

2024

Annual Report





TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC
AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

Table of
contents

Message from the President 4

List of acronyms and abbreviations 6

Overview of BOAD and financing arrangements for 2024 7

Highlights of 2024 8

ECONOMIC AND SOCIAL ENVIRONMENT 14

1 International environment 16

2 WAEMU Environment 18

3 Human and social development in West Africa 20

BOAD’S ACHIEVEMENTS IN 2024 22

1 Overview table 24

2 Achievements per strategic area 30

Area 1: Strengthening regional integration 30

- Financing 30

- Monitoring of the implementation of regional strategies and programs 31

Area 2: Contributing to the creation of value and productive jobs in support
to WAEMU governments and the private sector 32

- Financing 32

- Arrangement mandates 34

- Financial assistance to member countries and regional institutions 34

Aera 3: Building resilience to climate change 35

- Financing 35

- Environment and climate finance 36

Area 4: Increasing the Bank's financing capacity 37

- Deepening the resource mobilization process 37

- Main projects to strengthen the Bank's capacity for action 38

Area 5: Strengthening human resources and management systems 39

- Human resources management 39

- Governance management 39

THEME OF THE YEAR 48

Introduction 50

1 - SITUATION OF AIR TRANSPORT IN THE WAEMU REGION 51

2 - ASSESSMENT OF THE AIR TRANSPORT VALUE CHAIN IN THE WAEMU REGION 54

3 - MAJOR RECOMMENDATIONS OF THE STUDY UNDER REVIEW 57

APPENDICES 60

TABLE OF CONTENTS
MESSAGE FROM THE PRESIDENT
OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024
HIGHLIGHTS OF 2024

ECONOMIC
AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR
ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS
LIST OF APPENDICES
APPENDICES



Message from the President

The year 2024 unfolded in a tense international environment marked by heightened geopolitical uncertainty. Against this backdrop, global economic growth stood at 3.2%, down slightly from 3.3% in 2023, while inflation eased to 5.8%, compared to 6.7% the previous year.

Despite these global headwinds and region-specific challenges, the WAEMU economies once again demonstrated notable resilience. Economic growth in the Union accelerated to 6.2% in 2024, up from 5.3% in 2023, driven by robust performance across all sectors and the commencement of hydrocarbon exploitation in Niger and Senegal. The average annual inflation rate declined marginally to 3.5%, from 3.7% the previous year.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC
AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

In keeping with its core mandate of promoting economic integration and balanced development across WAEMU member countries, BOAD approved a total of XOF942.9 billion for funding high-impact, strategic projects. This marks the second consecutive year that the Bank has exceeded the XOF900 billion threshold of approved funding, with nearly 78% directed toward energy, food security, transportation, and the digital economy.

Of the total funding approved, XOF763.9 billion (81%) were allocated in the form of medium and long-term loans, XOF138 billion (14.6%) of short-term loans, XOF24.63 billion (2.6%) of equity investments, XOF10 billion (1.1%) of guarantee instruments, and XOF6.4 billion (0.7%) of cash advance for feasibility studies under the project preparation framework.

Disbursements for the year amounted to XOF383.1 billion, compared to XOF449.0 billion in 2023. This resulted in an annual disbursement rate of 14.5%, and a cumulative disbursement rate of 64.7% as of end-2024.

The institution’s financial position remains sound, with a well-balanced structure. The Bank recorded net income of XOF39.4 billion, total assets of XOF3,893.48 billion, and a solid equity base representing 35.7% of total assets. The debt-to-equity ratio stood at 177.4%, well below the statutory ceiling of 300%.

The sustained growth in earnings over recent years reflects improved operational performance and reinforced financial stability. This has enabled the Bank to enhance its support to member countries and effectively fulfill its counter-cyclical and catalytic role in the region. The strengthening of BOAD’s financial capacity continued in 2024 through balance sheet optimization initiatives, including the expansion of loan insurance mechanisms and securitization programs.

These achievements underscore the vital contributions of all stakeholders to the Bank’s success and further enhance investors’ confidence and institutional credibility.

In this regard, I would like to express my sincere appreciation for the unwavering support of our

shareholders, which continues to empower BOAD to expand its development impact across the region. Through their commitment, the Bank continues to increase its funding and impact in addressing the needs of member countries.

I also extend my gratitude to our technical and financial partners whose commitment has fueled our drive for innovation and our dedication to meeting the development priorities of the WAEMU region.

Finally, I commend the professionalism and dedication of our staff whose tireless efforts are helping to improve the living conditions of our communities, with a special focus on youth and women.

Together, we remain committed to building a stronger, more inclusive and more integrated WAEMU.

SERGE EKUE
President of BOAD
Chairman of the Board of Directors



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC
AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

LIST OF ACRONYMS & ABBREVIATIONS

- AFD** : French Development Agency

AfDB : African Development Bank

BADEA : Arab Bank for Economic Development in Africa

BCEAO : Central Bank of West African States

EIB : European Investment Bank

IDB : Islamic Development Bank

BOAD : West African Development Bank

ECOWAS : Economic Community of West African States

COP : Conference of the Parties

XOF : African Financial Community Franc

FDC : Development and Cohesion Fund

FDE : Energy Development Fund

IMF : International Monetary Fund

GCF : Green Climate Fund

EDM : Electronic Document Management

IAS/IFRS : International Accounting Standards /International Financial Reporting Standard
- KfW** : Kreditanstalt für Wiederaufbau

XOF bln : Billions of XOF

MR : Resident missions

NGO : Non-governmental organization

PCA : (Business Continuity Plan)

GDP : Gross Domestic Product

PME-PMI : Small and medium-sized enterprises - Small and Medium-sized Industries

PPP : Public-Private Partnership

CSR : Corporate Social Responsibility

SDSI : Information System Master Plan

SI : Information System

S&P : Standard & Poor’s

ICTs : Information and Communication Technologies

EU : European Union

WAEMU : West African Economic and Monetary Union

WAMU : West African Monetary Union



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC
AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

OVERVIEW AND FINANCING ARRANGEMENTS FOR 2024

Date of establishment	November 14, 1973 Commencement of operations in 1976
Shareholders	- WAEMU member countries: Benin, Burkina Faso, Cote d'Ivoire, Guinea Bissau, Mali, Niger, Senegal, Togo - BCEAO (Central Bank) - Non-regional shareholders: AfDB, BADEA, EIB, Belgium, France, Germany, India, People's Republic of China, Kingdom of Morocco
Mission	Promote the balanced development of member countries and contribute to the economic integration of West Africa
Vision	BOAD, the leading bank making a strong impact on the integration and transformation of West Africa
Authorized capital as of 31 December 2024	XOF1,709.35 bn
Subscribed capital as of 31 December 2024	XOF1,525.75 billion
Bank's operational workforce as at 31 December 2024	340 employees
Financing in 2024	63 projects funded for a total amount of XOF942.906 billion Breakdown per sector Transport/ICT : XOF305.564 or 32.4% Health & Education : XOF30 billion, or 3.2% Agriculture and food security : XOF219.159 billion, or 23.2% Real Estate-Housing : XOF91.6 billion, or 9.7% Energy : XOF208.998 billion (22.2%) Finance & Insurance : XOF87.585 billion, or 9.3% of sale Some development outcomes and impacts of funded projects (ex-ante targets) Drinking water production : 125,246.79 cubic meters/day Irrigated farmland : 44,557.00 hectares Installed electrical power : 702.00 megawatts Employment : 432 954 Added value : XOF296.09 billion
Cumulative net commitments (1976-2024):	XOF9,088.6 billion

HIGHLIGHTS OF 2024

TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC
AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES



Highlights of 2024



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC

AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT

VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

HIGHLIGHTS OF 2024

TIMELINE

2024

17th

APRIL

PACAN

Launch of the pilot phase of the shock resilient loan program (PACAN)

1st

MAY

Passing of the Bank’s First President

BOAD honors the memory of Mr. Pierre Claver Damiba, its founding President, and pays tribute to his legacy

30th

MAY

Signing of an insurance policy worth €100 million between **BOAD** and **ATIDI**

17th

MAY

67th Board of Directors of the Global Environment Facility (GEF): BOAD receives approval for three concept notes worth XOF17 billion for projects in Benin, Burkina Faso and Mali

28th

JUNE

BOAD and the WAEMU ICT Professional Organizations Grouping (ROP-TIC) sign an agreement to promote digitization in the WAEMU region

2nd

AUGUST

Signing of the 1st euro hybrid bond for climate change with Cassa Depositi e Prestiti (CDP) acting on behalf of the Italian Climate Fund

19th

SEPTEMBER

Climate Finance Seminar in Cotonou

High-level seminar on the new nomenclature for climate project feasibility studies and mechanisms for replenishing BOAD’s Climate Study Fund

30th

SEPTEMBER

Confirmation of BOAD rating

Moody’s Ratings confirms BOAD’s Baa1 rating with an outlook revised from negative to stable



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC
AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

TIMELINE

2024

23rd

OCTOBER

BOAD receives a grant of XOF29 billion (€44.02 million) from the Green Climate Fund (GCF) to finance the fight against climate change in Burkina Faso, Cote d'Ivoire, Mali and Niger

25th

OCTOBER

BOAD’s Investor Day on the sidelines of the World Bank and IMF Annual Meetings in Washington DC

21st

NOVEMBER

1st triggering of PACAN
Triggering of the “shock resilient loan program (PACAN)” insurance mechanism for the Republic of Togo

03rd

DECEMBER

BOAD and MIGA boost climate finance in West Africa with a €506 million guarantee for agriculture, renewable energy and green housing projects

04th

DECEMBER

Launch of the Digital Transformation Fund (FTD)
by BOAD and KfW to accelerate the digital transformation of WAEMU member countries

06th

DECEMBER

BOAD-AfDB Agreement
The African Development Bank (AfDB) Group signs an agreement to acquire a \$24 million equity stake in the West African Development Bank (BOAD)

09th

DECEMBER

AFIS Award 2024
BOAD Titrisation wins the Fund of the Year’s Award for its Doli-P deal for 2024-2031



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC
AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

KEY FACTS

17th April

As part of its commitment to financial innovation and resilience-building, BOAD, in partnership with KfW, has launched the shock resilient loan program (PACAN) to support its member countries. Developed with the technical expertise of the Frankfurt School of Finance and Management and Munich Re, this pioneering initiative aims to enhance the climate and health resilience of WAEMU countries by combining concessional loans with a tailored insurance mechanism.

The pilot phase of the program includes a concessional loan portfolio exceeding USD 350 million, benefiting Benin, Cote d'Ivoire, Senegal, and Togo. In the event of a qualifying disaster, the insurance component is triggered, granting temporary suspension of loan repayments without altering the terms of the original loan agreements. This innovative feature provides rapid, flexible financial relief, enabling countries to redirect resources toward crisis response and recovery.

1st May

BOAD pays tribute to the memory of Pierre Claver Damiba, its first President

The West African Development Bank (BOAD) and its Board of Directors solemnly pay tribute to the memory of Mr. Pierre Claver Damiba, the

Bank’s first President, who passed away on May 1st in Ouagadougou.

Appointed in 1975, Mr. Damiba presided over the institution until 1981, laying the solid foundations upon which the Bank has grown and thrived for over five decades. He was also a respected statesman, minister, advisor, and African development expert.

A true visionary and builder, Mr. Damiba leaves behind a lasting legacy. The Bank’s iconic headquarters—fondly referred to as “the Granary”—was designed under his leadership and reflects a bold blend of African architectural heritage and openness to the world.

BOAD mourns the loss of one of its founding fathers—one who remained deeply connected to the institution and continued to participate in its key milestones throughout his lifetime.

On behalf of the entire BOAD community, President Serge Ekué extends heartfelt condolences to the Damiba family, the nation of Burkina Faso, and all regional and international institutions Mr. Damiba served with distinction. He remarked:

“The legacy of President Damiba is etched in the history of our institution. His work endures, and his vision will continue to inspire generations to come.”

30th May

Signing of an insurance policy worth €100 million between ATIDI and BOAD

African Trade & Investment Development Insurance (ATIDI) and the West African Development Bank (BOAD) have signed a five-year insurance policy covering a portfolio of €100 million of outstanding loans granted by BOAD to non-sovereign entities in Benin, Burkina Faso, Cote d'Ivoire, Senegal and Togo.

ATIDI will provide comprehensive coverage against default on BOAD’s portfolio of outstanding loans. Specifically, it will cover the first losses on principal repayments on a pro-rata basis with the Bank, up to a maximum of €100 million for a total outstanding amount of €224 million.

This deal represents an important milestone in ATIDI’s and BOAD’s efforts to mobilize private sector investment in various economic sectors in the WAEMU region. This is the second balance sheet optimization operation supported by ATIDI, following the AfDB’s “Room to Run” deal in favor of the private sector.

7th June

BOAD wins BRVM Award for Innovative Operations

The prize for the most innovative transaction of the year was awarded to BOAD during the 5th edition of the BRVM Awards held on 5 and 6 June 2024. This distinction was awarded for the FCTC BOAD Doli-P 6.10% 2023-2030 securitization deal, which raised XOF150 billion from regional and international investors. The funds raised made it possible to strengthen the Bank’s financing capacity for public and private projects as part of the implementation of the 2021-2025 strategic plan “Djoliba”.

19th June

67th Board of Directors of the Global Environment Facility (GEF): BOAD secures approval for three concept notes worth XOF17 billion for Benin, Burkina Faso and Mali

The West African Development Bank (BOAD), in its capacity as an accredited entity to the Global Environment Facility (GEF), has received approval for three concept notes totaling USD 29 million (XOF 17 billion) at the 67th meeting of the GEF Board. These approvals pertain to climate resilience and sustainable development projects in Benin, Burkina Faso, and Mali.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC
AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

The concept notes were developed by BOAD in collaboration with the United Nations Environment Programme (UNEP) and the World Bank, within the framework of two major GEF initiatives: the Integrated Sustainable Cities Program and the Large-Scale Investment Transformation Approach (TALSISI), which supports the implementation of the Great Green Wall Initiative (GGWI).

The next phase will involve the preparation of full project proposals, to be undertaken in close coordination with national stakeholders and international partners. BOAD will continue to work alongside UNEP and the World Bank to mobilize the necessary financing and ensure effective and sustainable implementation of the approved projects.

28th June

BOAD and WAEMU ICT Professional Organizations Grouping (ROP-TIC) sign an agreement to promote digitalization in the WAEMU region.

This Framework Agreement, forming part of the Regional Program for the Development of Digital Economy (PRDEN), aims to foster a dynamic and sustainable partnership between the digital private sector in the WAEMU region and BOAD, targeting high-impact issues of common interest. This strategic alliance will strengthen ROP-TIC's capacity to finance and implement large-scale digital projects in the WAEMU region, with reference to the objectives of the Dakar Declaration.

2nd August

Signing of the 1st euro hybrid bond with Cassa Depositi e Prestiti (CDP) acting on behalf of the Italian Climate Fund

The signing of the 1st euro hybrid bond for climate change by a multilateral development bank, worth €100 million, will strengthen BOAD's capital base, bolster its credit rating and preserve its ability to access international financing at competitive rates.

Part of the funds raised will be used to build and rehabilitate infrastructure for generating electricity from renewable sources, in order to diversify the energy mix, avoid CO₂ emissions and reduce power generation costs, thereby contributing to the achievement of several United Nations Sustainable Development Goals (SDGs), in particular SDG 7 ("Affordable and clean energy") in the WAEMU member countries.

19th September

Climate Finance Seminar in Cotonou

The West African Development Bank (BOAD), in partnership with the European Union, has organized a high-level seminar on Climate Finance in Cotonou, Benin. This meeting brought together public and private players from West Africa, with the aim of standardizing feasibility studies for climate projects and strengthening mechanisms for replenishing the Climate Study Fund (FEC).

Discussions at the seminar highlighted the need to accelerate climate investments and increase the mobilization of climate finance.

The seminar resulted in a minimum sector nomenclature for climate project feasibility studies. This new approach will facilitate the integration of climate co-benefits and sustainable development goals (SDGs) into projects across the region.

The Cotonou Declaration endorses the conclusions of this seminar. It will be presented to the Ministers of Finance of WAEMU member countries for endorsement at the Conference of Heads of State and Government. This document is an essential guide to ensuring sustainable financing of climate project studies on a regional scale.

30th September

Moody's Ratings confirms BOAD's credit rating at Baa1 with outlook revised from negative to stable

The international rating agency Moody's Ratings (Moody's) has revised BOAD's rating outlook from "negative" to "stable" and confirmed its rating at Baa1.

The improved outlook reflects the agency's expectation that the Bank will continue to strengthen its capital base and capital structure, improve its asset performance, and maintain an excellent liquidity and funding profile, including access to BCEAO refinancing.

With regard to the confirmation of Baa1 credit rating, this clearly reflects the solid commitment of shareholders, on an ongoing basis and under exceptional circumstances, and their ability to support the Bank's expansion, enabling the latter to fulfill its mandate as a development finance institution.

23rd October

BOAD receives a grant of XOF29 billion (€44.02 million) from the Green Climate Fund (GCF) to finance the fight against climate change in Burkina Faso, Cote d'Ivoire, Mali and Niger.

The Green Climate Fund has approved for the West African Development Bank (BOAD) the LOCAL Plus Regional Program covering Burkina Faso, Cote d'Ivoire, Mali and Niger. This program aims to facilitate access to climate action financing for local authorities and the private sector in these countries.

The program, worth a total of €52.82 million (XOF35 billion) over a five-year implementation period, will benefit from a Green Climate Fund (GCF) grant of €44.02 million (XOF29 billion).

25th October

BOAD Investor Day on the sidelines of the World Bank and IMF Annual Meetings

The meeting held on 25 October 2024, on the sidelines of the IMF-World Bank Annual



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC
AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

Meetings, provided an opportunity for privileged exchanges between BOAD and its main partners and investors. On this occasion, the Bank presented the progress of the Djoliba Plan, which constitutes its roadmap for sustainable development in the region, as well as its main financial indicators at the end of June 2024.

21st November

Triggering of the “shock resilient loan program (PACAN)” insurance mechanism for the Republic of Togo

Following the heavy rains and flooding that hit several regions of Togo in October, the PACAN was activated to provide budgetary support and quick liquidity to the country, enabling it to cope with the damage and urgent needs of the populations affected by the disaster.

An indemnity of €6.6 million will be paid to BOAD by African Risk Capacity Limited (ARC Ltd) to cover the next two loan repayments included in Togo's PACAN portfolio.

The coverage of loan repayment obligations by PACAN insurance will therefore free up for the country funds to be redirected towards emergency aid and reconstruction.

The success of this first release of funds in Togo is the outcome of collaboration between

BOAD, KfW, the Frankfurt School of Finance and Management, Munich Re, and ARC Ltd.

3rd December

BOAD and MIGA boost climate finance in West Africa with a €506 million guarantee for agriculture, renewable energy and green housing projects

The Multilateral Investment Guarantee Agency (MIGA), a member of the World Bank Group, has issued a €506 million (\$535 million) guarantee for Societe Generale France (SG) and HSBC Bank Plc of the United Kingdom, in connection with loans granted to BOAD. This guarantee, valid for a maximum period of fifteen (15) years, covers the risk of default by a regional development bank.

MIGA's guarantee will support BOAD's lending operations for sustainable and climate-friendly initiatives in its eight member countries. Funds will be invested in agriculture, renewable energy and green housing, as well as in health, education, basic and digital infrastructure.

BOAD is committed to devoting 50% of the guaranteed loan to eligible climate finance projects, of which 30% will be dedicated to climate adaptation financing, over the first five years of MIGA's 15-year guarantee.

4th December

Launch of the Digital Transformation Fund (FTD)

The Digital Transformation Fund (FTD) is an initiative of BOAD and KfW to meet the growing need for digitalization in WAEMU member countries. It is an essential lever for accelerating the digital transformation of public administrations. The aim of the fund is to meet the financing and development needs of public administration information systems in WAEMU member countries.

The fund stands out for (i) the availability of resources, which are accessible to all WAEMU countries; (ii) the specialization of the fund, which is dedicated exclusively to the digitization of public administrations; (iii) the adaptability of solutions, which can be tailored to the specific needs of individual countries.

6th December

The African Development Bank (AfDB) Group signs an agreement to acquire a \$24 million equity stake in the West African Development Bank (BOAD)

This investment will contribute to BOAD's capital increase, approved by the Board of Directors in December 2022. This includes \$10.8 million of

callable capital, to be made available over the 2023-2027 period. This operation increases the AfDB's share in BOAD's capital from 0.54% to 1%.

9th December

AFIS Awards 2024

BOAD Titrisation wins the “Fund of the Year Award”, which recognizes innovative investment groups and asset managers.

As part of this dynamic, BOAD Titrisation recently closed the “Doli-P 2024-2031” deal, aimed at securitizing a portfolio of non-sovereign receivables held by BOAD. This deal raised XOF160 billion, attracting regional and international investors.

This success is testimony to the growing interest in innovative and sustainable financing solutions.

**ECONOMIC AND SOCIAL
ENVIRONMENT**

TABLE OF CONTENTS
MESSAGE FROM THE PRESIDENT
OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024
HIGHLIGHTS OF 2024

**ECONOMIC AND
SOCIAL ENVIRONMENT**

- 1. INTERNATIONAL ENVIRONMENT
- 2. WAEMU ENVIRONMENT
- 3. HUMAN AND SOCIAL DEVELOPMENT
IN WEST AFRICA

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR
**ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION**

LIST OF ACRONYMS AND ABBREVIATIONS
LIST OF APPENDICES
APPENDICES



ECONOMIC AND SOCIAL ENVIRONMENT

TABLE OF CONTENTS
MESSAGE FROM THE PRESIDENT
OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024
HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

- 1. INTERNATIONAL ENVIRONMENT
- 2. WAEMU ENVIRONMENT
- 3. HUMAN AND SOCIAL DEVELOPMENT
IN WEST AFRICA

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR
ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS
LIST OF APPENDICES
APPENDICES

1 - INTERNATIONAL ENVIRONMENT

In 2024, the international economic environment remained fragile, marked by renewed uncertainty and heightened geopolitical instability, driven in particular by the ongoing conflict between Russia and Ukraine and escalating tensions in the Middle East.



Global economic activity was affected by the lingering effects of these global shocks, resulting in higher food and energy prices due to disruptions in supply chains.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND SOCIAL ENVIRONMENT

- 1. INTERNATIONAL ENVIRONMENT
- 2. WAEMU ENVIRONMENT
- 3. HUMAN AND SOCIAL DEVELOPMENT IN WEST AFRICA

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

Global growth is set to decelerate slightly to 3.2% in 2024, after reaching 3.3% in 2023¹, due to the lack of investment and weak productivity growth. It should pick up again in 2025, returning to its 2023 level. Global inflation should fall from an annual average of 6.7% in 2023 to 5.8% in 2024, following the easing of interest rates in the USA and the Eurozone, and then to 4.2% in 2025.

In advanced economies, higher interest rates aimed at curbing inflation, combined with the phasing out of fiscal support measures amid already elevated debt levels, have continued to weigh on economic activity. As a result, growth is projected to remain modest at 1.7% in 2024, mirroring the rate observed in 2023, before edging up slightly to 1.9% in 2025. U.S. growth should be around 2.8% in 2024 compared to 2.9% in 2023, driven mainly by strong consumer spending. In 2025, growth is expected to dip slightly to 2.7%. Inflation in advanced economies is expected to fall to 2.6% in 2024 from 4.6% in 2023.

In the Eurozone, GDP growth is expected to accelerate from 0.4% in 2023 to 0.8% in 2024, and further to 1.0% in 2025, supported by a rebound in the services sector and stronger export performance. As for France, growth should remain stable at 1.1% in 2024, as in 2023, before dipping slightly to 0.8% in 2025.

Economic growth in emerging and developing countries is projected to remain robust but ease slightly, from 4.4% in 2023 to 4.2% in both 2024 and 2025. This moderate slowdown will be reflected in key economies such as China, where growth is expected to decline from 4.8% in 2024 to 4.6% in 2025, and India, where growth is projected to stabilize at 6.5% over the same period. Inflation in these economies is expected to continue its downward trajectory, falling from 8.1% in 2023 to 7.9% in 2024, and further to 5.9% in 2025. This trend reflects the anticipated easing of labor market pressures and a projected decline in global energy prices.

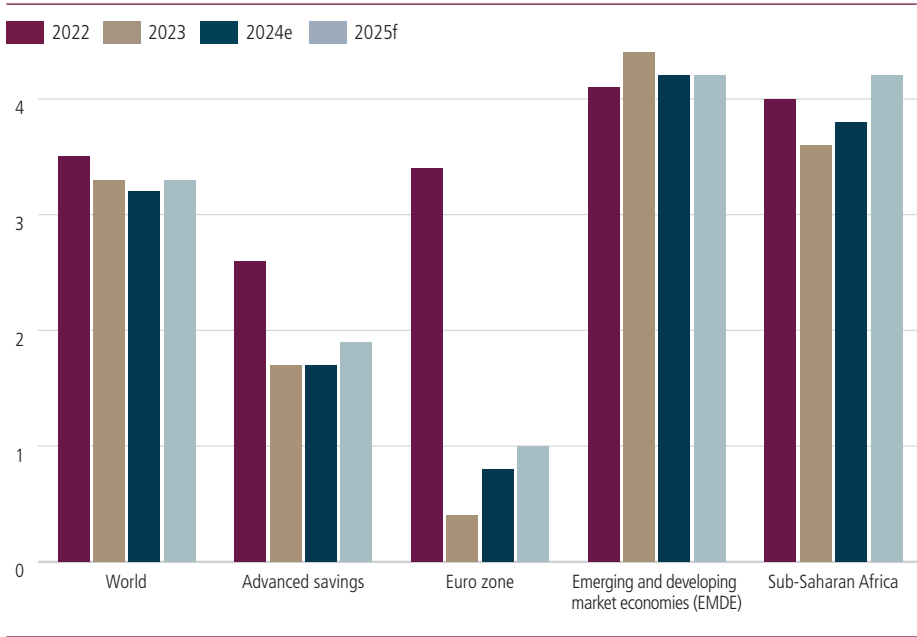
In sub-Saharan Africa, economic growth in 2024 should show a slight increase to 3.8%, compared to 2023 (3.6%), with a modest recovery forecast in 2025 to 4.2%. South Africa’s GDP would remain on this trajectory, with a rate of 0.8% in 2024 and 1.5% in 2025.

Meanwhile, inflation is expected to remain high due to the continuing rise in domestic food prices since 2019, reaching 20.1% in 2024, after 18.7% in 2023, before falling back to 13.7% by 2025². Nearly a third of all countries would see double-digit inflation.

Germany is expected to experience a mild recession in 2024, with growth projected at -0.2%, following a contraction of -0.3% in 2023.

Global inflation is set to fall from an annual average of 6.7% in 2023 to 5.7% in 2024.

GRAPH 1: ECONOMIC ACTIVITY OVER THE 2022-2025 PERIOD



Source: World Economic Outlook, Update, IMF, January 2025

¹ World Economic Outlook (IMF, October 2024) and World Economic Outlook Update (IMF, January 2025)

² IMF DataMapper consulted on 12/23/2024



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

- 1. INTERNATIONAL ENVIRONMENT
- 2. WAEMU ENVIRONMENT
- 3. HUMAN AND SOCIAL DEVELOPMENT
IN WEST AFRICA

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

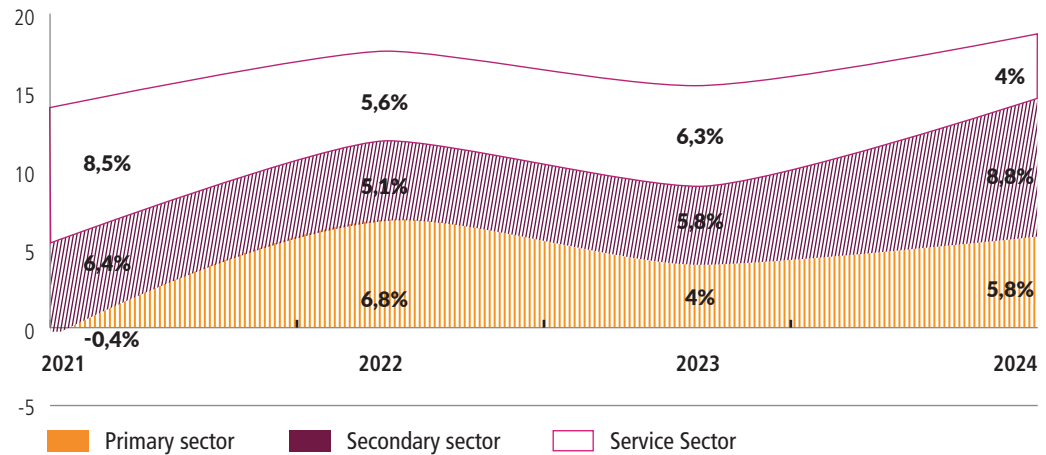
2 - WAEMU ENVIRONMENT

In 2024, WAEMU economies remained resilient, notwithstanding the deterioration in international and regional economic conditions, persistent security challenges, political instability in some countries and climatic stress.

Economic growth in the Union is expected to reach 6.2%, compared with 5.3% in 2023, thanks to the good performance of all business sectors and the start-up of hydrocarbon fields in Niger and Senegal.

This performance is mainly due to an improvement in activity in the primary (5.8% vs. 4% in 2023) and secondary (8.8% in 2024 vs. 5.8% in 2023) sectors, despite a slowdown in the tertiary sector (4.0% in 2024 vs. 6.3% in 2023).

GRAPH 2: SECTOR ACTIVITY BETWEEN 2021 AND 2024



In the primary sector, activity was buoyed by rising food and cash production, in line with the good progress of the agricultural campaign, driven by the implementation of national agricultural development programs, increased subsidies for agricultural inputs and good rainfall in most member countries. In the secondary sector, activity was sustained by the continued dynamism of extractive activities, the revival of manufacturing activities and the boom in construction and public works, due to the acceleration in the execution of major projects.

As for the tertiary sector, which benefited from the good performance of the primary and secondary sectors, it was marked by the continued improvement of certain branches such as transport, tourism and the hotel trade, as well as the increased activity of units in the "banking, insurance and other services" sub-sector.

"Food and non-alcoholic beverages" (+5.3%), "Restaurants and hotels" (+3.8%), "Health" (+3.8%), "Housing, water, electricity, gas and other fuels" (+3.7%) and "Furniture, household goods and routine household maintenance" (+2.9%).



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND SOCIAL ENVIRONMENT

- 1. INTERNATIONAL ENVIRONMENT
- 2. WAEMU ENVIRONMENT
- 3. HUMAN AND SOCIAL DEVELOPMENT IN WEST AFRICA

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

Per member country, the growth rate would be as follows:

Benin	+6.7%
Burkina Faso	+5.0%
Cote d'Ivoire	+6.1%
Guinea-Bissau	+5.1%
Mali	+4.9%
Niger	+8.8%
Senegal	+6.7%
Togo	+6.3%

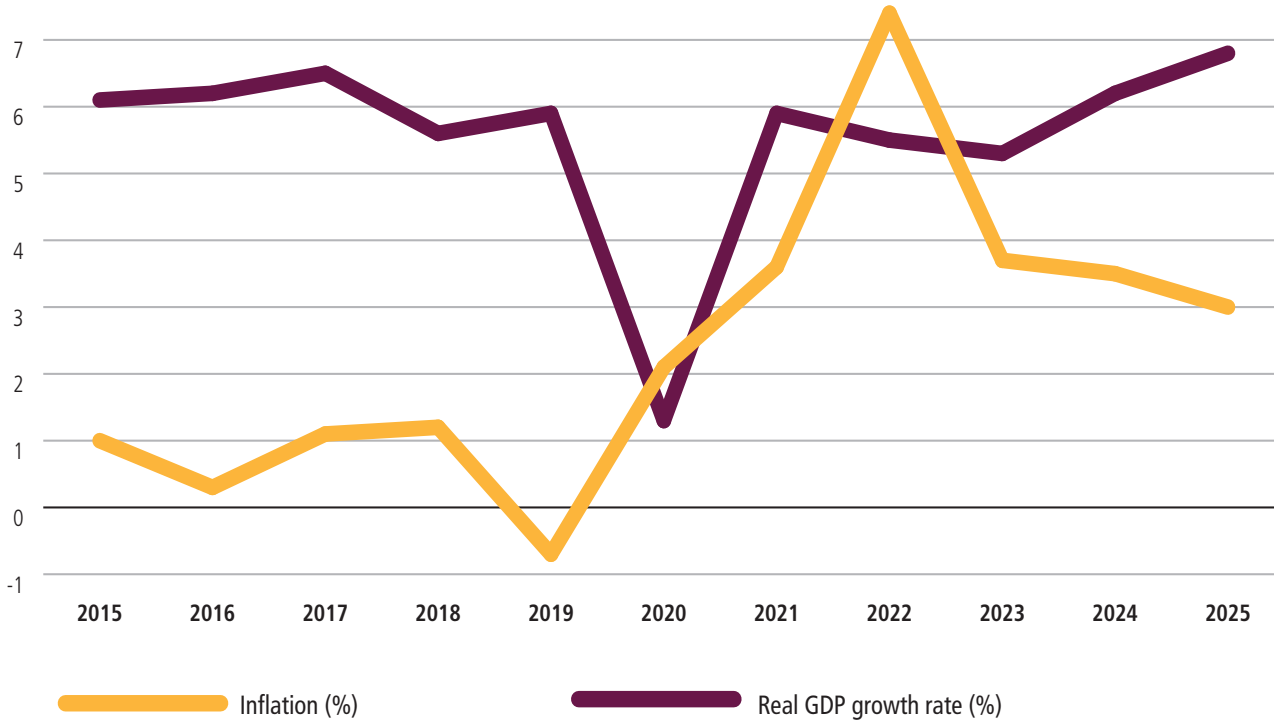
By country, the inflation rate would be as follows:

Benin	+1.0%
Burkina Faso	+4.5%
Cote d'Ivoire	+3.5%
Guinea-Bissau	+3.6%
Mali	+3.6%
Niger	+10.4%
Senegal	+1.0%
Togo	+3.1%

The execution of government financial operations in 2024 would result in a reduction in the overall budget deficit to 5.3% of GDP, compared with 5.9% in 2023. The overall budget deficit, excluding grants, would represent 6.2% of GDP versus 7.0% in 2023, and would be explained by a greater increase in public revenues than in expenditure.

The Union's debt ratio is expected to rise by 0.6 percentage points from 59.7% in 2023 to 60.3% in 2024.

GRAPH 3: WAEMU GROWTH AND INFLATION RATES OVER THE 2015-2025 PERIOD



Source: Multilateral Surveillance Implementation Report, December 2024

Domestic debt is expected to continue to grow rapidly in several member countries, as a result of interventions on the regional financial market and rising interest rates.

However, this outlook remains fragile in view of the international environment marked by the continuing war in Ukraine, geopolitical tensions in the Middle East and volatile commodity prices.

At regional level, the risks weighing on this outlook mainly concern the persistence of the security crisis.

To ensure the viability of the Union and strengthen the resilience of its economies, it is imperative to preserve the conditions for a peaceful socio-political climate in all member states, and to pursue efforts to mobilize both internal and external resources.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND SOCIAL ENVIRONMENT

- 1. INTERNATIONAL ENVIRONMENT
- 2. WAEMU ENVIRONMENT
- 3. HUMAN AND SOCIAL DEVELOPMENT IN WEST AFRICA

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

3 - HUMAN AND SOCIAL DEVELOPMENT ACROSS WEST AFRICA

According to the 2024 Sustainable Development Goals Report³, the world is not on track to achieve the 2030 Agenda for SDGs. Indeed, according to this report, only 17% of the SDG targets are on track, around 48% of targets are behind schedule or experiencing "moderate or marginal progress", and 35% have recorded no progress or have regressed compared to 2015.

³ The Sustainable Development Goals Report 2024, Septembre 2024 (Rapport sur les Objectifs de développement durable 2024, Nations unies)

The lingering effects of the COVID-19 pandemic, escalating conflicts, growing inequalities, record levels of indebtedness in developing countries, geo-political tensions and growing climate chaos have severely hampered progress.



As far as Africa is concerned, the Africa Sustainable Development Report (ASDR)2024⁴ highlights the need to accelerate progress on SDGs 1 (no poverty), 2 (no hunger) and 17 (strengthening global partnerships), to reverse the negative trend on climate action (SDG 13) and to strengthen statistical systems to monitor achievements, particularly with regard to good governance (SDG 16).

The report also shows that Africa is on track to achieve fewer than three of the 32 measurable targets of the SDGs by 2030.

In sub-Saharan Africa, Mauritius, with an overall sustainable development index of 70.45 and a ranking of 73rd out of 166 countries, stands out as the first country in the zone to perform well in achieving the SDGs.

In the WAEMU region, despite some progress observed in certain countries (Senegal, Benin, Togo, Cote d'Ivoire), notably in terms of reducing inequalities (MDG10), major challenges persist in the fight against poverty, food security and in education to achieve the Sustainable Development Goals (SDGs).

Indeed, WAEMU countries are halfway to achieving all 17 SDGs, with an average score of 55.6 out of 100, above the weighted average for ECOWAS countries (53.6 out of 100).

Senegal, Cote d'Ivoire, Togo, Mali and Benin, with global sustainable development index scores of 63.39⁵ (116th/166), 62.72/100(121st/166), 58.37/100 (129th/166) and 56.8/100 (139th/166) respectively in 2023, are performing better than the WAEMU (56.6/100) and ECOWAS (53.6/100) country averages, as shown in the graph below:

⁴ African Sustainable Development Report (ASDR) 2024 (UNDP, ECA and AfDB), June 2024

⁵ The overall score measures total progress towards achieving all 17 SDGs. The score can be interpreted as a percentage of SDG achievement. A score of 100 indicates that all the SDGs have been achieved.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND SOCIAL ENVIRONMENT

- 1. INTERNATIONAL ENVIRONMENT
- 2. WAEMU ENVIRONMENT
- 3. HUMAN AND SOCIAL DEVELOPMENT IN WEST AFRICA

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

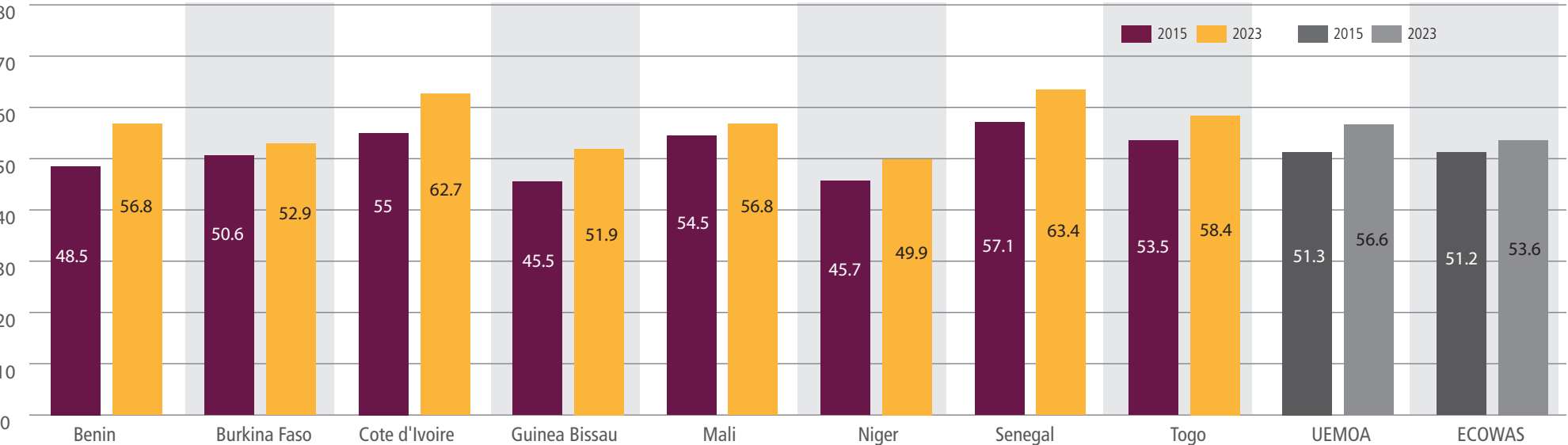
ASSESSMENT OF THE AIR TRANSPORT VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

GRAPH 4: TRENDS IN WAEMU COUNTRIES' GLOBAL SUSTAINABLE DEVELOPMENT INDEX SCORES BETWEEN 2015 AND 2023



Source: Sustainable Development Report 2024, our treatments.

Based on these findings, the Report on Sustainable Development in Africa in 2024, while calling for stronger and more effective international cooperation to accelerate progress by 2030, makes the following recommendations:

- Advocate increased access to concessional financing (to unlock the volume of financing needed to drive sustainable development) as part of reforms to the international financial architecture. The deficit in investment in the SDGs in developing countries currently stands at \$4,000 billion a year. Developing countries need more financial resources and fiscal space;

- Undertake forward-looking debt sustainability analyses to avoid debt vulnerabilities and maintain funding for essential social services (health, education, social protection) and productive investments that prioritize people-centered development, with the aim of advancing sustainable development;
- Implement comprehensive economic and institutional reforms to improve efficiency and the optimal use of resources, prioritizing investment in physical and human capital, as well as the adoption of skills and technologies that will play a key role in poverty reduction;

- Strengthen climate information services and early warning systems to ensure more flexible responses to climate-related risks. Strengthening meteorological and hydrometeorological observation networks and early warning systems is also crucial, as is updating regional disaster risk reduction strategies;
- Fully implement the FTAA by supporting local industries and regional value chains, thereby stimulating economic integration and growth across the continent.

BOAD'S ACHIEVEMENTS IN 2024

TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

**ECONOMIC AND
SOCIAL ENVIRONMENT**

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value
and productive jobs in support
to WAEMU governments and the
private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and
management systems

THEME OF THE YEAR

**ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION**

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

BOAD'S ACHIEVEMENTS IN 2024





TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

1 - OVERVIEW

In 2024, the Bank approved a total of XOF942.9 billion in financing to support sustainable development projects across the WAEMU region, compared to XOF978.7 billion in 2023.

Medium and long-term loans accounted for the bulk of this amount, totaling XOF763.9 billion, or 81.0% of total approvals. This was complemented by XOF138 billion (14.6%) in short-term financing and XOF24.63 billion (2.6%) in equity investments. The Bank also allocated XOF10 billion (1.1%) to guarantee operations and XOF6.4 billion (0.7%) to financing feasibility studies, reflecting the diversity of its financial instruments in support of regional development.

The breakdown of funding per sector and operational area is as follows:

GRAPH 5: FINANCING BY AREA IN 2024 (BN XOF)

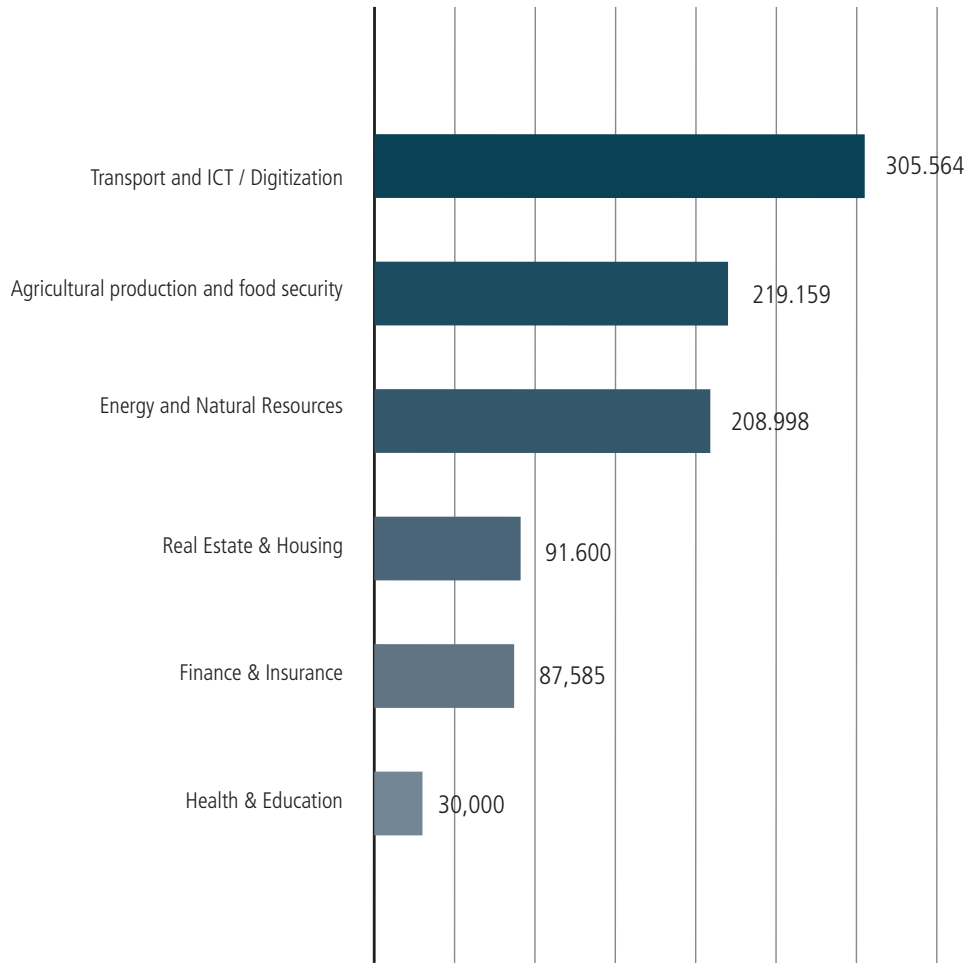




TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

GRAPH 6: FINANCING PER STRATEGIC AREA IN 2024 (BILLION XOF)



Source: BOAD Services



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

- LIST OF ACRONYMS AND ABBREVIATIONS
- LIST OF APPENDICES
- APPENDICES

After four years of implementation of the Djoliba Plan, the Bank's financial support for development projects in member countries amounts to XOF2,897.7 billion. This represents an 86.5% achievement rate of the five-year target.

Once implemented, this financing will have the following anticipated impacts:

GRAPH 7: FINANCING BY SECTOR IN 2024 (BN XOF)

Source: BOAD services

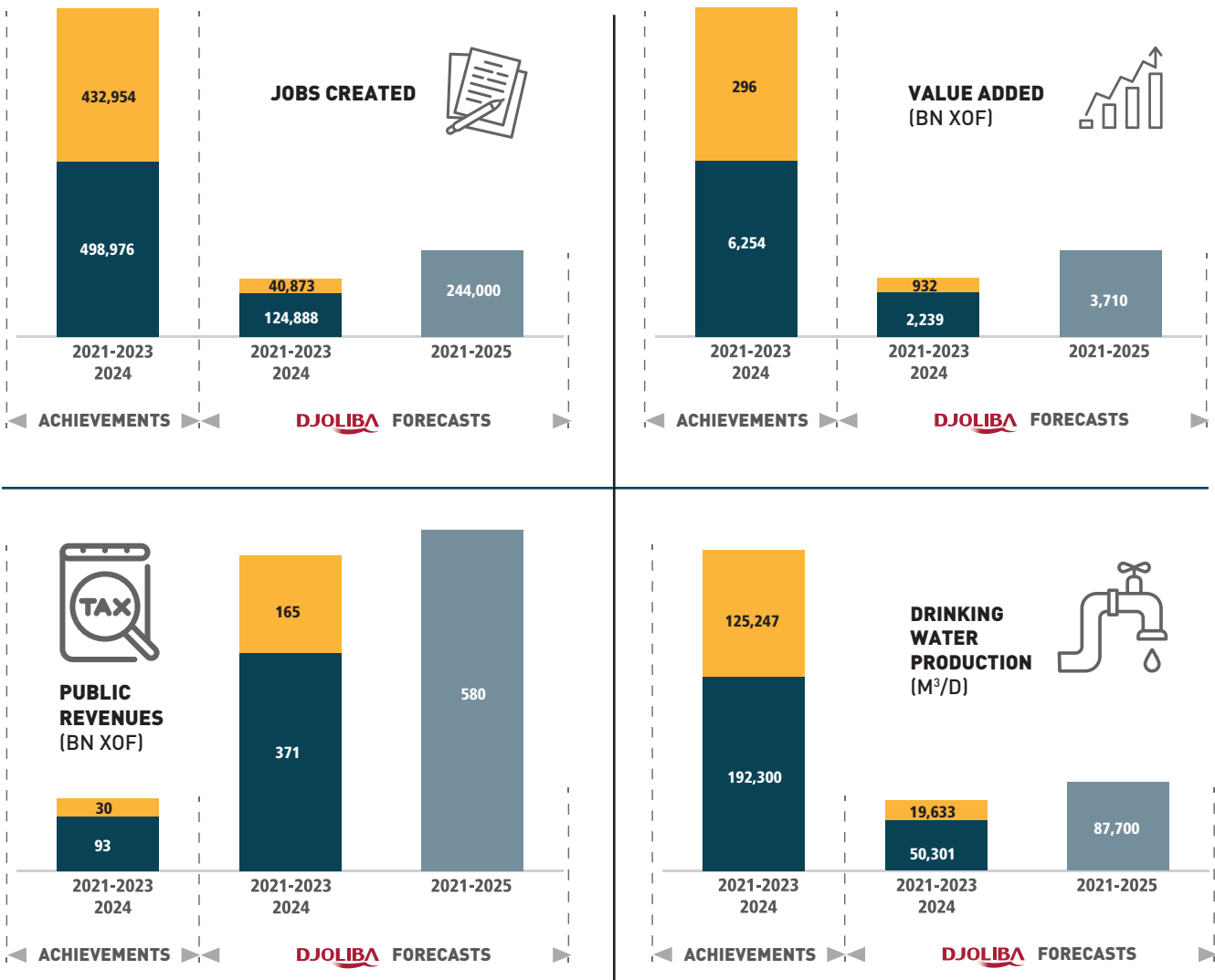




TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

- LIST OF ACRONYMS AND ABBREVIATIONS
- LIST OF APPENDICES
- APPENDICES

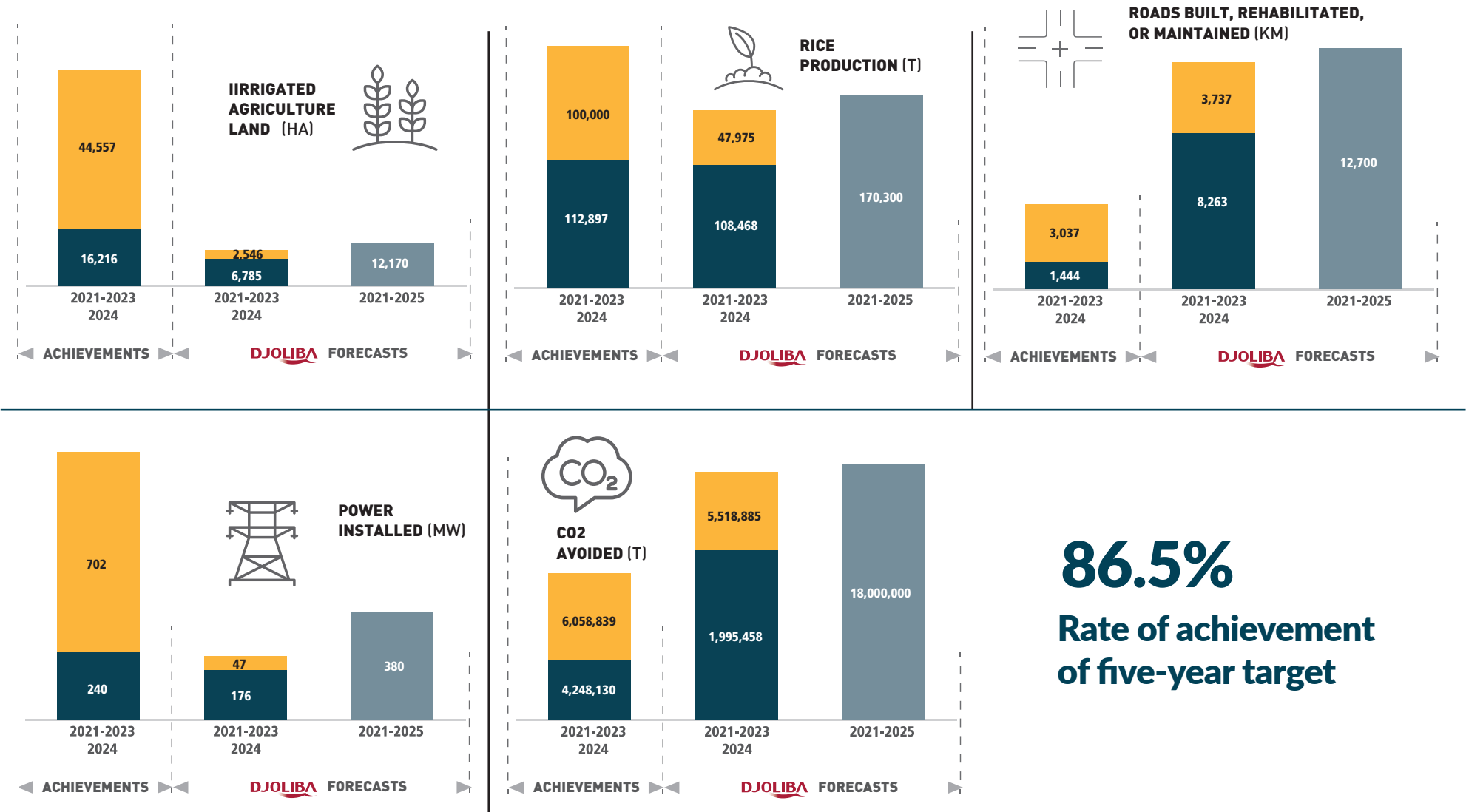




TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

- LIST OF ACRONYMS AND ABBREVIATIONS
- LIST OF APPENDICES
- APPENDICES

In relation to achieving SDGs, financing granted at the end of 2024 targeted projects whose implementation will contribute to the achievement of 14 out of 17 SDGs, namely:



According to borrower typology, in 2024 the share of financing in favor of the private sector declined to 19.6%, compared with 35% in 2023, due to the accumulation of domestic debt in some countries

TABLE 1: FINANCING PER BORROWER TYPE IN 2024

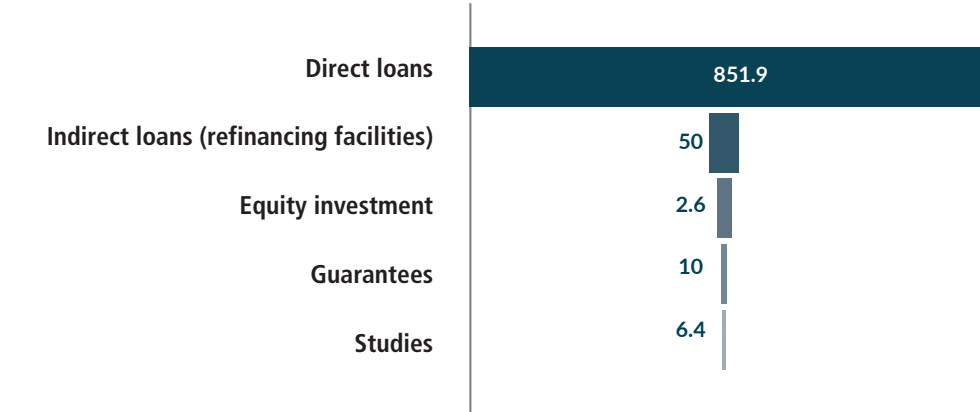
	Financing (Billion XOF)	Number of projects	Financing
Sovereign	683.3	40	72.5%
Public companies	75.0	03	7.9%
Private companies	184.6	20	19.6%
Total	942.9	63	100.0%

Source: BOAD Services

Loans set up for public entities cover all five (5) priority areas of the Djoliba plan and will be used, among other things, to improve food security by building up stocks, controlling water and developing agricultural perimeters, boosting the supply of electric power and social housing, and asphaltting roads.

In the area of private sector support, financing has been provided for high-impact projects that create value and jobs, particularly for young people and women. In particular, we supported integrated animal feed production units, the construction and operation of solar photovoltaic power plants, and the modernization and extension of mobile electronic communication networks.

GRAPH 8: TYPE OF FINANCING IN 2024 (BN XOF)



Source: BOAD Services



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT VALUE CHAIN IN THE WAEMU REGION

- LIST OF ACRONYMS AND ABBREVIATIONS
- LIST OF APPENDICES
- APPENDICES

As in previous years, in 2024, direct loans granted by the Bank to public and private counterparties for project financing represented 90.3% of the Institution's activities, for a total amount of XOF 851.9 billion.

XOF50.0 billion in loans were granted by the Bank to National Financial Institutions (NFIs) and SME/SMI promotion offices to refinance projects in the WAEMU, representing 5.3% of approvals for the year.

Equity investments in companies or National Financial Institutions (NFIs) 2024 involved five (5) operations (**BOAD Market Solutions**, **BOAD TITRISATION**, **Air Cote d'Ivoire**, **Alliance for Green Infrastructure in Africa (AGIA)**, **IPAE3** and **CRRH-UEMOA**). accounted for XOF24.63 billion, or 2.6% of the year's financing.

In line with its mission of integrating West Africa, as defined in its Articles of Association, the Bank continued to support projects of regional scope, devoting a total of XOF2,515 billion to them, or 27.7% of its cumulative financing.

Disbursements in 2024 totaled XOF383.1 bn, compared with XOF449 billion in 2023, corresponding to a 14.7% drop. The annual disbursement rate (all operations combined) was 14.5%, down on 2023 (21.3%), mainly in countries that experienced socio-political upheavals. The cumulative disbursement rate, which represents the ratio between cumulative disbursements (XOF5,880.1 bn) and cumulative financing (XOF9,088.6 bn), stands at 64.7%.

In terms of performance, in addition to the financial dimension, the company also takes into account extra-financial impacts, particularly social and environmental. In this context, it supports the internal implementation of eco-efficiency measures (use of solar energy, reduction in paper use, waste management, energy efficiency), the integration of climate concerns into financed projects, the consideration of environmental and social risks in financed operations, and the promotion of social dialogue.

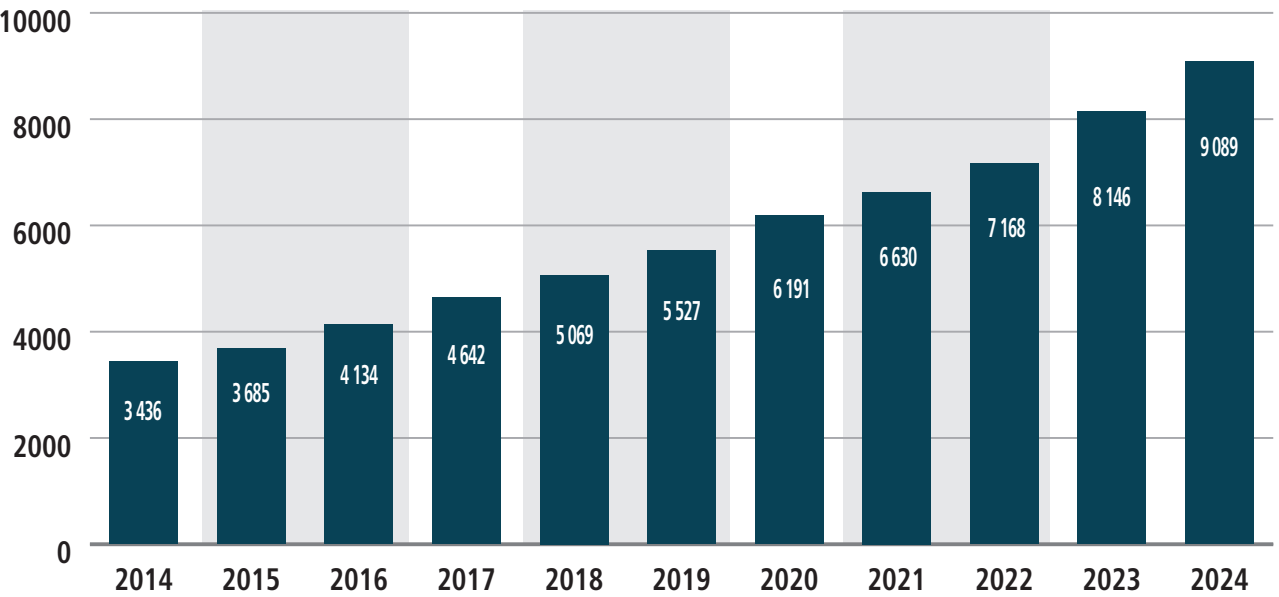
An operation worth XOF10 billion was carried out to renew the partial counter-guarantee of the guarantee provided by Société Générale Cote d'Ivoire (SGCI) for AZITO Energie SA on behalf of CI-ENERGIES.

With regard to project preparation, XOF6.4 billion in cash advances have been provided by the Bank to finance thirteen (13) feasibility, implementation, environmental and social impact studies.

In total, the 2024 financing operations bring the Bank's cumulative financing to XOF9,088.6 billion as at 31 December 2024.

With a leverage effect of its financing estimated at around 3 by the end of December 2024, BOAD is reaffirming its catalytic action by capturing additional investments for the region from co-donors totaling around XOF27,267 billion.

GRAPH 9: CUMULATIVE FINANCING (BN XOF)



Source: BOAD Services



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

2 - ACHIEVEMENTS
PER STRATEGIC
AREAS

Area 1: Strengthening regional
integration

1. FINANCING

In line with its core mission of contributing to the economic integration and balanced development of the West African Economic and Monetary Union (WAEMU) member countries, the Bank is committed to financing regional projects in strategic sectors. In 2024, it approved financing worth XOF159.8 billion, representing 17% of total financing over the period. This financing will contribute in particular to the implementation of projects such as:



Labe-Mali (Guinea) - Senegal
Border - Kedougou - Fongolembi
(Senegal) regional road
development project
(XOF23 billion).

The overall project objective is to open up the regions of Labe in Guinea and Kedougou in Senegal, in order to facilitate economic and social exchanges at national and regional level. The Bank's financing will cover: i) the upgrading and asphaltting of the 28 km Kedougou - Fongolembi section; ii) the upgrading of 24 km of rural tracks to open up certain localities; and iii) the construction of related facilities (youth center, bus station, classrooms in two (2) schools, boreholes, multifunctional platform and market gardens for women, etc.) in Senegal. Implementation of this project will create at least 2,400 indirect jobs, including 600 permanent direct jobs, around XOF11.15 billion in indirect and induced added value, and around XOF307 million in indirect and induced tax revenue.



Project to build the Kobo-
Kanawolo section (47.3 km) of
the Autoroute du Nord, in the
Republic of Cote d'Ivoire
(XOF30 billion).

The project seeks to support traffic growth along the corridor linking the Abidjan Port Authority to hinterland countries, with a view to sustaining the growth of the national economy. It will: i) improve road traffic by reducing journey times by around 50%, i.e. from 1 hour 20 minutes to 40 minutes; ii) reduce vehicle maintenance costs by at least 40% once the motorway is in service, or from around XOF3,500/km to around XOF2,100/km for all categories included in the analysis, and iii) reduce the number of traffic accidents on the Motorway by 70%. In terms of development outcomes, the implementation of this project will create at least 903 jobs, including 385 permanent direct jobs, and annually at least XOF11.541 billion in indirect and induced added value and at least XOF458 million in indirect and induced tax revenues.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION



Project to build the northern section of the 225 kV loop around Bamako and substations, in the Republic of Mali (XOF30 billion).

The objective of the project is to reinforce the transmission network infrastructure in order to contribute to the transformation of the economy and the improvement of the quality of life of the population, by: i) increasing the power transit capacity of the national network by 600 MW; ii) ensuring greater flexibility network operation by looping the 225 kV network around Bamako; iii) satisfying the energy needs of customers in the city of Bamako and surrounding localities; and iv) contributing to access to electricity for non-electrified localities. In addition, the project will contribute to the creation of at least XOF11.062 billion in induced and indirect added value, at least XOF833 million in indirect and induced tax revenues for the State, 1,253 jobs including 953 indirect and induced jobs created during implementation and operation.



Tchaasemonde-Agbang-Soumbou Project to upgrade and asphalt the Tchaasemonde-Agbang-Soumbou road (40.7 km) in the Togolese Republic (XOF30 billion).

The overall objective is to open up the area to facilitate economic, social and cultural exchanges at national and sub-regional level by upgrading and asphaltting the Tchaasemonde-Gande-Agbang road, over a total length of 26.57 km, as well as the Soudou-Benin border slip road (6.5 km), with a roadbed ranging from 11.0 to 20.40 m wide. It will contribute to the creation of 4,187 jobs, including 500 direct jobs during project implementation. Implementation will generate some XOF27.987 billion in indirect and induced value added the country's economy, and some XOF1.643 billion in indirect and induced tax revenue.



Project to reinforce the Fresco-Sassandra-San Pedro-Grand Bereby crossroads section of the coastal road in the Republic of Cote d'Ivoire (XOF28.638 billion).

It aims to contribute to the economic development of the regions served by facilitating access to agricultural, tourist and mining production zones, thus improving exchanges between the San Pedro and Gbokle regions and the District of Abidjan by reinforcing a 180.5 km section of the coastal road with a pavement width of 7.40 meters, upgrading the shoulders to 2x1.50 meters, building 16.7 km of access roads and 47 km of urban roads in the towns crossed. The project will create at least 2,650 jobs, including at least 1,000 indirect jobs and 750 permanent direct jobs. In terms of wealth creation, it will help generate some XOF11.541 billion in indirect and induced value added, and some XOF458 million in indirect and induced tax revenues.

2. MONITORING THE IMPLEMENTATION OF REGIONAL STRATEGIES AND PROGRAMS

Following the donors' round table, organized in collaboration with the WAEMU Commission on November 27 and 28, 2023 in Abidjan, Republic of Cote d'Ivoire, financing intentions for the Energy Pole Development Strategy (SDPE) and the Regional Program for the Development of the Digital Economy (PRDEN), totaling XOF6,130 billion, were confirmed at the consultation workshop from March 11 to 14, 2024 in Lome. A follow-up meeting, held by videoconference on 27 November 2024, identified the States' needs in terms of studies, examined funding prospects and defined the measures required to accelerate the implementation of these two programs.

Successful implementation of the SDPE and PRDEN should make it possible to harness energy resources where they abound, with a view to achieving economies of scale, capitalizing on the comparative advantages of different production sources and increasing the use of digital services in economic and social activities in the WAEMU region.

As part of the organization of the Round Table on the financing of the Corridor Development for the West Africa Growth Ring Master Plan (CACAO) project, a tripartite meeting was held on October 16, 2024 with the WAEMU Commission and JICA, with a view to updating the roadmap, harmonizing project lists with the countries and setting up a dedicated space to centralize information on priority projects. The format of the visualized Round Table will be inspired by previous editions organized with BOAD, to ensure broad mobilization of partners.

SONGTAABA PROGRAM

- Closing year: 2024
- The Bank's cumulative commitments at 31 December 2024 stood at XOF190 billion out of a planned XOF200 billion.
- All member countries have committed their contribution (XOF25 bn), with the exception of Guinea-Bissau, which was only able to commit XOF15 billion due to the implementation of a debt reduction program.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

- LIST OF ACRONYMS AND ABBREVIATIONS
- LIST OF APPENDICES
- APPENDICES

Area 2: Contributing to the creation of value and productive jobs in support to member countries and the private sector

1. FINANCING

In terms of creating value and jobs in support to governments and the private sector, in 2024 BOAD supported infrastructure projects worth a total of XOF561 billion, representing 60% of its financing, in sectors including roads, bridges, energy, telecommunications, agriculture and agribusiness.



Project to upgrade and asphalt the Nassian-Kafolo-Téhini small road in the Republic of Cote d'Ivoire (XOF30 billion).

The overall objective of the infrastructure is to support the revival of the national economy by facilitating trade between the various localities located in its Direct Intervention Zone, through the development and asphaltting of the 119 km Petit Nassian-Kafolo-Téhini road, in 2x1 lane carriageway, on a variable platform of 10 m (in rural areas) to 11 m (through built-up areas), sized according to reference speeds of 80 km/h in rural areas and 50km/h in built-up areas. It will contribute to the creation of at least 1,550 jobs, including 1,000 indirect jobs and 150 permanent direct jobs, at least XOF11.101 billion in indirect and induced added value, and XOF300 million in tax revenues generated annually.



Upgrading of trunk road network in the Republic of Senegal (XOF30 billion).

The overall objective of the project is to improve the mobility of people and goods on the structuring road network, by eliminating areas of advanced deterioration and restoring user comfort and safety through periodic maintenance and upgrading of 2,225 km of paved roads on the structural road network in ten (10) administrative regions of Senegal. Implementation of the project will help create at least 100 direct jobs during operation, 500 jobs during implementation and 500 indirect and induced jobs.



Phase 2 of the irrigation development project in the Bani Basin and Selingue (P2-PDI-BS), in the Middle Bani region in the Republic of Mali (XOF30 billion).

The aim of this phase is to contribute towards increasing food and nutritional security and reducing poverty by: (i) the upgrading to total water control of two plains with a combined surface area of 4,300 ha for double-crop rice growing and off-season market gardening, (ii) the development of two sections of track with a combined length of 31 km, (iii) capacity-building and support for beneficiaries with a view to increasing agricultural production, and (iv) activities to develop animal and fish production. The Bank's support will generate XOF11.4 billion in indirect and induced added value, and create 4,000 direct jobs, as well as 2,000 indirect and induced jobs during the project operation phase.



Second phase of the water development project for the development of value chains (PROVALE-CV) in Senegal (XOF25 billion).

The overall objective of the project is to contribute towards inclusive and sustainable economic growth in the project area through the implementation of integrated activities (development of 9,000 ha of farmland and 600 ha of market gardening perimeters; realization of marketing infrastructures, promotion of over 1,200 agricultural and fish farms, installation of 40 agrifood processing units, etc.). In terms of development results, the implementation of the project will help create 33,000 indirect and induced jobs; 17,000 direct jobs. In terms of wealth creation, is expected to generate added value of at least XOF30 billion and at least XOF400 million of indirect and induced tax revenues on average per year.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT VALUE CHAIN IN THE WAEMU REGION

- LIST OF ACRONYMS AND ABBREVIATIONS
- LIST OF APPENDICES
- APPENDICES



Rural electrification of one hundred and seventy-two (172) localities by extending the medium and low-voltage power grid in the Republic of Togo (XOF6 billion).

The project aims to contribute to universal access to electricity for the population by electrifying the rural localities concerned, in order to combat poverty and curb the rural exodus by extending the medium and low voltage (MV and LV) power grid, in the five (5) regions of Togo. It will facilitate the creation of over 600 jobs during implementation, 25 direct jobs during operation and more than 350 indirect and induced jobs during implementation and operation. For the national economy, it will contribute annually to the creation of at least XOF3.780 billion in indirect and induced added value, and at least XOF 680 million in indirect and induced tax revenues.



Extension of the phase 4 of Komsilga power plant by Societe Nationale d'Electricite du Burkina (SONABEL) in Burkina Faso (XOF36 billion).

The overall objective of the project is to contribute to the reinforcement of the production capacities of the national interconnected grid through the installation and commissioning of an additional 50 MW capacity running on heavy fuel oil, and the construction of an energy evacuation system and related infrastructures. Among other things, the project will create more than 540 jobs, including 200 jobs during implementation, 90 direct jobs during operation, and 250 indirect and induced jobs. In terms of value creation, the project will generate at least XOF1.282 billion in indirect and induced added value, and some XOF869 million in indirect and induced tax revenues.



Short-term loan to Ivory Cocoa Product (ICP) SA for the 2024-2025 cocoa season in Cote d'Ivoire (XOF15 billion).

This loan is part of the Bank's ongoing support for the development of the cocoa industry in Cote d'Ivoire. Its purpose is to finance the purchase of cocoa bean stocks (7,500 tonnes) to be processed into semi-finished products (mass, butter, cake and powder) to meet export contracts for the 2024-2025 season. This operation, which forms part of the promotion agro-industry through the local processing of cocoa production in Cote d'Ivoire, will generate XOF22 billion in added value and XOF57 billion in tax revenue for the national economy over the 2024-2025 season.



Construction of a drinking water distribution network in the communes of Abobo and Yopougon in the autonomous district of Abidjan, Republic of Cote d'Ivoire (XOF16 billion).

This project is a continuation of the project to strengthen drinking water production capacities in the city of Abidjan through the construction of a water potabilization plant on the La Me river, partially financed by the Bank in June 2018 to the tune of XOF20 billion. It seeks to increase, in a sustainable way, water supply to deficit areas located in the communes of Abobo and Yopougon, from the Me drinking water resource. During its implementation, the project will generate 250 direct jobs and 850 indirect and induced jobs. For the national economy, it will further generate some XOF8 billion in added value annually.



Construction of 4,300 social and affordable housing units in Cote d'Ivoire - Phase 2 of 1,200 units in Abidjan PK24, Cote d'Ivoire (XOF40 billion).

The overall objective of the Project is to contribute to the improvement of the living environment and the reduction of poverty in Abidjan and inland communes by providing decent housing to vulnerable populations at affordable costs and promoting new modes of access to housing for low-income populations. Its implementation will contribute to the creation of 657 indirect and induced jobs and 500 direct jobs. It will also help generate no less than XOF14.609 billion in indirect and induced added value, and XOF579 million in indirect and induced tax revenue for the State.





TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES



Project to develop irrigated perimeters and lowlands for agricultural production in Burkina Faso (XOF30 billion).

This project aims to contribute to strengthening food security, promoting sustainable development by intensifying and increasing agricultural, pastoral and fisheries production, creating jobs and combating poverty. The project involves the development of 175 ha of low-lying irrigated perimeters with total water control for the production of rice, corn and market gardening crops. It should help create at least 1,200 jobs, including 200 direct jobs for the youth and women, and generate some XOF5 billion in indirect and induced added value.



Emergency project to replenish food security stocks and strengthen local rice processing in Niger (XOF29 billion).

The project is part of the "Great Irrigation" programme initiated by the Government of Niger to strengthen the country's food sovereignty, and aims to contribute to the food and nutritional security of vulnerable populations. It is being implemented by replenishing the national food security stock and strengthening local rice processing, through the purchase of 14,000 tonnes of cereals (millet, sorghum, maize and white rice) and 77,000 tonnes of paddy rice. It will help create at least 1,700 jobs, including 300 direct ones, and generate at least XOF 2 billion of indirect and induced added value and XOF2.8 billion of indirect and induced tax revenues annually.

2. ARRANGEMENT MANDATES

In terms of structuring and arranging financing in 2024, the Bank facilitated the mobilization of XOF222.906 billion for public and private players to carry out their investment projects.

In addition, seven (7) mandates of arrangement were signed, raising a total of XOF209.444 billion.

3. FINANCIAL ASSISTANCE TO MEMBER COUNTRIES AND
REGIONAL INSTITUTIONS

Under the heading of assistance to member countries, seven (7) countries benefited from Bank grants, for a total amount of XOF129,721,811.

As part of its active contribution to the organization of the Donors' Roundtable for the financing of the Energy Pole Development Strategy (SDPE) and the WAEMU Regional Program for the Development of the Digital Economy (PRDEN), for which it played the role of lead donor, the Bank has awarded a grant of XOF10 million to the WAEMU Commission for the organization of the said roundtable, held from 27-29 November 2023 in Abidjan (Cote d'Ivoire).

In addition, the Bank has decided to award the Organisation Internationale de la Francophonie (OIF), through the "La Francophonie avec Elles" Fund (FFAE), a three-year grant totaling €50,000 (XOF32,797,850) as part of an agreement covering a total of 150,000 euros over three years (from 2024 to 2026). As a reminder, this Fund aims to promote the economic and social autonomy of women through concrete initiatives in the field, thus contributing to sustainable development. The Bank's membership of the Governing Board of the "La Francophonie avec Elles" Fund is testimony to its commitment and crucial role in promoting women's economic empowerment, financial inclusion and gender equality in West Africa.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

- LIST OF ACRONYMS AND ABBREVIATIONS
- LIST OF APPENDICES
- APPENDICES

Area 3: Building greater resilience to climate change

1. FINANCING

Building resilience to climate change is a major challenge for West African countries.

In 2024, the Bank financed climate change resilience actions for a total of XOF215.7 billion, representing almost a quarter (23%) of the year's financing. This financing is in line with Djoliba's commitment to devote 25% of its financing to low-carbon, climate-resilient projects over the period 2021-2025. The main projects supported under this strategic area are:



Construction and operation of a 52 MWp solar PV power plant at Sokhoro in Cote d'Ivoire by FERKE SOLAR SA (XOF15.5 billion).

The overall aim of the project is to help meet the country's electricity demand and increase the share of renewable energies in the energy mix. Specifically, it will involve: (i) generating and releasing an average of 82.933 GWh of electricity per year over the plant's operating life; (ii) contributing around 1% to achieving the target of 45% renewable energy in the energy mix by 2030; (iii) contributing to providing access to electricity for almost 370,000 people; and (iv) improving the quality of service of the electricity supply. Implementation of the project will reduce greenhouse gas emissions by the equivalent of 39,000 tonnes of CO2 per year, and contribute to the creation of 843 jobs, including 13 direct jobs during operation and 600 indirect and induced jobs during implementation and operation. In terms of contribution to wealth creation, at least XOF4.7 billion of indirect and induced added value and at least XOF500 million of indirect and induced tax revenues are expected annually.



Reinforcement of the drinking water supply systems of the river centers of Richard-Toll, Dagana, Podor and Matam, in the Republic of Senegal (XOF25 billion).

The overall objective of the project is to contribute to universal access to drinking water for the populations of Richard-Toll, Rosso, Dagana, Podor and Matam. It will involve i) the construction and equipping of two (2) boreholes; ii) the construction of three (3) treatment plants and three (3) water intakes; iii) the rehabilitation of four (4) treatment plants and three (3) existing water intakes; iv) the construction of four (4) water towers; v) the laying of 220 km of drinking water supply and distribution pipes and vi) the installation of 10,000 social connections. During its construction, the project will facilitate the creation of 150 jobs and 45 direct jobs during the operating phase. In terms of wealth creation, the project is expected to generate at least XOF7.8 million of indirect and induced added value per year, and at least XOF250 million of indirect and induced tax revenues on average per year.



Project to reinforce the drinking water supply system for the towns of Lokossa, Athieme and surrounding areas, in the Republic of Benin (XOF20 billion).

The project seeks to contribute to universal access to drinking water for the populations of Lokossa, Athieme and their surrounding areas by i) covering water needs in the project area, to achieve 100% coverage by 2027; ii) increasing drinking water production and storage in the project area by 18,000 m3/day and 1,250 m3/day respectively, iii) serving an additional population of around 60,000 by 2040, and iv) reducing the prevalence of water-borne diseases by 75% by 2027. The deployment of this project will create at least 1,065 jobs, including 850 indirect and induced jobs, and generate at least XOF1.5 billion in indirect and induced added value annually.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

- LIST OF ACRONYMS AND ABBREVIATIONS
- LIST OF APPENDICES
- APPENDICES



Project to build the evacuation network for the 42 MWp solar power plant in Sokode, Togo (XOF5 billion).

The overall objective of the project is to guarantee the evacuation and injection into the interconnected grid of the electrical energy produced by the 42 MW solar power plant in Sokode, in order to contribute to energy independence and increase the share of renewable energies in Togo's energy mix. Its implementation will: i) contribute to the evacuation of an additional 78 GWh/year of energy produced by the 42 MW Sokode solar power plant; ii) build 10.3 km of HVB lines; and iii) build the new Sokode substation. The project will contribute towards reducing greenhouse gas emissions by 7,944 tonnes of CO₂ equivalent per year, and will create 163 jobs, including 50 during the construction phase and 13 direct jobs during project operation. In terms of contribution to wealth creation, it will generate at least XOF900.41 million in indirect and induced added value annually, and XOF108 million in indirect and induced tax revenues.



Project to build and equip ten (10) civic service centers in the Republic of Cote d'Ivoire (XOF21.6 billion).

The overall objective of the project is to provide training and enable the inclusion of vulnerable young people in Cote d'Ivoire, while developing their civic commitment. Its implementation should make it possible to: (i) reintegrate and accelerate the professional inclusion of young people in vulnerable situations (school failure, drug and/or alcohol addiction, violence...) by giving them access to technical training, and (ii) increase the voluntary and benevolent commitment initiatives among the youth. The project will enable 7,836 vulnerable men and women to enter the job market on a long-term basis each year, or. 156,720 young people over the lifetime of the infrastructure (20 years). Site preparation, construction and operation work will generate over 1,000 jobs annually (employees, trainees, supervisors and labourers).

2. ENVIRONMENT AND CLIMATE FINANCE

The Bank pursued its actions aimed at building the resilience of economies to climate change and improving the living conditions of vulnerable populations.

In terms of environmental and social safeguards, the Bank ensured that i) environmental and social safeguard standards and ii) gender mainstreaming were taken into account in project appraisal and financing. A total of 79 public and private sector projects were appraised, including 30 environmental category A projects, 24 category B projects, 2 category C projects and 23 category FI projects. In addition, 36 public and private sector projects in 4 countries were subject to supervision and monitoring of environmental and social aspects.

In the field of climate finance, the Bank has obtained a grant of XOF29 billion (€44.02 million) from the Green Climate Fund (GCF) to support efforts to combat climate change.

A financing agreement was signed on 24 October 2024 to allocate XOF35 billion in the form of a grant under the Regional Adaptation Financing Program. This program will strengthen climate resilience in 85 communities in Burkina Faso, Cote d'Ivoire, Mali and Niger.

In addition, the Bank has obtained approval from the Global Environment Facility (GEF) for three concept notes totalling XOF17 billion in grant financing for Benin, Burkina Faso and Mali. These projects are part of the Integrated Sustainable Cities Program and the large-scale investment transformation approach to support the Great Green Wall Initiative, in partnership with the United Nations Environment Programme (UNEP) and the World Bank.

To offset the lack of mature projects, the Climate Study Fund (FEC) was set up, approved by the WAMU Council of Ministers in September 2023 and operationalized in 2024 with the establishment of its governing bodies: the Fund's Climate Committee and Executive Secretariat. Offering zero interest loans for the public sector and 0.5% for the private sector, it has already financed four climate studies in Burkina Faso, Togo and Guinea-Bissau for XOF1.48 billion.

In 2024, to accelerate climate investments in priority sectors, the Bank launched the development of Climate Investment Programs (CIP) in Benin, Cote d'Ivoire and Mali. These programs aim to (i) mobilize innovative financing and concessional grants for the development of bankable studies and projects; (ii) strengthen the resilience of WAEMU economies in the face of climate challenges; (iii) structure a pipeline of climate projects to facilitate the mobilization of resources tailored to international commitments to combat climate change. The exercise will be extended to all member countries by 2025.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

- LIST OF ACRONYMS AND ABBREVIATIONS
- LIST OF APPENDICES
- APPENDICES

Area 4: Increasing the Bank's financing capacity

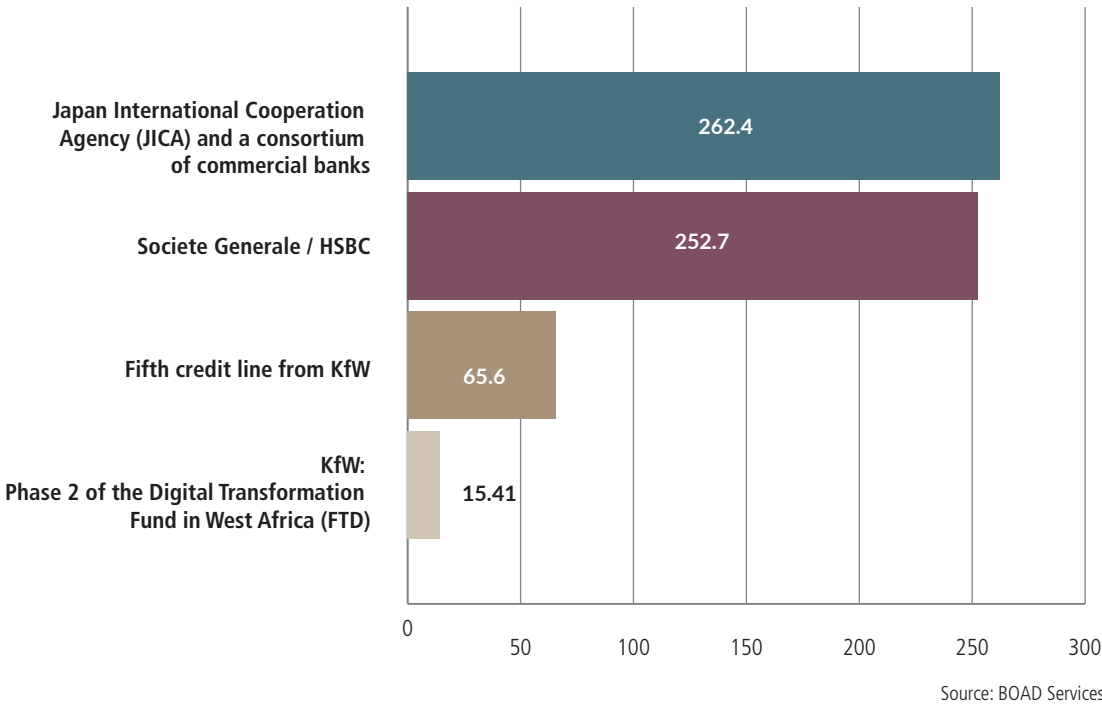
1. DEEPENING THE RESOURCE MOBILIZATION PROCESS

A. Agreements signed with partners in 2024

With regard to lines of credit, in fiscal 2024 the Bank's Board of Directors approved loans totaling €908.8 million, or XOF596.1 billion, broken down as follows.

In addition, two (2) financing agreements were signed for a total of 535.3 million euros, or XOF351.1 billion: i) BDC for 150 million euros, or XOF98.4 billion, and ii) SocGen/HSBC for 385.3 million euros, or XOF252.7 billion.

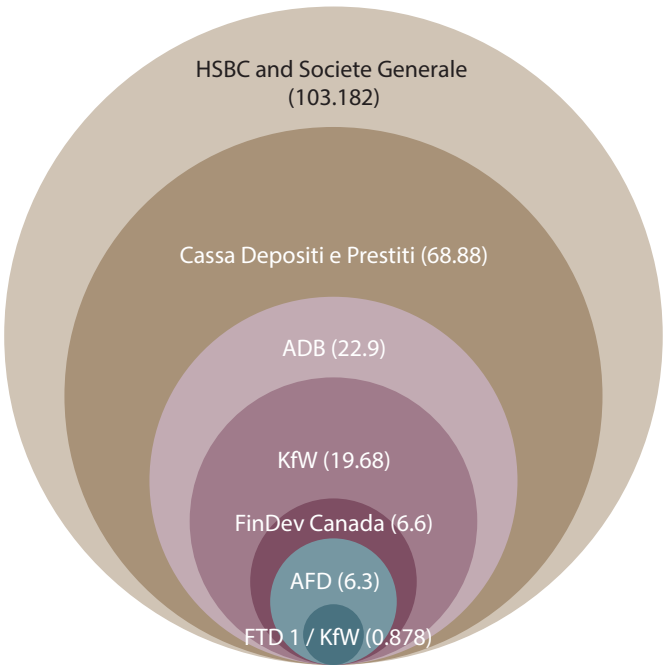
GRAPH 10: FINANCING APPROVED IN 2024 (BN XOF)



B. Credit facilities received from partners

In fiscal year 2024, the Bank drew down a total of 349.6 million euros, or XOF229.3 billion. The breakdown of this financing by partner is shown in the figure below:

GRAPH 11:
BANK DRAWINGS IN 2024 (BN XOF)



Source: BOAD Services



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

C. Subsidy resources

The subsidy mechanism has been strengthened by XOF28 billion contributed by member countries and community institutions (WAEMU Commission, BCEAO and BOAD), enabling us to continue setting up concessional loans to member countries. At the end of December 2024, cumulative subsidy resources stood at XOF275.154 billion over the 2016-2024 period.

D. Cooperation and promoting partnerships

In 2024, in response to the financing needs of its member countries, BOAD continued to diversify and consolidate its partnerships. Structuring initiatives were implemented with the support of financial partners in member countries. These include the PACAN (shock resilient loan program), the FTD (Digital Transformation Fund) and the Climate Study Fund.

Several high-level international missions were led by the Bank's President in 2024, with a view to identifying new areas of partnership, particularly in the fields of sustainable development and capital strengthening.

In addition, the Bank takes part in over thirty renowned international meetings each year, and conducts prospecting activities with leading institutions on five continents, such as the Saudi Development Fund, Turkiye Eximbank, USTDA, US EXIM, KOICA and World Affairs Canada.

The Bank's international reputation, combined with the quality of its rating, inspires confidence among partners and investors, making it easier to form partnerships and obtain resources on better terms.

2. MAIN PROJECTS TO STRENGTHEN THE BANK'S CAPACITY FOR ACTION

The main projects to be pursued in 2024, in line with the impact objectives of Djoliba Plan, relate to the strengthening of equity capital and balance sheet optimization (securitization and insurance of the Bank's loans).

A. Strengthening shareholders' equity

The USD 900 million (XOF 554.35 billion) PE-NINSULA project to strengthen shareholders' equity continued, with confirmation of shareholder subscriptions and the release of funds according to schedule. As at 31 December 2024, capital already paid up stood at XOF128.62 billion. An amount of XOF218.69 billion remains to be paid up until 2028. The amount of unsubscribed capital reserved for non-regional shareholders is XOF114.25 billion.

With regard to the hybrid debt issuance program totalling USD 600 million (XOF369.56 billion), the Bank continued to issue subordinated debt to institutional and public investors. Within this framework, in August 2024 BOAD carried out a second hybrid debt issue by private placement with CDP for €100 million (XOF65.59 billion). This transaction follows an initial issue of USD 100 million (XOF 63.14 billion), also carried out by private placement with BADEA in December 2023.



B. Securitization

In 2024, the Bank continued to implement its balance sheet optimization program, in line with the orientations of the Djoliba Plan, with a new receivables securitization operation worth XOF150 billion. The aim is to achieve agile balance sheet management, with faster asset turnover through the implementation of the "originate to distribute" method, thereby increasing the Bank's operational efficiency.

C. Loan insurance

During the year, the Bank took out a new portfolio-type insurance policy covering non-sovereign receivables for the first time. This coverage, mobilized from the pan-African multilateral insurer ATIDI for €100 million (XOF 65 billion), brings the total capacity mobilized on the insurance market to XOF 400 billion, or 15% of BOAD's total loan portfolio. The main aim of credit insurance solutions is to optimize the use of the Bank's capital, increase its intervention capacity and improve its risk profile.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

Area 5: Strengthening human resources and management systems

1. HUMAN RESOURCES MANAGEMENT

As at December 31, 2024, the Bank's operational workforce stood at 340, of whom more than a third (36.76%) were women. Taking into account staff on availability (5) and secondment (7), the Bank's total workforce at December 31, 2024 was 352.

Staff movements (entries and exits) resulted in an increase of 0.89% in the total workforce, or 3 more employees compared to 2023. In 2024, the Bank continued to renew its workforce, with fifteen (15) new recruits in various positions. Over the last four (4) years, the Bank has recruited a total of 64 staff members, including 21 women (32.81%) and 43 men (67.19%).

TABLE 2: BOAD'S OPERATIONAL WORKFORCE FROM 2020 TO 2024

Category	Workforce as at 31/12/2020	Workforce as at 31/12/2021	Workforce as at 31/12/2022	Workforce as at 31/12/2023	Workforce as at 31/12/2024
Professional staff	182	184	213	227	226
Support staff	117	115	113	110	114
TOTAL	299	299	326	337	340

As part of the implementation of the gender promotion policy, the YENNENGA program continued with the presentation of certificates to the recipients of the 2023 class and the launch of the first module of the YENNENGA level 2 program. Twenty-six (26) women from the Bank's second cohort were certified following their training in women's leadership. For the current promotion, 22 women are involved.

The "Executive Leadership Program" and "Advanced Management Program" were continued for the benefit of the Bank's Management and high-potential staff respectively. As in previous years, these special programs were implemented in collaboration with BEM Management School and KEDGE Business School.

It should be noted that in addition to these special programs, the Bank's training plan has been implemented, with capacity-building for over 170 members of staff in various areas of expertise.

2. GOVERNANCE MANAGEMENT

A. Governance, control systems and risk management

The strengthening of the institution's governance continued in the areas of i) integrity, ethics and the fight against fraud and corruption, ii) internal audit, iii) external control, iv) contract control, v) coordination of the activities of the Resident Missions (RM), vi) the holding of meetings of the institution's decision-making bodies and vii) risk management.

In terms of integrity, ethics, fraud and corruption prevention and control, The Bank continued to consolidate its fraud and corruption prevention and control measures through : (i) training/awareness-raising sessions on the BOAD's anti-corruption/fraud mechanism for Public Procurement Officers in Burkina Faso and Benin, (ii) an e-learning training campaign for staff members to reinforce their knowledge of issues relating to harassment in the workplace, sexual harassment, confidentiality of information and the Code of Conduct, (iii) an annual staff declaration of interest campaign, (iv) the signing of two (02) cooperation memoranda of understanding with anti-corruption bodies in Burkina Faso (ASCE-LC) and Mali (Office of the State Controller), (v) the completion of the updating of the staff Code of Ethics, etc.

With regard to Internal Audit, an external assessment was carried out in accordance with the Quality Assurance and Improvement Program (PAAQ) and the Djoliba strategic plan. The recommendations



enable continuous improvement of the process, and reinforce the Bank's compliance with international professional standards.

The implementation of Internal Audit recommendations contributes to strengthening the Bank's internal control system and risk management.

In addition, the audit universe and the three-year audit plan were updated to adapt them to changes in the Bank's environment. In addition, the Audit Committee held its regular meetings during which it examined: i) the reports on the institution's accounts, which were certified without reservation by the Statutory Auditors,

ii) the interim financial statements as at June 30 and September 30, 2024, iii) the 2024 activity report and the draft Internal Audit activity program for the 2025



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

financial year, which were approved, and iv) the 2024 activity report and the draft Investigation Department activity program for the 2025 financial year, which were validated.

As part of the external audit, KPMG Togo, in its capacity as Statutory Auditor, has certified without qualification the financial statements of the Bank, FDC and FDE for the year ended 2023. These accounts were approved by the Council of Ministers, which carried out two limited reviews of the interim financial statements at June 30, 2024 and September 30, 2024, in accordance with IAS 34 of the IFRS accounting framework.

Contract control covered all contracts financed as part of the Bank's operations, as well as internal acquisitions during 2024. The aim is to ensure that procurement processes comply with the Bank's policies and procedures. In addition, training courses have been organized for Bank staff and players in public procurement in Burkina Faso and Benin, with a view to popularizing the institution's procurement procedures.

Resident Missions (RM) coordination activities continued in fiscal 2024 through the monitoring of funded projects and the identification of new business opportunities in member countries.

As part of the implementation of the project to decentralize certain operational activities from Head Office to the Resident Missions in Cote d'Ivoire and Senegal, the following work was carried out: i) examination of the new responsibilities and missions of the RMs, ii) signature of two lease contracts with PFO (for the RM of Cote d'Ivoire) and SERTEM (for the RM of Senegal) with a view

to moving the Resident Missions into new premises, iii) drafting of specifications for a prospective study in response to future needs, in a context marked by the growth and diversification of activities.

The Board of Directors held five (5) formal meetings in 2024 (on 4 and 25 March, 27 June, 20 September and 17 December). These meetings enabled the Board to approve, among other matters, BOAD's accounts for the year ended 31 December 2023, the 2025-2029 financial outlook update, the 2025-2027 program-budget, and proposals for medium and long-term loans, refinancing facilities, equity investments and short-term loans.

The WAMU Council of Ministers held four (4) ordinary meetings. These meetings notably allowed for the approval of: (i) BOAD's 2023 Annual Report, (ii) BOAD's annual accounts for the year ended 31 December 2023, (iii) the revised 2025-2029 updated Financial outlook, (iv) the results of the call for tenders for the selection of BOAD's Statutory Auditor for the financial years 2025 to 2027 inclusive, (v) three (3) notes relating to the waiver of BOAD's immunities and privileges, respectively in connection with the establishment of a KfW line of credit to BOAD for SMEs, a loan from Societe Generale and HSBC to BOAD with a guarantee from MIGA, and a joint loan from JICA, SMBC and MUFG; (vi) the proposal for the creation of a Corporate Foundation by BOAD.

In the area of risk management, work continued on strengthening the management, monitoring and governance of all areas of risk (credit, financial and operational).

In terms of credit and financial risk management, the Bank continued to play a key role in the project appraisal cycle, ensuring rigorous assessment at every stage, from identification to credit risk mitigation. In this respect, the following key stages were carried out: i) the selection of projects to be financed by the Bank through the issuance of second opinions on commercial projects; ii) the ongoing monitoring of compliance with intervention limits in line with the Bank's Risk Appetite Statement; and iii) the estimation of impairment of debt instruments and the value adjustment of equity instruments, in accordance with IFRS9.

In order to help maintain the Bank's capital adequacy ratio at a healthy level, and thus enable it to maintain its financial strength, the impact of each new operation in terms of capital consumption is estimated on the basis of the economic capital model. The Bank's solvency is monitored through quarterly measurements of the capital adequacy ratio (CAR).

As part of our reporting on credit risk to the decision-making bodies, the status of the portfolio was regularly presented to the Risk Committee, as was the situation regarding the metrics of the risk appetite matrix.

Other activities relating to credit and financial risk management include: i) backtesting, by an independent firm, of internal rating models (six rating models depending on the nature of the counterparty and the type of transaction), in order to guarantee the reliability and robustness of these models, and ii) the Bank's participation in meetings of the GEMs Consortium working group.

With regard to operational risk management, the Bank has carried out several actions in line with its Operational Risk Management System. For example, the mapping of operational risks at 12/31/2023 has been updated, revealing an operational risk profile that is generally under control, with only 2% of high residual risks. In addition, action plans for the mitigation of high residual risks have been defined through a collaborative framework with the Permanent Control Department and the relevant risk owners.

An assessment was also carried out of specific systems linked to high-impact risks that could significantly disrupt the Bank's activities (physical and information security, business continuity, etc.), with particular attention paid to the Business Continuity Plan (BCP), which underwent a series of tests to ensure it remained in good condition. A surveillance audit of the Bank's ISO 27001 IT System certification was also carried out.

In addition, regular meetings with operational risk correspondents and a staff general meeting of staff held on 14 August have helped to raise awareness and build the capacity of those involved in the 1st line of operational risk management (risk owners). Lastly, 1st and 2nd level controls were monitored in collaboration with Financial Control, Permanent Control, IT Security and Business Continuity.

In terms of strengthening the Operational Risk Management (ORM) system, the following initiatives were carried out in 2024: i) a benchmarking mission to the AfDB, with a view to drawing inspiration from current ORM practices; and ii) the formalization of incident monitoring.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

B. Security and asset management

Under the energy efficiency program, BOAD is continuing its efforts to limit its energy dependence and reduce its carbon footprint, through the installation of solar panels and the optimization of energy infrastructures. These strategic investments are fully in line with the Bank's commitment to increasing the share of renewable energies in its energy mix, thereby contributing directly to the reduction of greenhouse gas (GHG) emissions and the overall improvement of its environmental performance.

In 2024, the Bank (i) extended the capacity of its solar power plant at BOAD headquarters from 375 kWp to 522 kWp, with direct injection into the building;

(ii) installed a 13.5 KWp solar power plant at the Cité Renaissance staff residence, and (iii) installed an 18.9 KWp solar power plant at BOAD's leisure center. These new installations bring the total capacity of the Bank's solar installations to 685.4 KWp, for an annual production of 2,546.76 MWh for all its sites. Thus, since 2020, the energy efficiency program, through the energy mix, will have enabled the Bank to achieve savings of XOF 200,455,830, for a total estimated energy production of 12,398.41 MWh.

In terms of improving the safety of people and property, 2024 was a pivotal year for several key projects.

In fact, two projects in the SIRBA plan (setting up remote access to physical security and cyber-securing physical security assets) have entered their operational phase and should be completed in the

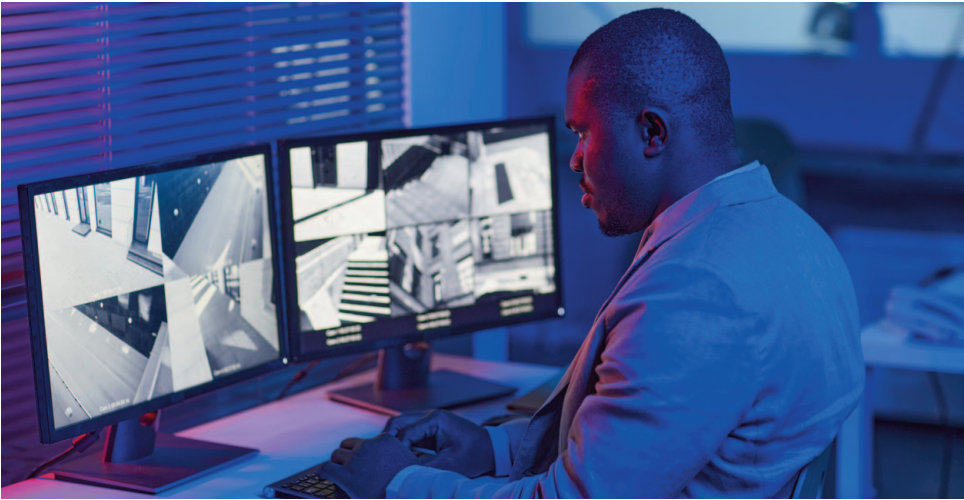
first half of 2025. Their implementation will integrate and align the infrastructures of the main information system and those of the Bank's security systems.

Implementation of the recommendations arising from the external audit of fire safety at Head Office continued, with eight (8) projects currently underway: i) bringing smoke extraction up to standard, ii) extending armed fire taps, iii) installing an emergency power supply for fire-fighting equipment, iv) bringing sprinkler systems in server rooms up to standard, v) installing sprinkler systems in the inverter room and transformer room, vi) updating evacuation plans, vii) installing air aspiration detectors, viii) installing fire detection in the new ground floor premises.

Moreover, as part of the implementation of the recommendations arising from the audit of the security of Resident Missions, the Bank has supervised the installation of security systems in the residences of Resident Mission Heads, to ensure their protection and that of staff in the event of the emergency plan being triggered.

With regard to capacity-building, three guides were designed and distributed to staff: safety at headquarters, safety during business travel and emergency planning. It should be noted that 6 training sessions in first aid and fire safety were organized for the benefit of headquarters and RM staff. Thirty (30) new first-aiders were trained.

The Occupational Health and Safety Committee met regularly during the year and ensured that its recommendations were implemented, with a view to improving working conditions for staff members.



Lastly, the sub-regional security and health situation was regularly monitored, with weekly safety notices being drawn up and sent out on a regular basis.

With regard to the Business Continuity Plan (BCP), the Bank's commitment has been maintained with the continued updating of the BCP document base and the emergency plan. Business continuity objectives and BCP indicators have also been reviewed, to better measure the performance of the Business Continuity Management System (BCMS).

One of our key initiatives has been the implementation of an Integrated Management System (IMS). The IMS combines the Information System Management System (ISMS, ISO 27001), certified since 2015, with the SMCA (ISO 22301) and the Privacy Management System (SMVP) in order to create strong synergies and a coherent alignment of these management systems with BOAD's strategic orientations.

In addition, a number of business continuity training and awareness sessions were organized during the year, and an audit of the Business Continuity Plan (BCP) was carried out by the Bank's Inspectorate General (IG).

BCP tests also continued at the back-up sites in Benin and France.

As regards the working environment, new improvement new facilities have been installed at head office to improve working conditions for employees. These include (i) the construction and commissioning of a modern archive documentation center in the Southern annex building, (ii) the refurbishment of the former documentation room into offices, (iii) the provision of various items of equipment on the technical installations for the smooth running of the departments.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

C. Implementation of the Bank's CSR policy and strategy

With the adoption of its CSR Policy and Strategy, BOAD has reaffirmed its alignment with the Sustainable Development Goals (SDGs) and its commitment to supporting sustainable investments with a high social impact, thus consolidating its role as a catalyst for responsible development within the WAEMU region.

In 2024, the Bank continued to issue CSR Notices for projects to be financed, the aim being to raise awareness and support stakeholders - governments, SMEs and institutions - in adopting practices that ensure that the projects financed contribute effectively to the Bank's environmental and social ambitions.

D. Security and modernization of the information system

Regarding the Information Systems, the Bank continued to implement its Information System Master Plan (SDSI 2021-2025) through the SIRBA program (Source of Innovation and Resilience for an Agile BOAD), supported by digital and cyber strategies aligned with the strategic areas of the Djoliba Plan and aimed at modernizing and then securing the Bank's Information System.

In this context, several actions have been carried out, in particular: (i) consolidation of the Electronic Document Management (EDM) tool with (i) automation of new processes (project disbursements,

staff loans, implementation of a new Electronic Document Archiving Solution (EDA) ; (ii) optimization of the "Campus Digital" tool to improve the e-learning platform; (iii) stabilization of the modern, secure S/4HANA version, integrating the Finance, Controlling, Purchasing and Human Resources modules; iv) implementation of outsourcing of printing equipment to ensure better management of IT resources; v) selection of SAP FIONEER as the core banking tool; vi) the continued implementation of projects such as the Digital Signature, process modeling and Information System urbanization, as well as that relating to the implementation of an RGPD (General Regulation

for the Protection of Personal Data) "compliance" tool; vii) the establishment of a governance framework to improve data quality.

Thus, the Cyber Security Strategy Roadmap was deployed with the validation of a cloud strategy and the transition of the Information Security Management System (ISMS) from the 2013 version to the 2022 version of the standard.

We have also continued to automate certain activities, notably with the in-house development of a ticket management application interfaced with the mission order management application.

In addition, the Bank continued to implement the ASANA tool to ensure better technical and budgetary planning of internal projects, as well as their regular reporting.

In addition, staff involved in security, ISMS and business continuity management were trained and certified on the new version (2022) of the ISO 27001 standard. A new e-learning platform, more intuitive and richer in topical themes, has been deployed, and phishing simulations have been carried out to assess the cyber maturity of staff members and make them aware of the dangers of attacks.

Furthermore, the Helpdesk modernization project continued to improve IT service management and align service management with quality standards.

E. Marketing and communications

In 2024, BOAD adopted a proactive, multi-channel corporate communications strategy, centered on strategic themes such as financial innovation, climate action, and sustainable development. These efforts aimed to elevate the Bank's visibility both regionally and internationally, while reinforcing its positioning as a leading institution in development finance in West Africa.

Media and events campaign were carried out, featuring high-level interventions at major international forums such as the Italy-Africa Summit, the Annual Meetings of the African Development Bank, the Africa CEO Forum, the Sahel Alliance, and COP 29. Participation in these events provided the Bank with a platform to





TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

promote its expertise and innovative solutions in favor of regional integration and economic resilience, consolidating its reputation through speeches by its senior executives and the presentation of its flagship achievements. Winning awards such as the Innovative Operation Award at the BRVM Awards has also helped to establish the Bank's reputation as an innovative, high-performance institution.

In addition, the launch of a corporate communications campaign under the theme "INNOVATING, TRANSFORMING, MAKING IMPACT" amplified the Bank's voice across media platforms. This campaign highlighted BOAD's long-term vision for Africa as a continent of prosperity, sustainability, and opportunity, reinforcing its ambition to drive impactful change for future generations.

In the area of digital communications, the Bank has consolidated its online presence through ongoing, dynamic animation of its web platforms and social networks, and the creation of new video formats highlighting its action and impact. These actions were particularly visible during thematic campaigns, such as those linked to the COP 29, and contributed to broadening the Bank's audience.

In terms of social action, the Bank continued its civic commitment by supporting community development initiatives and granting support and assistance to local associations. Major achievements include the refurbishment of the fence at the Centre Polyvalent Saint Augustin (CPSA) and the organization of a donation ceremony for associations involved in the care of disabled people.

The Institution has completed the process of creating its Foundation, following the favorable opinion of its governing bodies. To this end, a roadmap has been drawn up for its operationalization in 2025. As a reminder, BOAD Foundation aims to: (i) contributing to the well-being of WAEMU populations by maximizing impact through community actions and strategic partnerships, (ii) reducing vulnerability, inequality and poverty in WAEMU, (iii) acting as a trusted third party by providing expertise and solutions tailored to collective needs, (iv) improving BOAD's image by enhancing its societal commitment and (v) mobilizing philanthropic resources to meet the region's social needs.

In terms of internal communication, significant innovations were introduced to improve access to information and strengthen staff cohesion.

The launch of the "Nyanya Nana" news platform offered real-time dissemination of institutional news, while internal campaigns, notably the one on the Bank's values, raised staff awareness of the constructive contributions made by all to the history of our common institution.

In the area of marketing, a number of actions were carried out in the various countries to help strengthen the Bank's position and visibility on the WAEMU market, increase its customer portfolio and multiply opportunities for collaboration with strategic partners.

The Bank has initiated contacts with key players in the private sector, as well as working visits to major corporations, in order to present its financing offer, identify opportunities to support high-



BOAD
BANQUE OUEST AFRICAINE
DE DEVELOPPEMENT



INNOVATING, TRANSFORMING, MAKING IMPACT



#createursdavenir

www.boad.org    

potential projects and diversify the Bank's customer portfolio.

Missions to new customers in Senegal, Burkina Faso, Cote d'Ivoire and Benin enabled us to identify new business opportunities and strengthen ties with local players for future strategic partnerships.

The Bank also took part in several institutional and economic events, such as the conference on BOAD and climate finance in Benin, the 5th BRVM Awards in Cote d'Ivoire, and the Forum des Opérateurs

pour la Garantie de l'Émergence Économique en Afrique (FOGECA) in Portugal.

With a view to better targeting sales actions and personalizing relationships, a strategic database has been set up to monitor and analyze key prospects and customers in each country. This approach also aims to optimize the Bank's commercial approach by providing a precise view of the location, sector of activity and business potential of customers and prospects.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

These various initiatives have not only consolidated the Bank's image in WAEMU, but have also contributed to the development of promising projects for the regional economy.

F. Operations monitoring and knowledge management

The Bank continued to consolidate its system for monitoring and evaluating project development results. In this context, activities focused mainly on the design of tools dedicated to the monitoring-evaluation of the development results of thirty-eight (38) projects presented at various meetings of the Board of Directors.

In the field of promoting rapid, innovative approaches to measuring the impact of operations, the Bank has carried out a case study on the pilot evaluation of CO2 emission reduction at two (2) multifunctional platforms as part of the hybridization of multifunctional platforms project in Togo, financed by BOAD and GEF.

In addition, as part of the pilot program for the progressive integration of geospatial analysis and artificial intelligence for supervision, five (5) internal workshops were organized to present the GEMS (Geo- Enabling Initiative for Monitoring and Supervision) method and its potential applications in decision-making, and four (04) external workshops were held in Guinea-Bissau, Cote d'Ivoire, Togo and Burkina Faso. These workshops made it possible to: (i) present the pilot program, (ii) detail the use of digitized forms for data collection on project execution, impact indicators and georeferencing, and (iii) plan a first experimental data collection campaign. Data collected in the field from

67 projects and covering 428 infrastructures were used to develop experimental thematic dashboards, namely (i) the project impact dashboard; (ii) the project portfolio execution status dashboard; (iii) the key impact indicator dashboard.

With regard to strengthening the use of lessons learned from evaluations and the dissemination of experience, a matrix of impact indicators essential for assessing the impact of projects on beneficiaries and stakeholders has been drawn up for the HRRC. At the same time, the HRRC has been provided with a digitized procedure to ensure faster, higher-quality data collection, and a dashboard to inform management decisions.

With regard to capitalization sessions, the Bank's Supervision Units benefited from a presentation session on geospatial analysis dashboards. Preparatory meetings were also organized to harmonize supervision practices, refine methodologies for the preparation and grading of end-of-execution reports, and strengthen synergies between partner institutions with a view to ensuring optimal, transparent and efficient project management.

With regard to the monitoring of the Plan Djoliba, and in line with the monitoring of development results and project impacts, reports have been drawn up covering the period 2009 to 2023, detailing the assessment of the state of

achievement of the development results and impacts of the country portfolio of projects financed in Guinea-Bissau and Togo. Formative evaluations were also carried out on the development results and impact measurement framework.

In connection with the motoring of Djoliba Plan, nine (9) key indicators of development results and impacts, periodic notes presenting the targets (ex ante) of funded projects in relation to these key indicators, as well as the associated achievement rates, have been produced a view to ensuring a regular and in-depth assessment of the progress made.





TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

Box 01

PILOT EVALUATION OF CO₂ EMISSION REDUCTION AT TWO (02) MULTIFUNCTIONAL PLATFORMS UNDER THE TOGO
MULTIFUNCTIONAL PLATFORM HYBRIDIZATION PROJECT FINANCED BY BOAD AND THE GEF: CASE STUDY

During the year under review, the Bank carried out a pilot evaluation aimed at measuring, on an experimental basis, the effective reduction in CO₂ emissions generated by switching from a non-hybridized multifunctional platform to a hybridized one. Secondary objectives were to assess the amount of fine particles and noise generated by these platforms. The data collection operations were carried out in two (02) villages in the Zio prefecture, located in the maritime region of Togo, namely Gape Adido with a hybridized platform and Gape Lonvo with a non-hybridized platform. The evaluation methodology is based on the one hand on the direct collection of emitted gases using sensors, and on the other hand on interviews with 23 beneficiaries, including 17 women (74% of the sample).

The results of this assessment highlight the following lessons:

In terms of CO₂ emissions, the following observations were made. Firstly, average CO₂ emissions from the stack of the non-hybridized platform are at least 25 times higher than those of the stack of the hybridized platform during periods of exclusive use of solar energy. Secondly, average CO₂ emissions from the chimney of the non-hybridized platform are at least twice those of the chimney of

the hybridized platform when diesel is used.

Finally, the maximum values recorded in the stacks exceed the 1,500ppm standard. Furthermore, the CO₂ emissions saved in one year by the Gapé Adido multifunctional hybrid platform are 158,614,848,000 µg, or 159 tonnes. For a cost per tonne of CO₂ varying between 60 and 67 Euros in October 2024, in monetary terms, the 159 tonnes would be equivalent to 9,540 Euros (low hypothesis), 10,653 Euros (high hypothesis), or 6,248,700 (low hypothesis), 6,977,715 XOF (high hypothesis) per year.

With regard to the emission of PM2.5 fine particles (particles smaller than or equal to 2.5 micrometers), levels in the rooms housing the two (02) platforms exceeded the WHO standard of 15 µg/m³. Similarly, noise levels in the rooms housing the two (02) platforms are above the 80 decibel (dB) standard.

In terms of social impact, the introduction of platforms has greatly facilitated access to these services (flour milling, phone recharging), reducing time and distance constraints. Previously, women and children had to travel long distances, sometimes devoting an entire day to these tasks. In addition, hybridization has reduced operating

expenses, and the cost of milling services has been lowered from XOF 300 for private operators to XOF 200 on the platforms for an equivalent quantity.

With regard to the durability of the multifunctional platforms, recurrent malfunctions have been observed, mainly due to inadequate maintenance. Indeed, beneficiaries frequently encounter technical breakdowns, notably the regular detachment of the mill belt, which can cause damage.

In view of the above, the following recommendations are addressed as a matter of priority to the Togolese State:

In the very short term (less than three months): (i) provide millers with masks to protect them from fine particles, and encourage them to wear them regularly; (ii) provide millers with ear muffs to protect them from serious and irreversible hearing damage caused by mill noise; (iii) ensure that platform millers have one or two annual medical check-ups at state-approved health centers; (iv) ensure that equipment, particularly mills on non-hybridized platforms, is in good working order before any further hybridization.

Short-term (between three months and one year): (i) modify the chimneys of the mills on the

non-hybridized platforms by raising their height; (ii) activate the batteries acquired by the project to enable users of the hybridized platforms to use exclusively solar-generated electrical energy to operate the mills over the entire operating schedule (8:00 am - 8:00 pm). This would eliminate CO₂ emissions from hybrid platforms. In addition, this battery activation will enable the populations benefiting from the hybrid platforms to use solar-generated electrical energy for purposes other than those linked solely to the platform's activities. The energy accumulated by the batteries during the day could be used, for example, to create areas of public lighting, enabling pupils in the villages concerned to study their lessons in better conditions; (iii) equip the chimneys of the mills with particle filters, capable of reducing emissions of fine particles into the environment by up to 90%; (iv) extend, during the end-of-project evaluation, the analyses to other sites in order to refine the emissions data collected during the pilot phase, while assessing carbon monoxide (CO) and nitrogen dioxide (NO₂) emissions, which have a very negative impact on air quality and therefore on human health.

In the medium term (no later than two years): Replace the current outdated mills with newer, more suitable mills by hybridizing them.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

In the area of Knowledge Management and Archives, the Bank continued to implement the action plan for the intellectual production and knowledge management strategy, as well as the program to digitize documentary and archival processes.

With regard to the intellectual production strategy, on November 07 and 08, 2024 respectively: i) a workshop was held to review the conclusions/recommendations of the study on the "role of public banks in financing appropriate equipment in agricultural and strategic rural mechanization sectors: international experiences and application to the WAEMU zone" and, ii) a training seminar on the techniques of scientific articles criticism.

Three (3) major projects were completed as part of the program to digitize document processes. These are: i) Electronic Document Management (EDM), through the development and implementation of all five (5) priority workflows identified; ii) the digital library solution, offering online access via a single portal to all the Documentation Center's electronic resources; iii) the Electronic Archiving System (EAS), with the MAARCH solution, for the management of archives with probative value. Around 500 linear meters physical project files were processed, including 200 linear meters, or around 100,000 pages, digitized and integrated into the MAARCH Electronic Archiving Solution.

In addition, the digital signature project, which aims to facilitate interaction between different employees and partners and ensure the security of exchanges, has been finalized.

The information monitoring system continued to be coordinated with: i) the production of image and counterparty monitoring reports, and ii) the collection and publication of project data on the International Aid Transparency Initiative (IATI) platform.

Box 02



Workshop to share the conclusions of the study on the financing of agricultural mechanization in the WAEMU

On Thursday, November 07, 2024, a workshop was held at BOAD headquarters in Lomé (Togo) to share the conclusions of the joint AFD/BOAD study on the financing of agricultural mechanization in WAEMU. The aim of the study is to put forward recommendations for public policy and for the financing of agricultural mechanization in WAEMU by financial institutions, in order to improve its impact on agricultural productivity, as part of a sustainable approach.

The opening ceremony was chaired by Mr. Moustapha BEN BARKA, Vice-President of BOAD.

The main players in the agricultural mechanization ecosystem were present. Three main sessions marked the course of the workshop: i) presentation of the study's conclusions/recommendations, ii) experience-sharing with technical and financial partners (AFD, CIRAD, CORAF, BNDA, FAO and BOAD) on the development and financing of agricultural mechanization, and iii) experience-sharing with agricultural equipment players (SONAMA and SONATER). At the end of the presentations and discussions, the participants made the following key recommendations:

- Develop mechanization adapted to the needs of farmers, taking into account the entire value chain and target groups such as young people and women;
- Take into account the holistic dimension of agricultural mechanization by implementing pre-mechanization programs (training courses, access to credit and equipment) and post-mechanization programs (access to markets, support for the processing and marketing of agricultural products, remunerative prices for producers);
- Promote financing instruments designed to de-risk the agricultural sector and make the private sector more attractive (guarantees, agricultural insurance, concessional or zero-interest loans, subsidized credit, dedicated lines of credit, PPPs, funds, etc.);
- Consider the entire value chain (value chain approach), from production to marketing, including harvesting and post-harvest operations, and analyze the role of the Inter-profession in reducing the cost of agricultural equipment;
- Set up a financing scheme for local industry to manufacture or adapt agricultural equipment to local realities and life cycles;



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND
SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

1. OVERVIEW TABLE

2. ACHIEVEMENTS PER STRATEGIC AREA

- Priority 1: Strengthening regional integration
- Area 2: Contributing to the creation of value and productive jobs in support to WAEMU governments and the private sector
- Priority 3: Building resilience to climate change
- Area 4: Increasing the Bank's financing capacity
- Priority 5: Strengthening human resources and management systems

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

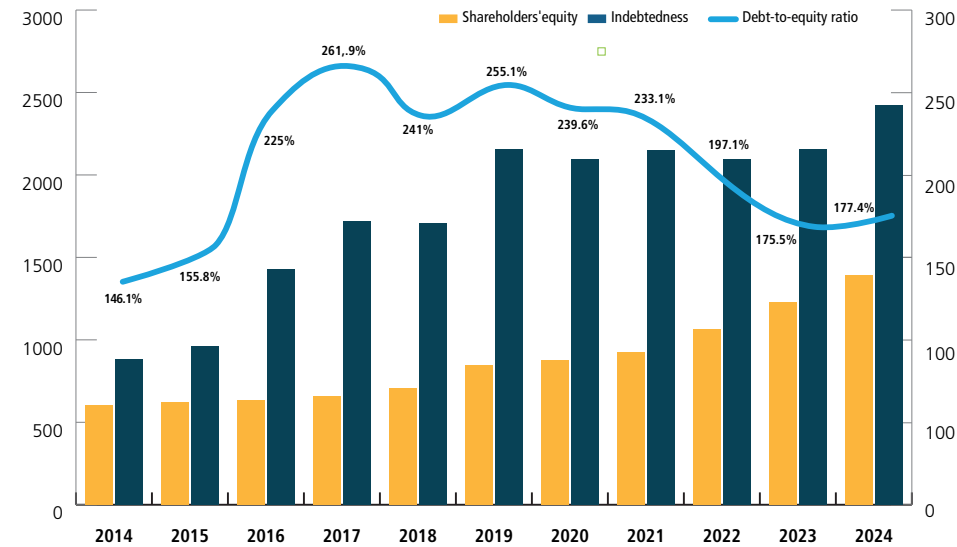
LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

- Promote equipment adapted to the agro-ecological system and farm size;
 - Develop specific trades and specialized training in agricultural mechanization to create jobs and private initiatives (expertise in maintenance and servicing, etc.). These trades could be a source of attractiveness for the agricultural sector;
 - Strengthen quality control of imported agricultural equipment and materials to improve the profitability and sustainability of investments;
 - Rethink the financing system for agricultural equipment so that it takes into account all players in the value chain (producers, researchers, repairers, fitters, welders, metalworkers, etc.);
 - Strengthen countries' industrial independence in terms of agricultural equipment.
- All in all, the main lessons learned from the workshop included the need to analyze the agricultural mechanization sector holistically, with a high degree of interdependence between players and links in the value chain (from production to marketing). At this level, the importance of related trades was highlighted in order to professionalize the sector and make it more attractive to the private sector and the youth. Particular attention was paid to the issue of farmers' access to markets, the proceeds of which in turn enable stable financing of marketing operations and the sustainability of the business. Lastly, the need for reliable data to provide a better understanding of the agricultural mechanization requirements.

GRAPH 12: CHANGES IN SHAREHOLDERS' EQUITY, DEBT (BILLION XOF) AND DEBT-TO-EQUITY RATIO



Source: BOAD Services

G. Financial position

The Bank's balance sheet total increased from XOF 3,482.02 billion at December 31, 2023 to XOF 3,893.48 billion at December 31, 2024.

The Institution's financial position remains sound, with a balanced financial structure. At the end of December 2024, shareholders' equity represented around 35.7% of the balance sheet total, and the ratio of outstanding borrowings to shareholders' equity (debt/equity ratio) was around 177.4%, compared with the statutory norm of 300%.

The following features characterize the operation

- a preponderance of loan income, which is the institution's main activity (77.35% of budget income);
- net banking income of XOF 114.89 billion at December 31, 2024, compared with XOF 111.03 billion as at December 31, 2023;
- Prudent cash management, in line with the liquidity policy;

- the continuation of a cautious provisioning policy, linked to the situation of certain commercial projects.

The portfolio's overall gross deterioration rate stood at 2.46% at December 31, 2024, compared to 2.64% at end-December 2023 and 2.92% at end-December 2021 and 2022. The Bank intends to pursue its efforts to monitor and improve portfolio quality.

Operations continue to post positive results, with net income at the end of 2024 reaching XOF39.4 bn,

compared with XOF 36.5 bn at December 31, 2023. This result will strengthen the institution's equity capital.

The Bank will continue to keep its costs under control, in order to maintain attractive interest rates in line with the requirements of development finance.

It should also be noted that the level of shareholders' equity remains in line with the risks borne by the Bank.

THEME FOR THE YEAR

TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC
AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

INTRODUCTION

1. AIR TRANSPORT IN THE WAEMU

2. ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU

3. MAIN RECOMMENDATIONS OF THE STUDY
UNDER REVIEW

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES



THEME FOR THE YEAR

AIR TRANSPORT DEVELOPMENT
INITIATIVE IN WAEMU COUNTRIES



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC

AND SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT

VALUE CHAIN IN THE WAEMU REGION

INTRODUCTION

1. AIR TRANSPORT IN THE WAEMU

2. ASSESSMENT OF THE AIR TRANSPORT

VALUE CHAIN IN THE WAEMU

3. MAIN RECOMMENDATIONS OF THE STUDY

UNDER REVIEW

INTRODUCTION



The African continent is huge, and in need of a cost-effective and reliable intra-African air transport network. Indeed, aviation can make a significant contribution to Africa's economic growth and deve-

lopment. Air transport can open up and connect markets, facilitating tourism and trade, and enabling local businesses to integrate into regional and global supply chains.

Improved air connectivity can help boost productivity, encouraging investment and innovation, and improving business operations and efficiency.

Aviation also contributes to the social well-being of the population, supporting employment, providing aid and relief, promoting access to education and healthcare, and offering learning opportunities. Many parts of the world benefit immensely from aviation.

However, the development of aviation remains hampered by a number of factors, including the availability and cost of infrastructure, market fragmentation and restrictive regulations.

Mindful of the potential of the air transport sector, BOAD has for decades been committed to supporting air transport in the WAEMU by providing financing and backing major initiatives aimed at improving the sector in the WAEMU. In fact, the Bank is supporting several airport construction and rehabilitation projects, such as Abidjan's Félix Houphouët-Boigny International Airport, Blaise-Diagne International Airport (AIDB), Donsin Airport, and the airports of Bouake, San Pedro, Korhogo, Tillabery and Diffa. It has also supported projects to set up airlines such as Asky and Air Cote d'Ivoire, with significant equity stakes.

Despite the initiatives and investments made, the institution notes that the air transport sub-sector in the WAEMU zone is characterized by: i) the inadequacy of inter-state links, due in particular to the weakness of airline fleets, both in quantity and quality; ii) the non-conformity with international

standards of certain infrastructures and technical facilities at the Union's airports; and iii) the high operating costs of airlines, with services that are often unsatisfactory.

Against this backdrop, in 2023 the Bank commissioned a study on the development of air transport in WAEMU countries, with a view to deepening its knowledge of the sector through an in-depth analysis of the value chains⁶, the sector's integration potential and its medium- and long-term prospects.

The overall objective of the study is to contribute to the improvement of air transport in the WAEMU in order to support trade and regional socio-economic integration. Specifically, this involved i) providing an overview of the current situation of the air transport sector in WAEMU countries (traffic, operational conditions, market and regulations) and the prospects for development, ii) identifying challenges and opportunities, iii) studying the possibilities for pooling efforts, creating synergies between airlines and countries, or duplicating successful models, iv) proposing recommendations aimed at improving air transport efficiency as well as safety and security.

This summary of the study under review is structured in three (03) parts. The first provides an overview of air transport in WAEMU, the second a diagnosis of the sector, and the third sets out the major recommendations.

⁶ The main links in this chain are passenger transport, freight, aircraft flows, aircraft and airport maintenance, safety, insurance and training.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC
AND SOCIAL ENVIRONMENT

BOAD'S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

INTRODUCTION

1. AIR TRANSPORT IN THE WAEMU

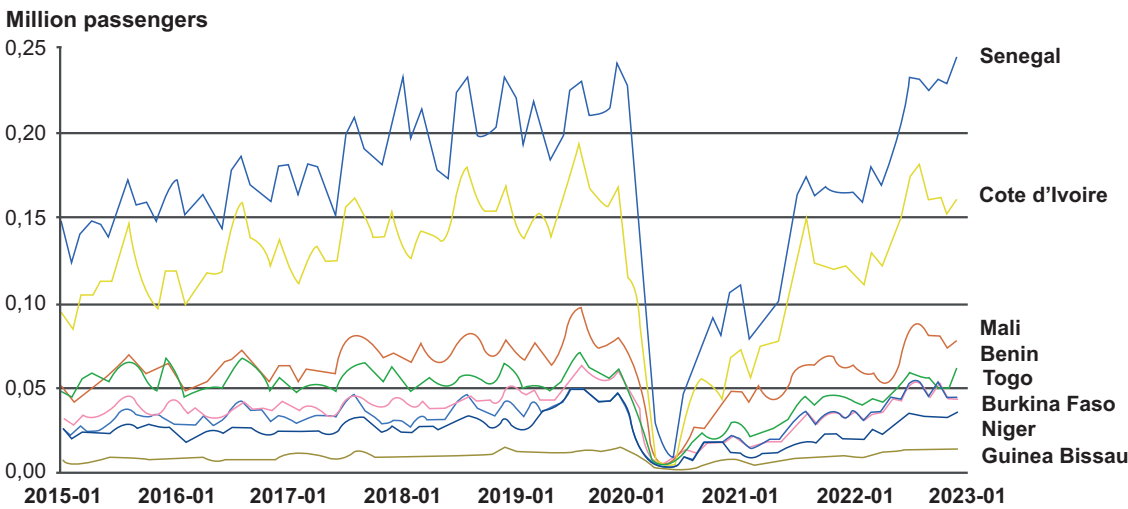
2. ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU

3. MAIN RECOMMENDATIONS OF THE STUDY
UNDER REVIEW

1. AIR TRANSPORT IN THE WAEMU

WAEMU's air transport industry is vital to the region's economic growth and connectivity. Countries such as Senegal and Cote d'Ivoire are emerging as major hubs, while airlines including Air France and ASKY play a key role in the region's air service provision.

GRAPH 13: MONTHLY PASSENGER NUMBERS IN EACH UEMOA COUNTRY FROM 2015 TO 2022⁷



The air transport industry in the WAEMU region has shown a dynamic trajectory in recent years. Senegal and Cote d'Ivoire have positioned themselves with steady passenger growth through 2019. Senegal saw growth rates of 10.2% in 2016 and 13.8% in 2018, while Cote d'Ivoire's air transport demand grew by 13.9% in 2016, underlining the industry's upward trend.

However, the challenges of 2020 were universal in the region, as they were worldwide. The consequences of the COVID-19 pandemic have had a significant impact on air transport, leading to substantial declines in passenger numbers. In

Senegal, the recorded drop is 59% in 2020 compared with 2019. Cote d'Ivoire also saw a decline, marking a difficult period for the region's air transport sector.

In 2021, Senegal's growth rate reached 53% compared to 2020, reflecting the country's recovery efforts. Similarly, Mali, despite lower passenger volumes, showed signs of recovery from the setbacks of the previous year. By 2022, many countries, including Togo and Burkina Faso, were on the road to recovery, further underlining the region's potential to turn around this important industry.

In 2022, the WAEMU air transport landscape presented distinct characteristics. Senegal, with 2,451,769 passengers, accounted for 34.6% of total passenger volume, reinforcing its role as the region's dominant hub.

Cote d'Ivoire followed closely behind, contributing 24.7% with 1,753,628 passengers. On the other hand, countries such as Niger and Guinea Bissau, with passenger numbers of 343,080 and 144,714 respectively, accounted for a smaller combined share of 6.8%.

Mali, Benin, Burkina Faso and Togo, with their moderate passenger numbers, collectively contributed 34.8% of the region's air travel. These countries play an essential role in balancing the region's air transport dynamics.

In short, the diversity of distribution between countries underlines the importance of tailored strategies to exploit the unique opportunities offered by each country.

⁷ O&D: Actual passenger origin and destination
Note: Analysis based on uncalibrated market sizes. Source : IATA MarketS : IATA MarketS, analysis by IATA Consulting



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT VALUE CHAIN IN THE WAEMU REGION

INTRODUCTION

1. AIR TRANSPORT IN THE WAEMU

2. ASSESSMENT OF THE AIR TRANSPORT VALUE CHAIN IN THE WAEMU

3. MAIN RECOMMENDATIONS OF THE STUDY UNDER REVIEW

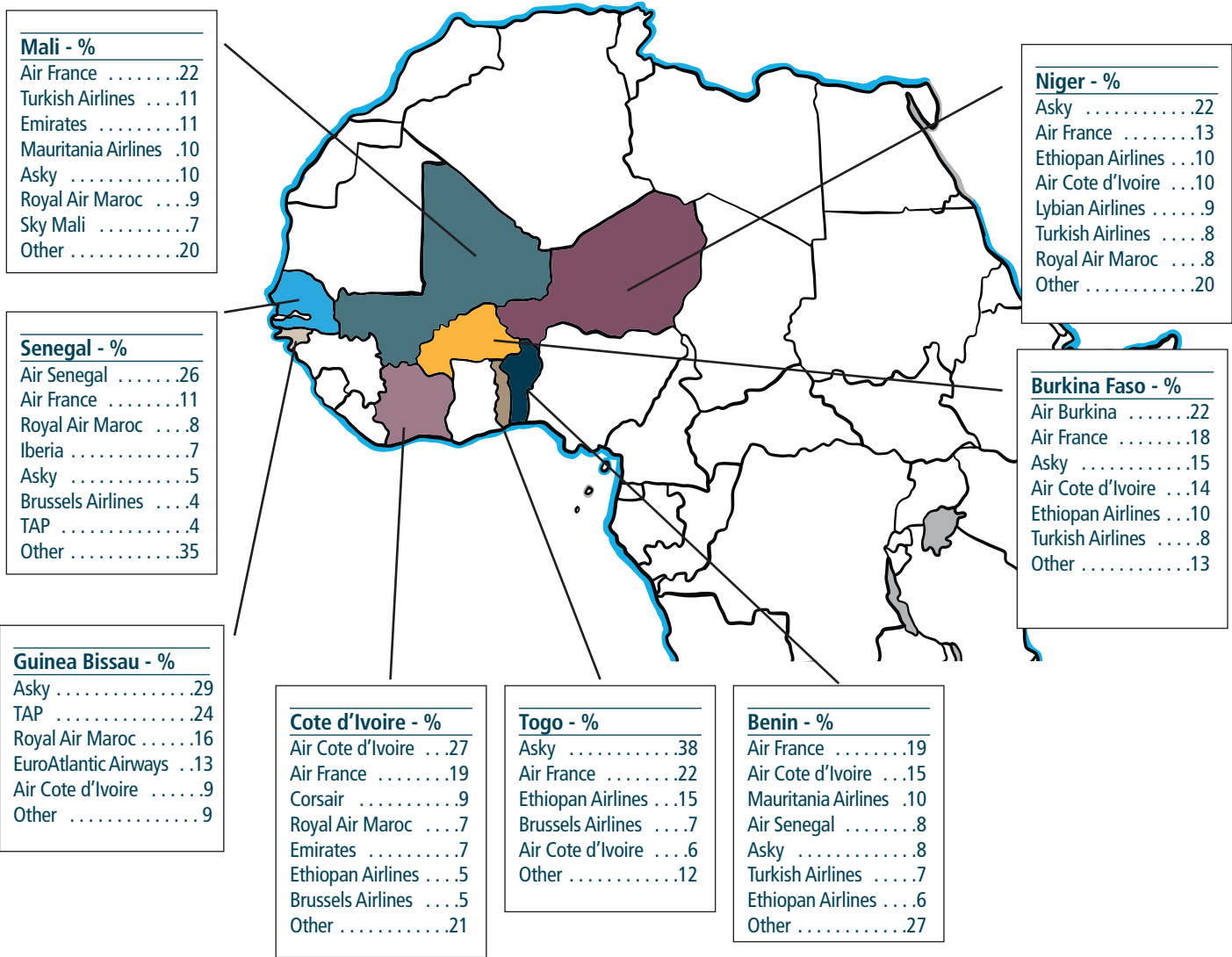
As far as international traffic in the WAEMU area is concerned, 2019 and 2022 have showed different trends in air travel. Intercontinental passenger traffic contracted slightly in these years. The region recorded 3,737,022 passengers in 2019, which fell slightly to 3,627,658 in 2022, marking a decline of around 2.9%. This modest decline suggests an almost complete recovery in pre-pandemic travel levels to regions such as Europe and North America.

As for intra-African travel, excluding air travel within the WAEMU area itself, it highlights more pronounced changes. The year 2019 saw a total of 2,871,163 passengers traveling within the African continent. However, by 2022, this figure has fallen to 2,460,100 passengers, revealing a significant reduction of 14.3%. This suggests that intra-African connectivity has been relatively slower to recover from the links and volumes lost as a result of COVID-19.

This trend is even more pronounced within the region. Indeed, the region recorded 905,572 passengers traveling within its borders in 2019. By 2022, however, this number had fallen to 732,585, a substantial decline of 19.1%. Such a pronounced decline highlights the potential internal challenges facing the WAEMU region, potentially affecting its regional connectivity, following the adverse impacts of COVID-19.

In conclusion, while the WAEMU region has shown resilience in its intercontinental links, the pronounced regression in intra-African and intra-WAEMU travel requires particular attention. Strengthening regional links, eliminating travel barriers and costs, and increasing airline capacity are probably important areas to focus on.

GRAPH 14: AIRLINE MARKET SHARE IN THE WAEMU REGION



Source : Rapport BOAD, Initiative de développement du transport aérien dans les pays de l’UEMOA, 2023



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC

AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT

VALUE CHAIN IN THE WAEMU REGION

- INTRODUCTION
1. AIR TRANSPORT IN THE WAEMU
2. ASSESSMENT OF THE AIR TRANSPORT
- VALUE CHAIN IN THE WAEMU
3. MAIN RECOMMENDATIONS OF THE STUDY
- UNDER REVIEW

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

The national airlines (Air Senegal, Air Burkina, Air Cote d'Ivoire) and ASKY are major players in their home countries. They play an important role in meeting the travel requirements of these countries. Another key player in the region is Air France, which has a significant presence in almost every country and often occupies leading positions. This not only confirms the historic and ongoing links between WAEMU and France, but also underlines Air France's strategic commitment to this market.

On a regional level, ASKY Airlines emerges as a dominant carrier. Headquartered in Togo, it leads the country, but its leading position in Guinea-Bissau and strong presence in other countries underline its crucial role as a regional player contributing to air connectivity in West Africa.

Finally, the market entry and growth of players such as Turkish Airlines, Ethiopian Airlines and Emirates in various countries reflect the expanding links between WAEMU and the rest of the world.

By 2022, the WAEMU region's airline market will be dominated by Air France, offering 13.5% of seats. ASKY, a key regional player, follows closely behind with 12.5%. Ethiopian Airlines also had a strong presence, with 10.9%, followed by Air Cote d'Ivoire and Air Senegal with 9.3% each. Other international airlines, including Brussels Airlines and Turkish Airlines, contributed between 5.9% and 6.9%.

Rank	Airlines	Seating capacity offered	%
1	Air France	1,635.035	13.50%
2	ASKY	1,509.545	12.50%
3	Ethiopian Airlines	1,321.489	10.90%
4	Air Cote d'Ivoire	1,131.676	9.30%
5	Air Senegal	1,125.977	9.30%
6	Brussels Airlines	837.367	6.90%
7	Turkish Airlines	820.746	6.80%
8	Royal Air Maroc	717.394	5.90%
9	Emirates	426.304	3.50%
10	Mauritania Airlines	338.704	2.80%





TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC
AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

INTRODUCTION

1. AIR TRANSPORT IN THE WAEMU

2. ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU

3. MAIN RECOMMENDATIONS OF THE STUDY
UNDER REVIEW

2. ASSESSMENT OF THE AIR TRANSPORT VALUE CHAIN IN THE WAEMU

Meeting the needs of air transport demand requires the participation of various entities and sub-sectors, together forming the air transport value chain.

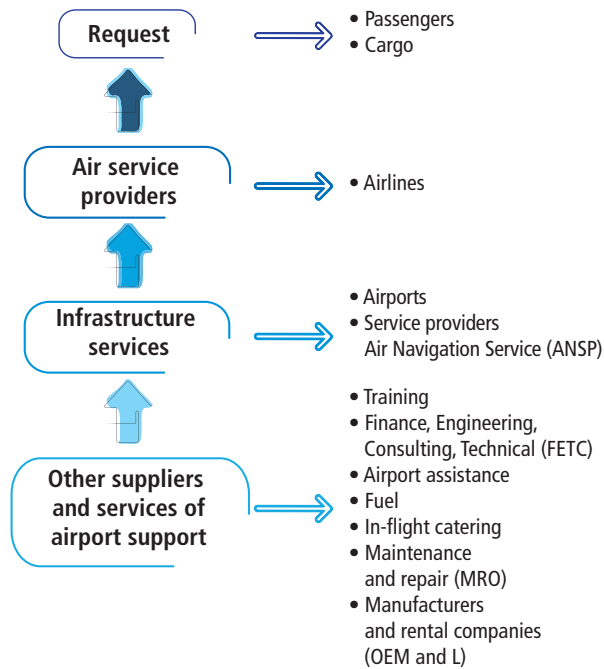


An efficient air transport system depends on a balanced value chain, in which all players in the chain provide adequate services at competitive prices. Any dysfunction in the chain leads to inefficiencies and/or excessive costs, limiting the viability of the entities and, in turn, compromising the scale of demand and its positive impact on society and the economy.

Airlines on the African continent are faced with major problems that make their activity particularly difficult and perilous, preventing the normal development of the air transport services market in the region. Air transport penetration is still limited, despite the existence of potential demand. Indeed, if more affordable air services were available, more segments of the population would be able to fly, representing considerable growth potential.

In addition, companies are generally undercapitalized and continue to enjoy very limited profitability, which compromises their development potential.

GRAPH 15:
KEY ELEMENTS IN THE AIR TRANSPORT VALUE CHAIN



The main reasons for this poor performance include:

Regarding the application :

- Small market size, which limits economies of scale and profitability (small middle class, insolvent demand);
- Limited tourism development. The region suffers from an almost total absence of demand and supply for domestic tourism (an essential element of any air transport market);
- High ticket prices: demand elasticity with respect to price is low, meaning that gradual changes in ticket prices are unlikely to have a significant effect on demand (see graph opposite). This means that any measure aimed at reducing the operating costs of elements in the aviation value chain, even if considered critical to the efficiency of the system, is likely to have only a minor impact on demand volumes;



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT VALUE CHAIN IN THE WAEMU REGION

INTRODUCTION

1. AIR TRANSPORT IN THE WAEMU

2. ASSESSMENT OF THE AIR TRANSPORT VALUE CHAIN IN THE WAEMU

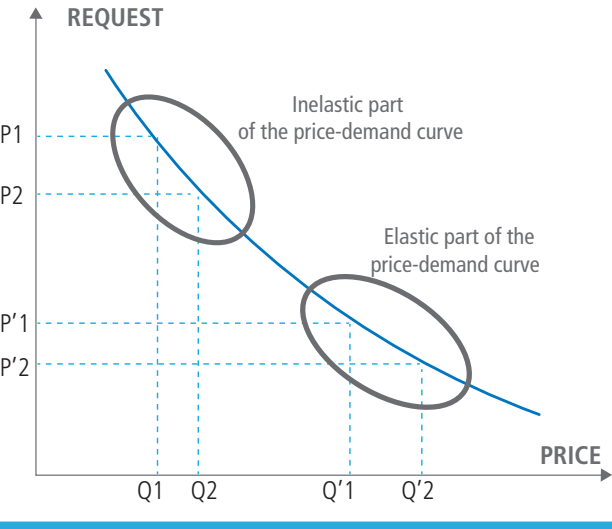
3. MAIN RECOMMENDATIONS OF THE STUDY UNDER REVIEW

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

GRAPH 16: COMPARATIVE PRICE-DEMAND CURVE



- Potential security risks limit demand. Similarly, visa requirements reduce mobility and thus international air travel (despite improved procedures thanks to electronic visas).

As for the regulatory framework:

- There are considerable disparities between countries in terms of the technical capabilities of regulatory bodies;
- Opaque airport economic regulatory frameworks that do not follow ICAO recommendations. Airport charges are set by governments without the use of a transparent framework or methodology, without real commitment and effective participation by operators, and with no clear relationship to costs. This results in onerous airport charges;

- There are serious contradictions between countries’ official positions on liberalization and their actual implementation. This attitude is often aimed at protecting weak and unviable national airlines, by making market access more difficult for foreign airlines;
- In some cases, there is a lack of regulatory inspection resources, which is partly mitigated by good cooperation between different countries.

Concerning the restriction of market access:

- Monopolies are common in key aviation services (such as ground handling). They limit competition and increase costs;
- Because of the small number of airlines operating in the region (due to very low demand and structural problems), competition is generally very limited. Some markets are operated by a single monopoly airline. Airlines can therefore raise their prices considerably in these markets, taking advantage of the inelasticity of demand;
- There is a marked disparity between the competitive potential of African airlines and that of European airlines: while the latter manage to channel a significant volume of traffic through their hubs in Europe, the former have virtually no resources to feed traffic at their base airports in Africa, and can therefore only target point-to-point traffic. This considerably reduces the profitability of long-haul services for the region’s airlines. As a result, the Europe-Africa market is in the hands of European airlines, and will remain so until intra-African connectivity is properly developed;
- The high operating costs of airlines in the region represent a major barrier to entry.

On airline strategies and business models:

- Given these structural limitations, the possibilities for an airline to establish a clear, commercially viable and potentially profitable business model are extremely limited;
- One of the main structural problems is the very low aircraft utilization rate of the region’s airlines. This considerably increases the capital cost of aircraft per unit of traffic, and reduces the scope for airlines to operate newer, more expensive aircraft;
- The above condition almost automatically excludes the low-cost business model, which requires high aircraft utilization to minimize the pass-through of investment costs to ticket prices. The low-cost business model also requires high-volume routes based on point-to-point passengers. These are virtually non-existent in the WAEMU. In fact, there is currently no airline in the region (not even in Africa) whose strategy could resemble that of a low-cost airline;
- Given the region’s low traffic potential, the only way for airlines to achieve a minimum critical mass in terms of traffic is the hub-and-spoke model, whereby an airline concentrates connecting traffic at a certain airport over a relatively short period of time. In this way, by combining traffic from multiple destinations connecting to the hub airport into a single route, an airline can achieve a minimum traffic volume to fill the aircraft at a commercially attractive frequency (ideally daily), and even break even;
- ASKY Airlines is the only example of a commercially viable and profitable airline business model, with its clear hub-and-spoke strategy at Lome airport, primarily focused on African medium-haul routes. This success is based on several key factors: a liberal air services environment in its transit country (Togo), the financial and operational support of a major airline group (Ethiopian Airlines), sufficiently high capacity at its hub airport (Lome) and the ability to pursue a commercially viable strategy without political interference from the government;



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC

AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT

VALUE CHAIN IN THE WAEMU REGION

INTRODUCTION

1. AIR TRANSPORT IN THE WAEMU

2. ASSESSMENT OF THE AIR TRANSPORT

VALUE CHAIN IN THE WAEMU

3. MAIN RECOMMENDATIONS OF THE STUDY

UNDER REVIEW

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

- The national airline business model is particularly unsuitable in the region when it comes to competing with international airlines on long-haul routes. For example, Air Senegal will never be able to compete on an equal footing with Air France on the Paris-Dakar route. Indeed, Air France can afford to channel connecting traffic through its huge hub at Charles de Gaulle airport and fill its planes to Dakar with passengers from its vast network (Europe, North America, Asia). Conversely, Air Senegal can only do this with a few passengers connecting to Dakar from its African network, and has no possibility of organizing connections beyond Paris with partner airlines through interlining agreements in significant quantities;
 - Another aspect of the traditional national airline business model is that the country sponsoring the airline attempts to support and artificially protect the airline with strategies that inhibit competition. from other airlines (domestic and foreign). If this is the case, it can have harmful side-effects;
 - The freight market paradigm is significantly different from that in Europe, with much greater potential for domestic traffic (due to road network limitations). This has important implications for air freight business models, which should be explored.
- Regarding the insuffisance of technical and managerial expertise:
- The lack of training institutes for the airline industry in the region at all levels (operational, technical, managerial) makes it very difficult for airlines to recruit skilled professionals with adequate local knowledge;
 - It's not just a question of costs, it's also a question of human scale, as it's not always possible to find experienced professionals on the international market who are willing to settle in the region;

- Initiatives to develop training institutes in the region are often established at national level, without the collaboration of neighboring countries, despite the critical mass issue.

On taxation and restrictions on financial services and capital markets:

- In the absence of an efficient tax system with a broad tax base, governments in the region tend to resort to easy targets to boost revenues, and air transport is one of them;
- Indeed, air transport is subject to high taxation, both directly and indirectly through key input services such as fuel. For example, 60-70% of the operating costs of a Bamako-Dakar route are taxes (which probably includes airport and air navigation charges);

- There is an imbalance linked to import duties, which are sometimes very high for aircraft and spare parts (40% in the case of Cote d'Ivoire, for example). This has the effect of artificially raising air fares, which further limits demand and airline profitability;
- The lack of local insurance companies able to guarantee flight operations, forcing companies to insure on international markets, paying a premium and incurring additional costs linked to the exchange rate;
- Certain regulatory issues compromise the flexibility of airlines to lease aircraft on international markets. For example, after 6 months of operation in Cote d'Ivoire, an aircraft must be re-registered in the country;
- Financial and/or capital markets are not sufficiently developed, and may not be large enough to allow major CAPEX investments. If capital has to be raised on foreign markets, currency risks will arise.



From the point of view of operational evaluation:

Fleets, networks and services are severely limited due to insufficient demand and lack of critical mass. Air services are concentrated in certain periods of the day only. Moreover, the number of crews per aircraft is very low compared with mature markets, indicating very low aircraft utilization (far from the industry norm of 6 to 8 hours per day for a narrow-body aircraft in developed markets).



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC
AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

INTRODUCTION

1. AIR TRANSPORT IN THE WAEMU

2. ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU

3. MAIN RECOMMENDATIONS OF THE STUDY
UNDER REVIEW

3. MAIN RECOMMENDATIONS OF THE STUDY UNDER REVIEW

Assessing the air transport value chain makes it possible to formulate recommendations for the various stakeholders in the ecosystem, in particular development financing institutions such as BOAD



1. Training

This is one of the weakest links in the WAEMU air transport value chain. Training centers play a fundamental role in providing skilled professionals for the entire sector and keeping training costs low for operators. Consequently, training centers are one of the key areas where BOAD's interventions could make a difference.

Integrated initiatives involving training centers spanning several countries should be favored, particularly for high-level training and education (such as executive programs, engineering, or areas requiring significant investment, such as flight simulators).

Given the fragmentation of training capacities in the region, BOAD's interventions should also give priority to proposals and business plans that are based on the pooling of resources between organizations and countries in the region.

2. Maintenance Repair Operation Center (MRO)

Aircraft maintenance facilities and services are crucial to the development of air transport in the WAEMU. The lack of critical mass on the market is always likely to limit the viability of companies and their development. BOAD's intervention to strengthen aircraft maintenance facilities and services could be envisaged, while taking into account i) the specific considerations linked to CAPEX investments that need to be coordinated with the airport, ii) the availability of technicians and engineers with the necessary knowledge and skills to intervene on the required aircraft/engine models.

3. Airline consolidation

With a few exceptions, the airline industry in the WAEMU region can be considered dysfunctional and unsustainable. Since airlines are the backbone of the sector, it is essential to adequately address

this challenge, in order to guarantee an efficient air transport value chain. Although it would probably be difficult for BOAD to tackle this highly political issue, such action could include the establishment of a specific financing facility with preferential terms for any initiative aimed at consolidating airlines in the WAEMU region (preferably through a merger, but also possibly through an acquisition).

4. Infrastructure financing

Major infrastructure investments, such as those in airports, can be financed on international markets through "project finance" programs. BOAD could facilitate the access of airport infrastructure companies in the region to such programs in two ways: (i) Become an active lender to potential project finance programs in the region, with debt raised in the local currency (XOF); (ii) Provide a exchange rate guarantee (or partial guarantee) for project financing programs raised by local airport companies in foreign currencies.

5. Airport and ground transportation infrastructure planning

The best way to ensure a balanced expansion of airport capacity is to maintain and regularly update an airport master plan (in line with international best practice and recommendations, such as ICAO document 9184). Many airports in the region do not have one, and are not working towards it. Another problem is the lack of availability of integrated transportation master plans in the metropolitan areas where airports are located. Therefore, a potentially very beneficial measure to improve the quality of infrastructure planning and the integration of airports as efficient interfaces between transport modes in the region would be to: (i) Provide specific funding for airport operators to develop and ii) Provide specific funding to transport and infrastructure agencies and organizations to develop integrated metropolitan transport plans, in coordination and collaboration with airport operators.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD
AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC
AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU REGION

INTRODUCTION

1. AIR TRANSPORT IN THE WAEMU

2. ASSESSMENT OF THE AIR TRANSPORT
VALUE CHAIN IN THE WAEMU

3. MAIN RECOMMENDATIONS OF THE STUDY
UNDER REVIEW

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES



6. Aircraft rental support

Aircraft leasing is a highly effective tool enabling airlines to obtain the aircraft they need. But some airlines in the WAEMU region often lack the guarantees needed to formalize those required by lessors, and are therefore pushed to the margins of this market (often with limited access for older aircraft). Consequently, a potential BOAD action to support airlines' access to aircraft leasing services would be to provide guarantees or other forms of support.

7. Support from governments and shareholders

Due to its capital-intensive nature, the air transport sub-sector in the UEMOA zone is in a state of permanent convalescence, and companies need to catch their breath. To equip themselves with aircraft and meet certain financial commitments, these companies need the support of governments in the case of national airlines, and of their shareholders in the case of private airlines.

8. Synergies to be developed between airlines

Pending the consolidation of airlines and national flags to create more viable regional entities, the aim will be to strengthen cooperation between these airlines, creating economies of scale by pooling their resources to operate within the framework of code-sharing and alliances.

9. Cross-functional actions in other sectors

One of the major problems facing the region's airports is their lack of integration into a coherent land mobility structure, particularly as regards public transport. Indeed, access to airports in certain capital cities is already highly problematic (particularly Dakar and Abidjan). Some BOAD interventions could be specifically targeted at supporting metropolitan infrastructures and public transport master plans. This would improve airport accessibility and the overall efficiency of air transport in the region.

Although some WAEMU member states are oil-producing countries, the availability and cost of kerosene for aviation is one of the most onerous and important operational issues for airlines in the region. Intervention by BOAD to promote the development of oil refining infrastructure would also have a positive effect on air transport.



TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

OVERVIEW OF BOAD

AND FINANCING ARRANGEMENTS FOR 2024

HIGHLIGHTS OF 2024

ECONOMIC

AND SOCIAL ENVIRONMENT

BOAD’S ACHIEVEMENTS IN 2024

THEME OF THE YEAR

ASSESSMENT OF THE AIR TRANSPORT

VALUE CHAIN IN THE WAEMU REGION

LIST OF ACRONYMS AND ABBREVIATIONS

LIST OF APPENDICES

APPENDICES

APPENDICES

List of appendices

APPENDIX 1 : Presentation of BOAD and its organizational chart as at 31/12/2024

APPENDIX 2 : BOAD's decision-making bodies as at 31/12/2024

APPENDIX 3 : Main acts of the decision-making bodies in 2024

APPENDIX 4 : Financing approved in 2024

APPENDIX 5 : List of loan agreements and equity investments signed in 2024

APPENDIX 6 : Net resource flows by country as at 31/12/2024

APPENDIX 7 : Breakdown of cumulative net commitments at 31/12/2024

APPENDIX 8 : Breakdown of disbursements at 31/12/2024

APPENDIX 9 : BOAD’s governance at 31/12/2024

APPENDIX 10 : BOAD’s staff by category, gender, process and activities at 31/12/2024

APPENDIX 11 : The Bank's financial position at 31/12/2024

APPENDIX 12 : Main macro-economic indicators for the WAEMU

APPENDIX 13 : Projects financed in 2024

Download the appendices from this link:

<https://www.boad.org/fr/rapport-annuel-2024/>

68 av. de la Libération, BP 1172 Lomé, Togo
Tél. : +228 22 21 59 06 • Fax : +228 22 21 52 67

www.boad.org     

