

Enabel 



#Act for impact

Strategy Position 2030

ACT FOR IMPACT

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Enabel new strategy for the coming decade.

We are going through a period of **transition in international development**. The Covid-19 crisis showed that our new approach, based on a joint response with our partners to the Global Challenges is more relevant than ever.

We have determined our ambition and the areas in which **Enabel is of added value**, which brought us to **positioning on 5 Global Challenges**:

- Peace and Security,
- Climate change,
- Social & economic inequality,
- Human mobility,
- Urbanisation.

We also have emphasised the need to remain an active actor in global citizenship education and information.

The document before you presents **our solutions** for each of the 5 challenges selected and the results we want to achieve. It describes **how we operate**, how we structure our expertise, what our implementation tools are, and what our partnership strategy is and the **impact we want to have**.

This document is intended to **serve as a compass** and reference in the development of our programmes, but is also **to evolve** and will be adapted in accordance with our evolving intervention contexts.

1. Our raison d'être and our DNA

Vision

We build a sustainable world where women and men live under the rule of law and are free to thrive.

We are a European player enhancing the impact of Belgium in international development.

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

We can quickly mobilise expertise through our networks to implement sustainable development initiatives which are in line with the priorities of Belgium and the objectives of our partner countries.

Mission

Enabel is the development agency of Belgium's federal government; Enabel implements Belgium's international development policy.

Under the 2030 Agenda for Sustainable Development, we carry out public service assignments in Belgium and abroad.

We provide customised expertise, including Belgian public expertise, we promote the involvement of all and we pursue top-level partnerships.

Enabel enhances the impact of Belgium in international development by carrying out assignments for Belgian and international third-party donors.

Values

Engagement

We are dedicated and determined when achieving our individual tasks, as well as when we contribute to the achievement of the tasks of our organisation.

Respect

We recognise the identity and dignity of each individual; we genuinely appreciate diversity and respect the know-how, work and ideas of our partners, donors and colleagues.

Sense of responsibility

We are fully aware of our social responsibility and want to contribute to eliminating poverty and to building a fair world.

Integrity

In everything we do, at all levels and without any personal advantage, we guarantee dignity, trustworthiness, sincerity and honesty.

Our DNA

Beyond our vision, our mission and our values recalled above, our new 2030 Strategy was built on the basis of **our DNA** and **our key strengths that over time have forged our legitimacy with our various partners**. We have identified 4 key strengths that we want to maintain at the heart of our specificity and the fulfilment of our mission for the future:

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.

2. Our institutional framework

Law establishing Enabel

- Enabel is the **development agency of the federal State**. Its social purpose is to **promote international sustainable development** through development cooperation interventions.
- Enabel **implements the Belgian governmental cooperation policy** by carrying out **public service duties**.
- The Minister may also call upon Enabel to **implement interventions regarding society-building, training and awareness-raising, the promotion of fair and sustainable trade and entrepreneurship, Digital for Development, innovative financing instruments**, or other important areas with a view to achieving the SDGs.
- Enabel **strengthens the impact of Belgium in international development** (..) through **assignments for third-party donors** provided these are compatible with the objectives of the Belgian Development Cooperation policy (Law of 19/03/2013) and do not compromise the quality of execution of the above-mentioned public service duties and respect the legal provisions regarding competition.
- A **Junior Programme** of Belgian Development Cooperation may be realised. Where applicable, Enabel is to organise the Programme and to affect personnel participating in the Programme.

The Management Contract between the Belgian State and Enabel (2018-2021)

- Enabel's **11 principles of action** are:
 - Results-based Management
 - Controlled risk appetite
 - Innovation
 - Efficiency in terms of costs
 - Partnership in the broad sense
 - Ownership by local actors
 - Adaptation to the local context
 - Transparency
 - Integrity
 - Networking
 - Learning

Principal policy orientations of Belgium for Development Aid

- The Belgian Development Cooperation:
 - has **sustainable human development as its general objective** and undertakes, to achieve this objective, actions that contribute to sustainable and inclusive economic growth with a view to improving the population's living conditions in developing countries and to their social and economic development, in order to eradicate poverty, exclusion and inequality.
 - aims also at **capacity development of partners** in the matter of development **at all levels**.
 - contributes to the general objective of development and **consolidation of democracy and the rule of law**, including good governance, as well as the objective of **respect of human dignity, of all dimensions of human rights and of fundamental freedoms**, with attention to the fight against all forms of discrimination.
 - **also promotes inclusive, equitable and sustainable economic growth**, with priority to local entrepreneurship, social economy and the ILO Decent Work Agenda¹.

¹ And aims to: 1° Finance social-economic programmes destined to improve the investment climate to strengthen local productive capacities of developing countries; 2° Support local private sector development, particularly by granting credits, capacity development of small and medium-sized enterprises and micro entrepreneurs and by taking shares in local enterprises; 3° Promote fair and sustainable trade; and 4° Promote participation of enterprises to international trade at favourable conditions for their development.

3. Our environment

Challenges at a global scale that require us to adapt our proposal of solutions

- Since 2016, the **SDGs have adopted much broader ambitions**; development cooperation must address **common global challenges** that affect all countries, creating an imperative for mutual benefit.
- These major global challenges at present can be summed up through the analysis of **5 major global developments**:
 - Rapid population growth
 - Climate change that could seriously undermine the gains
 - Growing inequalities
 - Increased people mobility
 - Increasing urbanisation.

More fragile contexts that require specific approaches

- By 2030, more than 2.3 billion people, or 27% of the world's population, will live in fragile environments, including under threat of conflict, forced displacement, pandemics, violent extremism, famine or natural disasters (OECD 2018).
- **Many of the countries where the Belgian Development Cooperation intervenes are characterised by fragility**:
- Of the 14 Belgian governmental cooperation partner countries, there are 12 in the least developed countries category and **8 are fragile states**.
- Intervention in fragile states requires **specific approaches** to be deployed.

A stated desire to move towards a more comprehensive development policy and action

- The current trend in most DAC countries shows a strong desire for closer **integration of Foreign Affairs priorities into development assistance**.
- This is combined with the ambition **to improve policy coherence for development** (particularly on economic, international trade, migration, defence and environmental aspects).
- In addition, a **comprehensive approach** has been put in place to increase consistency and effectiveness of Belgium's Foreign Affairs policy. A strategic note on the subject was validated by the Council of Ministers on 20 July 2017 to bring together the various federal departments operating on the same Foreign Affairs policy theme, which can also be subscribed by federal authorities as well as other public or private organisations.²
- There is also a desire to create **closer links between development cooperation and economic cooperation**, in win-win mechanisms for recipient and donor countries. Private sector investment in development is seen at the Belgian, European and international level as an important lever that is still undervalued.
- Moreover, **the number and diversity of actors involved in development is multiplying**, offering as many opportunities to combine the strengths and expertise of each but requiring important coordination efforts to avoid disjointed actions.

² Idem

Funding under pressure and increased competition that creates a demand for results, efficiency and increasing visibility

- **Belgium's development aid, on the other hand, fell sharply** to only 0.44% of GDP for 2018³. As a result, Belgian assistance has reached a historically low level⁴.
- **New aid funding players are emerging:**
 - New aid-funding countries are gaining prominence, such as Turkey, the United Arab Emirates, China, Brazil and Mexico.
 - Funding from private philanthropic foundations, although still modest in volume, is increasing (approximately 8 billion USD in 2018 with the Gates Foundation representing 49% of philanthropic funds).
 - In 2015, private sector funds (at 27 billion USD) were still modest (and constituted for 44% of guarantees); 77% of private sector funds go towards middle-income countries.

4. Our 2030 Ambitions

Because of the fundamental changes in our environment and in accordance with our DNA, we have agreed to retain 6 ambitions which we want to pursue until 2030.



Key partner of the Belgian government and Belgian expertise hub

Enabel is the **key partner of the Belgian government** in implementing its international development policy. As an important actor in Belgium's Foreign Affairs policy, Enabel plays an active role in the integration of various **Belgian instruments**.

Enabel assumes the role of **Belgian expertise hub** in promoting and achieving the Sustainable Development Goals.

We actively **contribute to raising public awareness and to elaborating policies**, at the Belgian as well as the international level.

³ Representing just over USD 2 billion, of which 20% is in programmable country aid, 37.3% in contributions to the central budget of multilateral organisations and 16.7% to specific organisations.

⁴ Belgium thus moved from 6th to 9th place among the major donor countries between 2010 and 2018 in relative terms and from 13th to 16th place in absolute terms. It is now below the average of European donors (which stands at 0.47%).

Preferred partner to enable systemic change

The **distinct approach** adopted by Enabel makes it a preferred partner of partner country governments, institutions and civil society. Enabel's comparative advantages lie in its flexibility, its neutrality, its network, its local expertise, its human-centred impact, its innovation and its capacity to **bridge the gap between actions at the local level, the national level and the international level**.

As a bilateral development agency, we **build equitable, inclusive and sustainable systems** and strengthen the **capacity of the state and civil society to improve governance and strengthen the rule of law**.

We offer **comprehensive advisory and broker services, grants and other financial means like loans** and we **create alliances** to broaden our own direct offer and better meet the needs expressed by our partners.

Double volume, triple impact

In terms of impact, size and influence, Enabel is still one of the 3 main European governmental implementing development agencies.

Through our long-term engagement and human-centred approach, we significantly **boost our development results, their sustainability and the social profit of our efforts**. We improve our efficiency and, through a continuous learning process, the effectiveness and impact of our actions.

We are committed to continuously measuring and analysing our impacts and to communicating about them and about our learning in a transparent manner.

Thanks to the results obtained and the proven impact and in view of reaching a required critical mass **our portfolio has progressively expanded to reach an annual 500 million euros**, of which at least 50% originates with the Belgian State, thus significantly **strengthening Belgium's contribution to international development**.

Specific domains of expertise and targeted geographical coverage

Enabel has developed **expertise that is recognised worldwide** and offers **client-oriented solutions and support** in response to the major challenges encountered in Africa, Europe and the Middle East in **5 domains**, namely:

- Peace and Security,
- Climate change,
- Social and Economic Inequality,
- Human mobility,
- Urbanisation.

We furthermore consider **demography as a transversal challenge** to be addressed.

Enabel is a good practice **beacon and reference** in these domains.

We particularly target **youths and women** and promote **inclusive standards and systems**.

In order to avoid dilution of efforts and better measure impacts our interventions **target specific countries or regions**. In fragile countries, we elaborate specific approaches with a view to attending to the **'humanitarian, development and peace' nexus**.

Beyond Aid

Enabel successfully evolved away from the traditional development aid system and the North-South paradigm to a new paradigm by:

- Pro-active searching for **new financing models** which do not solely limit to grants. Besides traditional donors, partner country governments, private businesses and large foundations are among our clients;
- Providing our partner countries access to **innovative financing instruments** that make up more than 20% of our portfolio;
- Entering into **new partnerships** with the private sector;
- Contributing to **policy dialogues** also beyond the international development agenda.

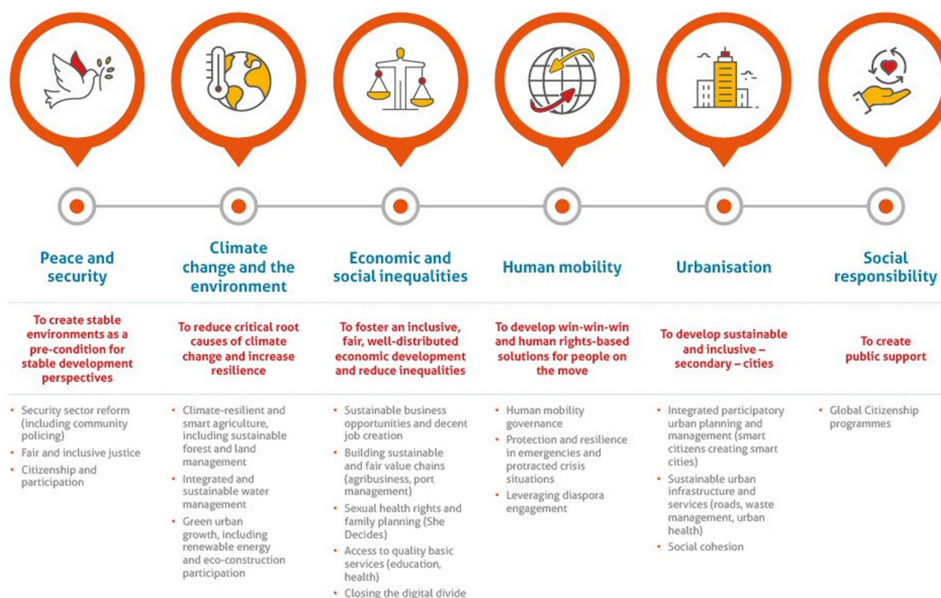
Model and cradle of entrepreneurship and innovation

Thanks to our diverse, competent, loyal, accountable and motivated international team, we are a cradle of entrepreneurship and innovation and a **modern and future-proof organisation**.

Enabel is recognised as a **model business** in terms of governance, sustainability, social responsibility, diversity and attractiveness.

5. Our solutions

Our Development Solutions



Global Challenge 1: Peace and Security

‘By 2030, at least half of the world's poor will be living in fragile and conflict-affected settings.’ As the World Bank points out, ‘fragility, conflict and violence have a clear impact on poverty, and what is striking is that the rate of extreme poverty is increasing only in fragile countries’.

Sustainable development cannot succeed without peace and security; and peace and security will be at risk without sustainable development. Agenda 2030 recognises the need to build peaceful, just and inclusive societies that provide equal access to justice and are based on respect for human rights, effective respect for the rule of law and good governance at all levels, as well as transparent, effective and accountable institutions.

Given Belgium's commitment to concentrate its development cooperation in the least developed countries and fragile states, the promotion of peaceful and open societies for sustainable development is crucial, also in the partner countries of Enabel. This kind of approach, however, requires attending to the 'humanitarian, peace and development' nexus. Enabel adopts a two-pronged approach that invests in **conflict prevention and crisis-resilient societies** and responds to crisis situations. In this context, security and justice actors and inclusive institutions play a vital role in preventing violence and protecting the people.

Enabel will work closely with Belgian public institutions, such as the Federal Police, Justice, Defence and Parliament, with a view to improving the services of institutions in partner countries and making them accountable and inclusive.

1. Justice sector reform (including community policing)

Enabel will contribute to increasing proportion of population that feel safe walking alone around the area they live (breakdown by sex) and the proportion of population satisfied with their last experience of security public services (breakdown by sex).

2. Fair and inclusive Justice

Enabel will contribute to the taking of reliable legal decisions and increasing the proportion of victims of violence (breakdown by sex) who reported their victimisation to competent authorities or other officially recognised conflict resolution mechanisms.

3. Citizenship and participation

Enabel will also contribute to improving citizenship through the strengthening of civil registration systems by increasing the proportion of children under 5 years of age whose births have been registered with a civil authority. Enabel will contribute to the **engagement and effective participation of citizens** by increasing the proportion of population who believe decision-making is inclusive and responsive, by having women participate and by emphasising the fight against corruption.

Global Challenge 2: Climate change

Nobody ignores the fact that climate change constitutes one of the most dramatic and threatening challenges and that it significantly influences the development programme and the results of development projects. Enabel has 20 years of experience and expertise in mainstreaming environmental aspects in its actions, bringing solutions in the face of climate change. Recently, increasing attention has been given to mainstreaming adaptation and mitigation measures in the actions with a view to increasing effectiveness. Enabel assists partner countries in adapting to climate change effects; doing so, it fights inequalities and contributes to reducing emissions until their total suppression in 2050.

Enabel aims to **reduce critical root causes of climate change and increase resilience** of countries and communities. Three approaches will principally be promoted in Enabel portfolios and projects.

4. Climate-smart and climate-resilient agriculture, including sustainable and inclusive (i.e. gender-specific) forest and land management

Because of the visible effects of climate change and the non-sustainable use of natural resources, Enabel will contribute to **increase the proportion of land under productive and sustainable agriculture and sustainable forest management**, leading to greater CO2 absorption. Climate-smart and climate-resilient agriculture should also contribute to increasing yields per hectare.

5. Integrated and sustainable (drinking and productive) water management

Because of the strong prevalence of diseases linked to the consumption of contaminated water and the urgency to rationalise the use of rare water resources, Enabel will contribute to increasing the proportion of population using **safe drinking water services** and of acres of farm land under **integrated water resources management**.

6. Green urban growth, including attention for renewable energy and ecoconstruction

Because of the high level of pollution and waste of natural resources (such as energy) and the high level of climate change risk for the cities in our partner countries, Enabel will contribute to increase the number of cities and human settlements that adopt and implement **inclusive policies and action plans** that make rational use of resources, are adaptive to climate change and mitigate its effects and that foster resilience in the face of disasters. Enabel will also contribute to increase the proportion of local governments that adopt and implement **local disaster risk reduction strategies** in line with national disaster risk reduction strategies.

Global Challenge 3: Social & economic inequality

It is observed that the richest 1% of the world's people enjoyed twice as much growth as the poorest 50% between 1980 and 2016. Inequality is growing and it is often women and excluded groups that are hardest hit. Climate change also exacerbates inequality, considering those groups have contributed the least to climate change. At the centre of international concerns, both in Western countries and in Enabel's partner countries, inequality is seen as an important aspect of development in any country. The United Nations Sustainable Development Goals see poverty eradication (SDG 1) and inequality reduction (SDG 10) as key pillars to be achieved by 2030.

For Enabel, the Global Challenge of social and economic inequality has three dimensions that need to be addressed in a **comprehensive approach**, namely: **economic equality, social equality and access to basic services**. Enabel approaches this from a human rights perspective and promotes well-being and the ability to be and do what one values. Inequality and poverty reduction have an impact on other development results; the mitigation of social and economic inequality reduces the risk of societal tensions and conflicts, while providing more space for women's empowerment.

Enabel chooses to work on 5 solutions, the priority of which will be defined in function of the context. The objective is to **foster inclusive economic development, that is just and balanced, and to reduce the inequality gaps by taking into account gender relations and demographic challenges**. Enabel does not limit to tackling issues of equal access, but also focuses on a large-scale equality of results.

7. Sustainable business opportunities and creation of decent jobs

Because of the very high rate of (youth) unemployment and the risks this poses to society, Enabel intends to contribute to **increase the number of net decent employment** created. The emphasis here will be on **secondary cities, market demand**, economic empowerment of **youths and women**, and the **green and digital economy**. Enabel will contribute to increase the proportion of youth (aged 15–24 years) employed within 6 months after training, by sex. Enabel contributes to ensure that women fully and effectively hold managerial functions at all levels in economic sectors.

8. Creation of sustainable and fair value chains

Because of the risks and the difficulties encountered by individual entrepreneurs or business entities to benefit from stable and fair trade relation (to sell their products and obtain necessary resources), Enabel contributes to **increase the number of enterprises or individuals recently joining a specific value chain**. Enabel also contributes to increase the number of entrepreneurs, by sex and by age, **having access to adequate financial and non-financial services**. By establishing **fair partnerships in the agrofood sector**, Enabel contributes to increase the average revenue of smallholder producers.

9. Health and sexual and reproductive rights, including family planning

Because of current high fertility rates and high population growth, putting resources and access to basic services under pressure, Enabel contributes to increase the **proportion of women of reproductive age (aged 15–49 years) who use modern family planning methods**.

10. Access to quality basic (education, health and social protection) services

Because education is a preliminary condition for building a democracy and more stable society, for the reduction of population growth and the improvement of productivity of the human capital, Enabel contributes to increase the **proportion of children and young people at the end of primary and at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex**.

Because of great fragility of the human capital in the face of economic or health shocks, Enabel contributes to increase the proportion of **population covered by social protection floors/system or subscribed to sickness insurance**.

Because of the high number of maternal death during birth-giving, Enabel contributes to increase the **proportion of births attended by skilled health personnel**.

11. Bridging the digital divide

Because of the significant current digital divide and its social consequences, Enabel contributes to **increase the proportion of youth and adults with information and communications technology (ICT) skills**, by type of skill.

Global Challenge 4: Human mobility

In 2017, 250 million people (3.3% of the world's population) were displaced, i.e. residing in a country different from their country of origin, of which 40 million were forcibly displaced and 20 million were recognised as refugees by a third country (or UNHCR). In Africa, sub-regional and continental migration is much more common than migration to other parts of the world, including Europe.

This multidimensional reality is closely linked to democratic dynamics; human mobility therefore has a strong impact on the standard of living of a large number of people as well as on the (financial, democratic and social) stability of developing countries. Taking into account the impacts of human mobility means fostering social cohesion, better adapting Enabel's actions to local realities and meeting the needs of a diverse set of stakeholders and beneficiaries. Enabel aims to **develop win-win-win solutions for people on the move, for**

hosting countries and communities of origin by starting from three human rights-based solutions for people on the move.

12. Governance of mobility

In the sensitive context in which migration policies are elaborated, Enabel will support approaches that aim to create win-win-win solutions for people on the move, for countries of origin and for countries of transit/destination. Enabel will contribute to increase the number of countries that have implemented **well-managed migration policies**.

13. Protection and resilience, also in emergency and protracted crisis situations

Enabel will ensure that the partner countries dispose of solid protection systems and that protection is granted to those who need it, particularly the most vulnerable. Furthermore, because of the mass of displaced people living in unfavourable conditions and the short- and long-term impacts that this could have on their lives, Enabel will contribute to **increase the number of people in crisis situations having access to basic services** (education, health, water and sanitation, social protection) and will strengthen **the resilience capacity of these systems**.

14. Promote and use the engagement of diaspora

Because of the sizeable social, cultural and economic contributions and the expertise generated by diaspora and the significant impact this could have on the development of their communities of origin, Enabel will contribute to increase the **financial/non-financial engagement of the diaspora for the development of the country of origin**.

Global Challenge 5: Urbanisation

By 2050, two thirds of the global population will live in urban settlements. **Cities (and their hinterland) face challenges that require multidimensional and comprehensive solutions**. Improving the management of secondary cities will constitute a major challenge for Africa in coming decades. The 2030 Agenda reaffirms these principles in many goals and targets. To build sustainable cities, social and economic development challenges must be addressed as well as environmental management and urban governance issues.

Enabel aims to **support the development of inclusive, sustainable and smart cities**: Cities that offer a safe and affordable living environment for all, i.e. cities that are resilient in the face of climate change impacts and offer employment and business opportunities, particularly to youths and women, and where citizens are actors of urban development and urban life.

Enabel has built up solid experience in many subsectors of urban development and urban management. Often, the urban [f]actor in these projects was implicit, given the general focus of the Belgian Development Cooperation on rural zones. A change of mindset is required and a more urban perspective must be adopted. Enabel can rely on an existing network of public, academic and private sector expertise. Enabel will work at urbanisation with a view to developing sustainable and inclusive - secondary - cities. Three approaches will principally be promoted in Enabel portfolios and projects.

15. Comprehensive participatory urban planning and management (where smart citizens create smart cities)

Because of the very fast and significant migration to cities, where urban development is rarely planned adequately, Enabel will contribute to increase the proportion of cities with a **direct participation structure of civil society in urban planning and management** and **increase the implementation of urban and regional development plans**. Enabel will contribute to increased use of key and particularly information and communication technologies fostering the empowerment of women.

16. Adapted urban infrastructure and services, such as roads, waste management, urban health, smart cities using metadata

Because of the poor development of infrastructure and sanitation in the face of the growth and densification of cities, Enabel will contribute to increase the number of kilometres of urban **transport system** infrastructure installed and the number of tons of **solid waste** treated. Enabel will contribute to ensure access for all to adequate, safe and affordable housing and basic services, including urban health.

17. Social cohesion in cities

Because of the significant gaps existing within urban populations, Enabel will contribute to increased **participation in society, particularly of vulnerable and disadvantaged groups**.

Societal obligation: Global citizenship

To be an active development actor on behalf of Belgium implies a social responsibility encouraging the Belgian population, organisations and institutions to join forces and meet the global challenges. Enabel aims to raise awareness, deepen understanding and encourage responsibility and engagement in Belgium on development issues and the global challenges.

18. Strengthening Global Citizenship Education and awareness raising on Global Challenges in Belgium

Because of the global dimension of the current development challenges, which far exceed the obsolete North-South paradigm, and because of the need to remobilise citizens around the public goods, Enabel will contribute to better mainstreaming, at all levels, of i) global citizenship education and (ii) education for sustainable development, including climate change, gender equality and human rights, are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment.

Currently, Kleur Bekennen/Kruit and Annoncer la Couleur focus on Belgium. Where they include aspects on human mobility, violent extremism and gender, these programmes have a potential to be included in actions of Enabel.

Because of the need to contribute to coherence and improved policies, Enabel will also contribute to increased awareness, understanding and engagement of the Belgian general public on Global Challenges.

6. Our modalities

Our partnership relation with partner country authorities

1. Enabel considers the partnership a **voluntary relation** between parties with a view to achieving shared results based on a **regular, efficient, consistent and transparent dialogue**.
2. Enabel considers that the partnership's main **objective** is to achieve **better results, which are more relevant and more sustainable** than by working in isolation. Thus, the partnership dialogue must first and foremost regard **the achievement of development results** following a logic of **mutual accountability on results**.
3. The starting point of the partnership is that **the partners are equal**. Enabel pays particular attention to balancing the partnership relation and taking up a role in supporting multi-actor dynamism with a view to steering interventions well and promoting sustainable effectiveness of interventions.
4. Wherever possible, Enabel incorporates a **capacity development component in its partnership relation**, particularly in fragile situations.
5. Enabel aims to **govern interventions with its partners** at the strategy and operational levels.
6. Enabel ensures that the functioning of the partnership (which falls under Enabel) is subject of an open dialogue with the partner country and is regularly **evaluated** in the course of intervention and portfolio execution and Enabel strongly involves the partner country in these evaluations.
7. Enabel is not involved in operational management when it **entrusts** the whole of an **intervention** to a third party. The partnership is exclusively at the strategy level.
8. Enabel acknowledges that in situations of **extreme fragility** or crisis⁵ the partnership with the government of the country of intervention may be dramatically reduced, without however putting an end to interventions that are ongoing or making the start-up of new interventions impossible or definitely abandon them.
9. Likewise, when for a specific intervention **the partner's commitments**, indispensable for achieving the targeted objectives and results, do not materialise, this may lead to reconsidering the pursuit or a reorientation or termination of the intervention.

⁵ Case of Burundi from 2016 to 2020 or of the 2020 Covid-19 pandemic.

Our geographical zones

1. With Belgian financing Enabel intervenes in the following **14 partner countries**: Benin, Burkina-Faso, Burundi, DR Congo, Guinea-Conakry, Mali, Morocco, Mozambique, Niger, Palestine, Rwanda, Senegal, Tanzania and Uganda. Nevertheless, provided certain conditions are fulfilled, Enabel may implement activities **for other donors outside the partner countries**.
2. The **partner countries of the Belgian governmental cooperation remain central in our geographical focus** and we will concentrate **3/4 of our portfolio** of total third-party donorship there.
3. Extension outside partner countries of the Belgian Development Cooperation follows a logic of **strengthening our impacts on global challenges and the related thematic objectives** which we have fixed in line with the Belgian Development Cooperation objectives and the SDGs.
4. Enabel has identified a **series of criteria to be fulfilled for developing a consistent geographical approach** for carrying out assignments on behalf of **other Belgian public services and entities** or on behalf of **third-party donors**.
5. The presence in non-partner countries in which we have already developed a sizeable portfolio and delivered development results will be prioritised for **consolidation before expanding to new countries**.
6. Expanding to new additional countries will be **done progressively**. On the one hand, with a view of strengthening the impact of the Belgian Development Cooperation following a sector and thematic consistency logic and to respond to the **global cross-border development challenges** which potentially concern a whole region. On the other hand, because of the prospect of developing a cruising speed **country portfolio of minimum 30 million euros**.
7. Interventions of Enabel in non-partner countries are **organised around partner countries** under a consistent approach.
8. Enabel is interested in developing **thematic/regional portfolios⁶ with one or several partner countries**.
9. Taking into account the above criteria, the following **three regions** are our zones of concentration and of possible geographic extensions, **without however exceeding 25 countries of intervention** for all donors combined:
 - o Countries of Central and East Africa
 - o Countries of North Africa and the Near East
 - o Countries of West Africa
10. Within intervention countries Enabel will also pay attention to **adequate division of labour**, including regarding geographical coverage of services to be deployed/strengthened.

Our financing

1. Enabel endeavours to maintain and **strengthen the volumes of financing** of the Belgian State, allowing us to **enhance our impact in the global challenges and related objectives**.
2. Enabel is positioning, **in close collaboration with the FPS Foreign Affairs, Foreign Trade and Development Cooperation**, with donors interested by the priorities of the Belgian Development Cooperation and the expertise of Enabel as well as with Belgian public and private actors on the current global challenges which the priority regions of intervention of the Belgian Development Cooperation are facing.
3. As a Belgian and European actor, Enabel is more specifically and concretely positioning, beyond Belgium, with the following **priority donors** in order of importance:
 - a) The European Commission (DG DEVCO + other DGs), but also with EEAS (FPI) and European development banks;
 - b) EU Member States as well as their agencies acting as donor;
 - c) Global funds and large foundations;
 - d) Belgian regional entities: Flanders, the Brussels Capital Region and Wallonia;

Possible partnerships with foundations, private actors and other international donors can also be explored rather from an innovation and learning perspective.

⁶ This approach falls under the Enabel Law, Art. 5 §3.

4. For the financial set-up, priority is given to identifying and mobilising **complementing financial resources** (under the form of co-financing) to those of bilateral portfolios and this from the stage of elaborating such portfolios, where possible. Furthermore, Enabel also considers collaborations on behalf of third-party donors **on themes in the bilateral portfolio or on complementary themes**, which will help enhance the impact of the Belgian Development Cooperation and allow a comprehensive approach of the development challenges.
5. In terms of type of contracts, Enabel prefers **direct delegations of funds following a negotiated mutual agreement**. Enabel may in specific cases occasionally respond to competitive Calls for project proposals.
6. Enabel **does not position itself on the service delivery market** (whether competitive or not).
7. As for the critical intervention budget threshold, Enabel **favours project/programme opportunities of minimum 5 million euros and with a minimum 36-month implementation term**. Opportunities with a lower budget and/or shorter term will not be systematically discarded but analysed in a specific way (innovative nature, embedment in existing intervention, strategic interest...). More in general, Enabel endeavours to obtain contracts for projects that last 4 to 5 years in order to allow for structural change to be achieved.

Our ‘entrust to third parties’ policy

1. Enabel considers that **entrusting to third parties parts of an intervention while remaining responsible for the implementation of the intervention as a whole must be its natural mode of operation**. This essentially results from the vision of Enabel on its primary mission, which is to strengthen country of intervention public authorities in their institutional missions as well as local civil actors, while relying on the competences offered by the private sector on the local and international market and on strategic partnerships with other Belgian and international public actors.
2. **In the decision to entrust interventions or parts of an intervention to a third party**, Enabel takes into account incentive as well as dissuasive aspects.
3. **The incentive aspects are:**
 - (i) The mandate, the institutional place and intrinsic expertise of the third party compared to Enabel’s in the areas of expertise needed for achieving the objectives of the programme,
 - (ii) Capacity development and visibility of the third party,
 - (iii) The economy of scale which may result from a better division of labour and from entrusting to third parties areas of action for which they have a programme that just needs to be extended/co-financed,
 - (iv) The possibility of attracting funds in accordance with the principle of reciprocity.
4. **The dissuasive aspects are:**
 - (v) The potential inability of Enabel to follow up or influence the change process,
 - (vi) The risk of double financing,
 - (vii) An excessive cascade of management costs.
5. Enabel, which is co-piloting **change with the partner**, actively ensures that the combination of actions entrusted to various selected third-party actors and its own actions effectively contribute to achieving the change that is targeted.
6. Enabel **analyses, when designing strategies, portfolios and interventions, the opportunities** of entrusting parts of interventions to third parties **and clearly explains** in the documents related thereto⁷ **the reasons of its choices**.
7. Enabel believes that **entrusting complete interventions to third parties, unless it is a national public partner, goes against its nature and does not correspond with the primary mission of Enabel**.
8. Enabel believes that the decision of possibly entrusting the whole of an intervention to a public partner of the partner country must be made on the basis of the **results of sound recent analyses** which provide assurance that **the expected results and impacts can be achieved with limited fiduciary risk**.
9. Where Enabel entrusts the whole of an intervention to a third party, it aims **nevertheless to actively participate in the strategic steering of the intervention**.

⁷ For third-party donors other than the Belgian federal State and Articles 6 for the Belgian federal State.

Our expertise

1. Enabel prioritises its sectoral and thematic expertise **around the five global challenges and the underlying strategies**.
2. Enabel manages its sectoral and thematic experts in a **global and flexible approach**, in the perspective of making most of the expertise, mobilising the expert teams for learning and sharing, defining strategies and approaches, formulating interventions, building toolboxes with a view to sharing knowledge, innovating, providing support to interventions and programmes.
3. Enabel opts for an **open expertise strategy** considering that its expertise development and offer significantly relies on the complementarity, **interaction and co-creation between internal and external experts**. This will be worth and enriching for all areas, if designed with a **permanent partnership** in mind, consolidating **complementary expertise** and stimulating **innovation**. External expertise will come from very varied sources: consultants, public administration, private companies, NGOs, universities, research and R&D centres, start-up communities and labs, etc. **Framework agreements** will be further developed for facilitating the permanent partnerships.
4. As a matter of continuity and professionalism, we ensure **stable internal sectoral and thematic expertise cores** for our recognised areas of expertise and the strategies that constitute our approach to mitigate the five global challenges.
5. According to each specific context, Enabel will increase the proportion of **national experts**. Invest in **national expertise and (both international and national) junior experts** creates added value in terms of development of the country.
6. Enabel wants to stimulate **peer to peer sharing** and develop other **coaching opportunities within teams**.
7. Enabel valorises the **mobilisation of appropriate Belgian public expertise** in the framework of the SDG and Global Approach policy of the FPS Foreign Affairs.
8. External expertise used for mid-term and end reviews, more than only serving accountability to donors, should more strongly stimulate **learning and innovation** and stimulate the achievement of results.
9. Within the same logic, **external expertise networks such as donors, sponsors, Belgian public institutions, implementing partners and practitioners, networks, think tanks and the private sector**, will be continuously consolidated, primarily around the five global challenges and underlying strategies, as insights evolve in order to optimise the matching with the needed expertise areas and their quick mobilisation.
10. Enabel **continuously looks for new and creative ways to source expertise and create two-sided benefits**.

Our instruments

1. Portfolios, programmes and interventions can **integrate a variety of complementary instruments**:
 - a. **Grants** to actors to implement an intervention or part of interventions (Enabel remains responsible) or to finance their capacity development.
 - b. **Financial contribution to a national or multi-donors fund⁸, or under sector budget support**, after a thorough analysis of the effectiveness and efficiency of the fund/sector budget support to deliver the expected results.
 - c. **Provision of technical assistance** for reinforcing the partners' capacities and/or playing an intermediation role. For instance, connecting to international networks, getting access to international funds.
 - d. Studies fellowships allowing strategic personnel from partner countries to develop competencies required by their roles.
 - e. **Innovative financing instruments** for mobilising additional resources and/or achieving more results. In accordance with the Law and the Royal Decree, Enabel may implement an intervention using instruments such as impact obligations, outcome-based financing or conditional fees.
 - f. **Loans** for financing profitable investments, with a social and economically sustainable impact under a rights-based approach, potentially within a blending approach.

⁸ Whilst ensuring in advance that the functioning of such a multi-donor fund is not overburdening.

2. The use of such instruments is never an end in itself. They are existing means for achieving targeted development results and impacts. Where no financial transfers are involved, Enabel may also use other instruments such as Letters of Understanding or Memoranda of Understanding to lay down engagements of parties.
3. As to **grants**, Enabel wants to:
 - a. Entrust the implementation of parts of interventions to or finance actions of **fit for purpose partners**, mainly local public institutions, NGOs and social enterprises that are operating locally.
 - b. Make the use of this instrument more agile, taking into account the situation, and gradually increase the use of this instrument, both for direct grants and call for proposals, in order to increase ownership and use the partners' capacity.
 - c. Do more than just finance actions of a partner. Means may be foreseen for **capacity building of the partner institution**.
 - d. Gradually increase the share of **results-based grants** whereby the disbursement of the grant is linked to the achievement of predefined objectives.
 - e. Set up and manage **multi-donors competitive funds** (for example for financing Innovation and R&D or provide seed financing).
 - f. Use grants to improve access to finance for enterprises (e.g. capacity building or guarantee funds) but not for direct loan provision to the partner.
4. As to **financial contribution** to a national or multi-donors fund or under **sector budget support**, Enabel wants to:
 - a. **Increasingly participate in partner countries' managed collective funds when Enabel gets enough assurance** about the effectiveness, efficiency and fiduciary management of the fund. In case of a starting fund, the first financial contribution will be limited.
 - b. **Consider sector budget support** (Sector Reform Performance Contract) **when the required conditions are met**, with transparent planning and use of the national control mechanisms.
 - c. **Combine financial contributions with technical assistance** to empower the local public institution in charge of the fund in adequately managing it (strategically, operationally, financially, in terms of contracting...).
 - d. Be an **active partner in the dialogue** with donors contributing to the fund and between donors and the partner country institution in charge.
5. As to **provision of Technical Assistance**, Enabel wants to:
 - a. Propose to the Minister's approval the set-up⁹ of a **global Expertise and Consultancy Fund for the global challenges**, managed by Enabel, which can be mobilised in response to specific technical assistance requests from all partner countries – for country specific or more regional or global needs.
 - b. **Progressively set up local junior programmes**. Mobilising national junior experts will contribute to address the constraint of getting professional experience for young graduates of our partner countries.
 - c. Facilitate **twinning programmes between Belgian public administrations and public administrations in the partner countries**.
 - d. **Facilitate exchange** between administrations / organisations of **various partner countries**.
6. As to **Fellowships**, Enabel wants to allow strategic change agents in partner countries to acquire the necessary competences for their functions:
 - a. Through **locally organised curricula** or **international curricula**, if they are not locally available.
 - b. For change agents from **public and small private companies and organisations**
 - c. In **coherence** with the interventions' planned **development objectives**

⁹ On top of any funds already provided for in certain country portfolios.

7. As to **innovative financing instruments**, Enabel wants to:
 - a. Test innovative instruments (impact bonds, outcome funding, conditional cash transfers, voucher systems).
 - b. Take a leading role in the donor network on innovative financing instruments.
 - c. Make proven instruments possible for all missions of Enabel.
8. As to **loans**, Enabel wants to:
 - a. Support partner countries' **public institutions** with sufficient **reimbursement capacities**, in a more efficient and accountable manner, to achieve their objectives.
 - b. Stimulate inclusive growth and **respond to market deficiencies by providing concessional loans** to intermediate (public or private) entities that provide concessional financing to small-size economic actors.
 - c. Restrict itself to providing **concessional loans** – being loans with more advantageous conditions than standard market conditions, **that are not covered by FINEXPO or BIO's mandates**. The use of loans will be modest at the beginning and gradually extended if successful.
 - d. Provide loans that are:
 - i. **Additional** (investment would not occur in absence of the loan);
 - ii. Financing actions/investments that will **generate significant development effects** in line with development objectives set up in the portfolios;
 - iii. **Economically, socially and environmentally sustainable**;
 - e. Stimulating a blending approach.

Our contributions to sensitisation and policy support

1. For achieving its development objectives and sustainable impacts, beyond the project implementation, Enabel has to contribute **to the building of policies that are supporting those objectives**. This role is part of its mandate, whether directly at the technical level or as support to DGD and the Ministry of Foreign Affairs at political level.
2. Enabel **intervenes at different levels**:
 - a. Within the countries/regions where Enabel intervenes: through sector groups, donor coordination groups...
 - b. At Belgian level: through Enabel/DGD/FA dialogue, several multi-actor sector and thematic networks such as the Be-cause health platform, Educaid..., strategic partnerships...
 - c. At European level: through EU Practitioners' Network, EU D4D task force...
 - d. At international level: through international donors' and/or practitioners' networks
3. Enabel's technical input to policy making is situated at **2 levels**. It is based, on the one hand, on development results with beneficiaries, capitalising on experiences and achievements and **strategic lessons learned from interventions** in a certain geographical or thematic portfolio **in the field** and it is, on the other hand, linked to the **5 Global Challenges** that put these in a broader scope in line with the SDG Agenda.
4. In the partner countries, Enabel provides support to policy making through its active participation in **sector groups** or via **specific support to partner countries' institutions** in elaborating their strategic and legal framework.
5. At Belgian level, Enabel has the ambition to openly and constructively **feed policy reflection with DGD/FA** thanks to the **practical learning gained from its field experience** and varied context knowledge.
6. At European and international levels, for **contribution to policy fora**, Enabel will consult DGD on the distribution of responsibilities, the modalities of participation, the position to be jointly defended, the support to be provided to DGD, etc.
7. Enabel's participation to **think tank groups, networks, task forces and other strategic groups** will be focused based on their **strategic degree of importance** with regards to our ambitions, and with clearly specified **predefined objectives**.
8. Enabel will also more often participate to targeted **public debates** around the themes of the 5 Global Challenges with the objective of reinforcing **public sensitisation** and increase our general visibility.

9. **Education programmes** (such as Kleur Bekennen/Annoncer la Couleur/TDC/Junior Programme) are also important sensitisation and education tools which Enabel uses to showcase its expertise and raise awareness on the need for sustainable, fair and inclusive global development
10. Enabel **will strengthen its external communication** vis-à-vis the media, the political world and the general public as to be better known (our actions, values, results, innovation). The focus will be on innovation and digitisation.

Our policy in engaging the private sector for development

1. **Different types of partnerships** with private entities can exist, for example:
 - Innovation partnerships, where Enabel taps into the latest innovations of the private sector, allowing Enabel's staff to be aware of the latest technologies, products and services provided by the private sector and being able to serve the projects in our partner countries accordingly. Co-innovation between companies and beneficiaries will be a logical next step.
 - **Expertise** partnerships using the expertise of private partner personnel to assist the beneficiaries of Enabel, for a fee or free of charge (as part of a business's corporate social responsibility policy).
 - **Commercial** partnerships, creating a direct link between private (buying) companies and operators in our partner countries. This type of partnership can easily be reinforced by an expertise and/or innovation and/or financial partnership.
 - **Financial** partnerships mobilising financing opportunities for public (e.g. BIO Invest) and private investors (e.g. Kampani, impact funds, private funds, companies) for the benefit of Enabel's target groups.
 - Other types of partnerships and/or a combination of several of the above can be developed.
2. Since Enabel often operates in fragile countries, where the local private sector is mostly informal, poorly structured and/or limited to certain (urban) regions, the engagement of the private sector needs to be flexible and adapted to the local context.
3. In the creation of partnerships with the private sector, the diaspora in Belgium can play a significant role since they are an important source of financing for their home country, as well as for the creation and/or expansion of new business.
4. In order to expand its partnerships network with the (Belgian) public sector, Enabel will **sign framework agreements**.
5. **There should be no restriction** on sectors of cooperation with the private sector, whether for-profit or not, **as long as there is a common objective and the general principle of sustainable and inclusive development** as stated by Enabel and the Belgian Development Cooperation policy in general is subscribed and that the activities of Enabel aiming to address the global challenges are leveraged.
6. For each partnership with the private sector the **win-win-win principle** (beneficiaries, private company, Enabel) is checked.
7. **Out of the box thinking**, of which the (legal) feasibility at this point still has to be studied, could lead to a win/win/win framework in which the private sector, working on a large industrial project, **calls upon Enabel for its (soft) expertise**, sustaining the project and reassuring the large donors in their financing, all for the benefit of sustainable and inclusive development. These benefits can be financial but can also be translated into development outcomes.
8. Simultaneous efforts at this stage have to be made for **Enabel to be (better) known to the (Belgian) private sector**:
9. A **set of rules and conditions (Code of Conduct)** to work with the Private Sector has to be developed, stipulating not only what we can but also what we want (not) to do, mutual liabilities, etc. Enabel is willing to contribute to other Codes of Conduct that might exist within the Belgian Development Cooperation (DGD, NGOs etc.) in order to have one general framework for working with the Private Sector.

Our approach to intervening in and on fragility

1. Enabel intervenes not only **in** contexts of fragility but also acts **on fragility**. To work in and on fragility our programming cycles and our management tools must be adapted so as to allow for necessary flexibility and adaptability in the face of unpredictable situations.

Policies, processes, practices

2. We adopt specific '**fragility sensitive**' programming and intervention approaches.
3. Effective cooperation with fragile countries requires an approach that further incorporates 'Thinking and Acting Politically'. Enabel is aligned with the **Global Approach** strategy of Foreign Affairs which aims at greater coherence, synergy, complementarity and coordination between the various actors and instruments of Belgium's foreign policy.
4. Enabel's actions in Fragile States are also subject to the **human-rights based approach**, implying that our activities are guided by Human Rights standards and principles. The emphasis is on the right holders and duty bearers and their ability to claim their rights and meet their obligations regarding Human Rights.
5. Enabel recognises the complexity and **multi-dimensionality of fragility**. In line with the OECD's approach, Enabel recognises that there are 5 dimensions of fragility.
6. The **triple security/humanitarian/development nexus** is an important element in our positioning. It allows coordination of activities and building of partnerships with humanitarian and security actors at all times to collaborate on transition periods (e.g.
7. In political crisis situations, as the development agency of the Belgian State, we define our positioning in consultation and in dialogue with the Foreign Affairs department in the field and Brussels without hasty or unilateral decisions, whilst respecting the 'Do no harm' principle.
8. In fragile contexts, when working to put in place strategies to sustain our investments, we are aware and accept that the prospect of **sustainability may be uncertain**. In this case, investments with a lower probability of sustainability could still be considered, if their short-term/medium-term return on social investment would be large enough to offset this risk.
9. In line with the security and development strategy of DGD and with the mediation strategy of Foreign Affairs, Enabel invests in conflict prevention and mitigation and in mediation actions.

Tools to intervene in fragility

10. Enabel promotes tools for analysing the various dimensions of fragility, particularly by using the **risks and opportunities assessment tool FRAME** as well as **Conflict sensitive analysis and Political Economy Analysis (PEA) tools**, which are sensitive to gender or inclusiveness risks and vulnerabilities. In fragile states, **drivers of fragility** analyses guide our programming.
11. It is widely accepted that donors need to be more flexible and willing to take more risks in fragile situations. Intervening in fragile contexts may require prompt intervention ('*Act fast*'). Enabel must have a set of **specific procedures/rules in order to be able to act quickly and flexibly in fragile contexts**, while ensuring transparency and accountability.
12. Enabel pays specific attention to risk management, because intervening in fragile situations is tantamount to accepting a **greater risk of failure**. Engaging in such contexts deserves thoughtful, collective and risk-taking shared with the donor.

Partnerships for fragility

13. Enabel, the Belgian development agency, ensures to develop lasting and solid partnerships with **democratic public institutions** of our partner countries.
14. A single organisation cannot act alone to help countries reduce their FCV challenges. **Strong partnerships between humanitarian, development, security**, peace-building and private sector entities – taking advantage of their respective comparative advantages – are essential to combine short- and medium-term goals and strengthen national systems. Enabel, as a development agency, facilitates such partnerships.
15. Operationalising the **Global Approach** also requires enhanced partnerships between Belgian actors in which Enabel may play a mobilising/facilitating role.

16. Enabel works with **Belgian and local civil society** to ensure complementarity, taking into account the comparative advantage of each partner.

Specific attention to staff

17. Enabel is able to mobilise **quality expertise to work in fragile contexts**.
18. Specific attention is paid to the **safety of our staff** in fragile contexts.

Enabel's Results-based Management

1. Our positioning is built up in accordance with the **6 RBM principles as defined by the OECD**:



2. Enabel integrates results-based management into **all dimensions of its management and decision-making**, including strategic management, operational, financial and change management processes, partnerships and performance and knowledge management.
3. Enabel maximises efforts for **development that leaves no one behind**. It integrates, in all phases of the programming cycle, the rights-based approach, the gender dimension as well as the principles of **leaving no one behind** and **do not harm** and **intersectionality** to further inclusion.
4. The results which Enabel contributes to are linked to the SDG framework. In practice, this means that:
 - The definitions and concepts on development results adopted by Enabel are aligned with **OECD-DAC terminology** and are **applied consistently** at all levels.
 - The **'development solutions matrix'** elaborated as part of **Enabel's 2030 Strategy and the corresponding SDG indicators** are used as a basis for reporting and communicating about Enabel's contribution to the SDGs. These indicators are incorporated into country strategy and portfolio documents and intervention results frameworks. They are used for monitoring, evaluation and reporting.
 - On a regular basis, a **reliable analysis** of the whole-of-Enabel contribution to the SDGs is **available for dissemination and made public**.
 - Monitoring and evaluation methods focus on **monitoring 'outcomes' and 'intermediate outcomes'** that allow quantitative and qualitative documentation of changes generated with Enabel's contribution.

5. Enabel recognises that **development is a complex undertaking**, confronted with volatile and uncertain situations. This means that **processes and approaches for monitoring, evaluation, learning and capitalising are designed to be flexible enough** and adapt to different contexts and are **centred on the users** of the deliverables.
6. Adapting to the situation requires a **sound understanding of the local dynamics, clearly defined expected results and adaptable outcomes**. The adoption of iterative (rather than linear) approaches is encouraged to address the complexity of the operational environment. Change processes are documented to monitor progress, facilitate learning and guide decisions. In practice, the use of the **Theory of Change (ToC)** – also including the action-research approach – is mainstreamed.
7. Enabel's focus is on achieving **long-term results** rather than short-term outputs. This means that each country portfolio, even though limited in time, contributes to a longer-term vision.
8. Specific objectives and results are formulated **clearly and precisely**, including indicators and 'targets' of **realistic indicators** based on an initial **theory of change** and a good understanding of the **baseline situation**.
9. Accountability has traditionally been the RBM function that attracted an important share of Enabel's efforts at all levels, often at the expense of decision-making and results learning functions. Enabel therefore wants to **re-balance the place of accountability in its RBM**.
10. To be more efficiently accountable, **Enabel continuously improves the availability and quality of information about the results it produces**. Results information 1) provides information on results achieved/not achieved ("What"); 2) explains the process for achieving/not achieving these results ("How"); and 3) indicates what has been learned from this experience.
11. The relationship of **accountability to the final beneficiaries** of development interventions is a priority for Enabel, in accordance with its values. Enabel is committed to **improving how it takes into consideration** the opinions of the final beneficiaries and their **participation or representation** in the various stages of the programming cycle.
12. **Mutual accountability is an important element in the partnership** between Enabel and stakeholders at the partner country level.
13. Enabel uses **partner monitoring and evaluation systems when they are functional and reliable** to report on the SDGs. Enabel may also contribute to strengthening the systems of the partner country.
14. **Results information is discussed transparently with partners and donors** through participatory platforms that are provided for this purpose at different levels (interventions, countries, organisation). In the interests of mutual accountability, Enabel ensures that key RBM activities involve all stakeholders in the intervention/portfolio throughout the various phases of the cycle.
15. As a **principle of transparency**, Enabel shares and makes public major development result deliverables, such as reports of intervention results and/or portfolios as well as evaluation reports.
16. **Enabel places results-based decision-making foremost in its RBM**. This means that results information primarily guides decision-making¹⁰ (inside and outside Enabel) at the different levels (intervention, country, organisation). This means:
 - That there is, at all levels of Enabel, **strong leadership in the use of results information with a view of supporting the development of a strong results culture**.
 - That **decision-making processes** at the different levels **include the use of relevant results information**.
 - That, at the different levels, **teams critically question the strategies** which they promote and implement to achieve development outcomes **and on the basis of their analyses, inform decision-making bodies** with a view of reorienting or adapting when necessary.
 - That, in order to maximise the use of results information, it is essential to **avoid overproduction of results information**.
17. Enabel's **operational strategies** are **periodically reviewed** in light of the lessons learned that have been collected. And through this learning, Enabel feeds and supports, alongside other actors, DGD in **elaborating and adapting development policies and strategies**. Development results information is also **integrated into the strategic review process**, including *management reviews* by the Management Committee.

¹⁰ Policy, strategy and operational decisions

18. **Enabel aims to become a learning organisation, which transfers and shares its knowledge of development cooperation.** This translates in practice into:
 - A multi-year learning strategy is developed for Enabel. It outlines the organisation's learning ambitions at the various levels, the objectives, processes and methods and expected deliverables.
 - In a country or thematic portfolio, learning questions are identified jointly with the various stakeholders at the beginning – and during – implementation and monitored throughout implementation.
 - Every new intervention **plans to capitalise on the lessons learned**¹¹ from the beginning of implementation onwards and this is done with stakeholders, with the aim of documenting the results produced at the end of the intervention as well as successes and failures.
19. Enabel and DGD identify **shared learning results information needs** and a **common multi-year learning plan** is elaborated.
20. Learning also materialises through transversal analyses, in the form of strategy capitalising and evaluations, taking stock of the effectiveness of approaches, providing evidence for Enabel's strategy adaptations and ensuring experiences are shared with other TFPs. This can be done in a consortium.
21. Enabel recognises that **failures are also part of the job and that they are important sources of learning** when recognised, objectified, shared and analysed jointly, in full transparency and trust and in a constructive spirit.
22. **In the case of innovative interventions, Enabel takes a rigorous experimentation approach** to learning in order to generate sound evidence and foster better innovation results.
23. Enabel ensures that the results management system is manageable, useful, reliable and efficient.
24. Keeping the results management system manageable, useful, reliable and adaptable requires having in place a **capacity for production, analysis, aggregation, synthesis and evaluative thinking**, using internal and external resources and **on-going capacity development at all levels**.
25. Enabel acknowledges the importance of each development intervention team taking ownership and fine-tuning the situation analysis and Theory of Change with stakeholders of the intervention. **A period of 3 months is therefore systematically planned, as soon as the intervention team is installed, as a framing phase** to review the Theory of Change resulting from formulation, define its specific monitoring and evaluation framework, and the capitalising required for the intervention, and the RBM system overall.

Our approach to innovation

1. Fostering innovations with proven or expected impact for development is part and parcel of the **responsibility** and **accountability** of Enabel towards its stakeholders.
2. To stay relevant as a trusted partner in development in an ever-changing environment, Enabel strives for the optimal balance between **operational excellence** today and **exploring new opportunities** for the near and longer future.
3. Exploring and implementing 'new solutions' entails a great deal of uncertainty and risks. Enabel highlights its **risk appetite** and actively promotes **innovation management**.
4. Enabel puts forward the following **principles for innovation management**:
 - a. **User-centred design** of solutions and processes with a clear focus on the participatory process of responding to very specific local needs;
 - b. Importance of **reinforcing and strengthening local innovation systems**;
 - c. **Co-creation** with public and private actors (start-ups as well as mature companies), research institutions, universities and their spin-offs, civil society.
 - d. Focus on **scaling-up, institutionalising and consolidating** innovations;
 - e. Working and learning in **communities of practices, consortia and networks** with other donors, agencies or practitioners.

¹¹ This can be done in a targeted way on specific themes selected as learning priorities.

5. Enabel pays specific attention to **frugal innovations**¹² aimed at people with limited resources. Enabel **adapts existing solutions** to new use cases as much as possible.
6. Enabel closely follows up the impact of innovations and commits itself to study the interaction between individuals, communities, organizations and structures with these innovations. At organisational level, Enabel will initiate and maintain a continuous reflection on the ethics of innovation.
7. Enabel actively improves its organisational **processes, procedures, policies and culture** to create a positive and enabling environment for innovation thanks to:
 - a. Flexible and agile **operational and monitoring processes** that foster innovation in Enabel's interventions.
 - b. **Financial flexibility** and **conducive financial rules** that allow to take the necessary risks to foster innovation and agile allocation of financial resources to valorise innovation opportunities when they occur;
 - c. **Partnerships with innovative actors** like think tanks, academia, companies and other innovative organisations and individuals and actively looking for new and agile ways of working together with these actors;
 - d. A **positive innovation culture** within the organisation and active sharing and **learning** on innovation;
 - e. Hiring people with **innovative skills and competences** and actively investing in improving the innovation skills of its staff;
 - f. Acknowledgement that innovation concerns everyone within the organisation and **allocating time** to everyone for learning, exploring and innovating, individually and collectively.
8. Enabel sets up a **dedicated innovation fund** that allows flexible funding of innovations, including innovations that are transversal to different interventions or countries.
9. Enabel defines and regularly updates its **innovation strategy** in order to set clear collective purposes, ambitions and orientations. This strategy will always remain flexible and allows for sufficient freedom and room for intrapreneurship.

¹²Frugal innovation is the process of reducing the complexity and cost of a good and its production.

ANNEXES: Our Solutions Matrix

Global Challenges	Enabel's development solutions	Expected impact
Peace and Security Our goal: To create stable environments as a pre-condition for stable development.	Justice sector reform (including support to community policing)	<ul style="list-style-type: none"> Increased proportion of population that feel safe walking alone around the area they live (breakdown by sex) (SDG 16.1.4) Increased proportion of population satisfied with their last experience of public services (SDG 16.6. 2)
	Fair and inclusive Justice	<ul style="list-style-type: none"> Increased proportion of victims of violence (breakdown by sex) who reported their victimisation to competent authorities or other officially recognised conflict resolution mechanisms (SDG 16.3.1)
	Citizenship and participation	<ul style="list-style-type: none"> Increase of proportion of children under 5 years of age whose births have been registered with a civil authority, by age (SDG 16.9.1) Increase of proportion of population who believe decision-making is inclusive and responsive (SDG 16.7.2)
Climate change and environment Our goal: To reduce critical root causes of Climate Change and increase resilience.	Climate-smart and climate-resilient agriculture, including sustainable forest and land management	<ul style="list-style-type: none"> Increase of proportion of agricultural area under productive and sustainable agriculture (SDG 2.4.1) Increase of surface under sustainable forest management leading to greater CO2 absorption (SDG 15.2.1)
	Integrated and sustainable (drinking and productive) water management	<ul style="list-style-type: none"> Increase of proportion of population using safely managed drinking water services (SDG 6.1.1) Increase of acres of farm land under integrated water resources management implementation (application of SDG 6.5)
	Green urban growth, including renewable energy and ecoconstruction	<ul style="list-style-type: none"> Increase of number of cities and human settlements that adopt and implement inclusive policies and action plans that make rational use of resources, are adaptive to climate change and mitigate its effects and that foster resilience in the face of disasters (SDG 11. b) Increase of proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies (SDG 13.1.3)
Social and Economic Inequality Our goal: To foster inclusive, fair, well-distributed economic development and reduce inequalities	Sustainable business opportunities and creation of decent jobs	<ul style="list-style-type: none"> Number of net decent employment created (SDG 8.5.2) Proportion of youth (aged 15–24 years) employed within 6 months after training, by sex (based on SDG 8.6.1 and the ILO indicator on decent work for youths) Ensure that women have equal access and fully and effectively hold managerial functions at all levels in <u>economic</u> sectors (SDG 5.5)
	Creation of sustainable and fair value chains (agro-business, port management...)	<ul style="list-style-type: none"> Increase of number of enterprises or individuals recently joining a specific value chain (adaptation of SDG 9.3.1) Increase of number of entrepreneurs having access to adequate financial and non-financial services, by sex and by age (adaptation of SDG 8.3) Increase of average income of small-scale producers (SDG 2.3.2)
	Sexual health and family planning rights (She Decides)	<ul style="list-style-type: none"> Increase of proportion of women of reproductive age (aged 15–49 years) who have their need for family planning satisfied with modern methods (SDG 3.7.1)
	Access to quality basic (education, health...) services	<ul style="list-style-type: none"> Proportion of children and young people at the end of primary and at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex (based on SDG 4.1.1) Increase of proportion of population covered by social protection floors/system (SDG 1.3.1) (or

		<ul style="list-style-type: none"> subscribed to sickness insurance KPI 3.8.1) • Increase of proportion of births attended by skilled health personnel (SDG 3.1.2)
	Closing the digital divide	<ul style="list-style-type: none"> • Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill (SDG 4.4.1)
Human mobility	Governance of human mobility	<ul style="list-style-type: none"> • Increase of number of countries that have implemented well-managed migration policies (SDG 10.7.2)
Our goal: To develop win-win-win human rights-based solutions for people on the move	Protection and resilience in emergency and protracted crisis situations	<ul style="list-style-type: none"> • Increase of number of people in crisis situations having access to basic (education, health, water and sanitation, social protection) services (sub SDG 10.7)
	Promote and use the engagement of diaspora	<ul style="list-style-type: none"> • Increased financial/non-financial engagement of the diaspora for the development of the country of origin
Urbanisation Our goal: To develop sustainable and inclusive - secondary - cities.	Comprehensive participatory urban planning and management (where smart citizens create smart cities)	<ul style="list-style-type: none"> • Increase of proportion of cities with a direct participation structure of civil society in urban planning and management (SDG 11.3.2) • Increase of proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs (SDG 11.a.1) • Increased use of key and particularly information and communication technologies fostering the empowerment of women (SDG 5.b)
	Sustainable urban infrastructure and services (roads, waste management, urban health...)	<ul style="list-style-type: none"> • Increase of volume of solid waste treated (SDG 11.6.1) • Increase of proportion of wastewater safely treated (SDG 6.3.1) • Ensure access for all to adequate, safe and affordable housing and basic services, including urban health (SDG 11)
	Social cohesion in cities	<ul style="list-style-type: none"> • Increased participation in society, especially of vulnerable and disadvantaged groups
Our social responsibility	Enabel's development solutions	Expected impact
Need to create public support	Global citizenship programmes	<ul style="list-style-type: none"> • Extent to which (i) global citizenship education and (ii) education for sustainable development, including climate change, gender equality and human rights, are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment (SDG 4.7.1) • Increased awareness, understanding and engagement of the Belgian (and partner country) general public on Global Challenges.