753</td>
<td>10.2%</td>
<td>66,860,212</td>
<td>40.8%</td>
</tr>
<tr>
<td>Investments</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Cash assets</td>
<td>150,378,812</td>
<td>65.6%</td>
<td>84,027,337</td>
<td>51.28%</td>
</tr>
<tr>
<td>Deferred charges and accrued income</td>
<td>24,611,694</td>
<td>10.7%</td>
<td>12,005,706</td>
<td>7.33%</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>229,402,023</td>
<td>100%</td>
<td>163,875,822</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>31/12/2019</th>
<th>%</th>
<th>31/12/2018</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity</td>
<td>20,245,349</td>
<td>8.8%</td>
<td>20,186,147</td>
<td>12.32%</td>
</tr>
<tr>
<td>Provisions and deferred income taxes &gt; 1 year</td>
<td>1,971,019</td>
<td>0.9%</td>
<td>2,047,791</td>
<td>1.25%</td>
</tr>
<tr>
<td>Sub-total</td>
<td>22,216,369</td>
<td>9.7%</td>
<td>22,233,938</td>
<td>13.57%</td>
</tr>
</tbody>
</table>
| Amounts payable > 1 year | 30,289,416 | 13.2%| 0| 0%
| Provisions and deferred income taxes ≤ 1 year | 0 | 0.0%| 0| 0%
| Amounts payable ≤ 1 year | 172,587,105 | 75.2%| 139,854,150| 85.34%|
| Deferred charges and accrued income | 4,309,133 | 1.9%| 1,787,734| 1.09%|
| **Total liabilities** | 229,402,023| 100%| 163,875,822| 100%|

Income statement

<table>
<thead>
<tr>
<th></th>
<th>31/12/2019</th>
<th>31/12/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenue</td>
<td>236,636,949</td>
<td>227,317,338</td>
</tr>
<tr>
<td>Turnover</td>
<td>213,720,197</td>
<td>203,706,198</td>
</tr>
<tr>
<td>Other sales and activities</td>
<td>22,774,609</td>
<td>23,592,032</td>
</tr>
<tr>
<td>Non-recurring operating revenue</td>
<td>142,143</td>
<td>19,108</td>
</tr>
<tr>
<td><strong>Operating costs</strong></td>
<td>235,904,702</td>
<td>226,742,906</td>
</tr>
<tr>
<td>Purchases</td>
<td>13,564,372</td>
<td>37,592,604</td>
</tr>
<tr>
<td>Miscellaneous goods and services</td>
<td>170,426,714</td>
<td>136,781,450</td>
</tr>
<tr>
<td>Staff costs</td>
<td>49,372,451</td>
<td>50,854,519</td>
</tr>
<tr>
<td>Depreciation</td>
<td>2,501,968</td>
<td>2,047,791</td>
</tr>
<tr>
<td>Depreciation current assets</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Provisions for risks and charges</td>
<td>-76,771</td>
<td>-255,496</td>
</tr>
<tr>
<td>Other operating costs</td>
<td>103,461</td>
<td>1,501,729</td>
</tr>
<tr>
<td>Non-recurring operating expenses</td>
<td>12,507</td>
<td>7,972</td>
</tr>
<tr>
<td><strong>Operating result</strong></td>
<td>732,247</td>
<td>574,432</td>
</tr>
<tr>
<td>Financial costs</td>
<td>-1,139,624</td>
<td>-615,440</td>
</tr>
<tr>
<td>Financial revenue</td>
<td>466,579</td>
<td>435,317</td>
</tr>
<tr>
<td><strong>Financial result</strong></td>
<td>-673,045</td>
<td>-180,122</td>
</tr>
<tr>
<td>Result for the financial year before taxes</td>
<td>59,202</td>
<td>394,310</td>
</tr>
<tr>
<td>Transfers from / to deferred income taxes</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Taxes on the result</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Result for the financial year</strong></td>
<td>59,202</td>
<td>394,310</td>
</tr>
<tr>
<td>Transfers from / to tax-free reserves</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Result for the financial year to be allocated</strong></td>
<td>59,202</td>
<td>394,310</td>
</tr>
</tbody>
</table>
20 years

On 3 April 2019, Enabel celebrated its 20th anniversary in Brussels in the presence of Her Majesty Queen Mathilde. Belgian and international experts debated the future of international cooperation and discussed the following question: ‘How can we still be relevant in twenty years?’

From left to right: Rakesh Rajani, Irène Khan, Gerald Abila, Melinda Bohannon, Jean Van Wetter, HM Queen Mathilde, Alexander De Croo, Hannelore Beerlandt, Olivier De Schutter, Dr. Jean-Paul Kimonyo, Christine Kirunga Tashobya, Jean-Baptiste Richardier.

Colophon

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Responsible editor:
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Formatting and layout: Enabel
Copywriting: Sango.be
Cover photo: © Enabel - Kristof Vadino

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Published in French, Dutch and English.

June 2020