



ANNUAL REPORT 2025





A plot of land belonging to a woman farmer trained in agroecology in Mozambique.

There are changes afoot on ESSOR's Board of Directors!

In 2025, ESSOR embarked on a process of renewing and rejuvenating its Board, in order to prepare for the next generation and the future.

It is not simply a matter of finding people to replace those who have managed, supported and brought the association to life, in some cases for over 30 years!

For ESSOR, it is indeed a real challenge and a major priority to have a Board of Directors made up of committed members who are relatively available, but also and above all, curious, motivated, and who fully understand and share the association's mission and values, and who are aware of their role in ensuring that this mission and these values remain alive and embodied.

They must also be available, when necessary, to listen to the Management and fulfil their advisory and supportive role.

This process of discovery and engagement is now well underway with four new members, two of whom are former ESSOR employees, and it will continue over the coming years, with the aim of providing the NGO with a strong and committed Board of Directors – conditions that will prove essential to ensuring the association's sustainability and stability in a complex and uncertain context such as the one we are currently experiencing...

Jean-Philippe and Ariane Delgrange.

LEARN MORE...

Discover ESSOR's
governance team!



ESSOR'S "TOUCH"

CONTENTS

05	ESSOR's "Touch"	14	Our partners
06	ESSOR worldwide	16	Governance and team members
08	Highlights	19	Outlook for 2026
10	Financial Report	20	List of acronyms



Mural in Guinea-Bissau.

Child taking part in the Early Childhood Development project in Brazil.



Remember your future...

→ OBJECTIVE

ESSOR aims to help the most vulnerable populations acquire the means to sustainably improve their living conditions. Its support is based on the design and implementation of concrete actions that enable local stakeholders to take ownership of development processes.

→ A WORD FROM THE FOUNDERS

Founded in 1992 after around ten years working in the field in Brazil, in direct contact with the men, women and children at the heart of ESSOR's mission, we have always been committed to sharing the following core values:

- > Simplicity, trust and professionalism
- > Long-term commitment, with perseverance as a guiding principle
- > Human relationships and mutual understanding at the heart of our work
- > Social justice and solidarity, here and everywhere

These values are reflected in the way we act: prioritising the implementation of practical projects, building strong and lasting partnerships with local stakeholders, and keeping overhead costs to a minimum so that the vast majority of resources benefit the people we support — and alongside whom we grow.

In 2022, after 30 years with ESSOR, we had the privilege of handing over to a highly committed team that has taken this meaningful project forward.

We also extend our thanks to the members of the Board of Directors and the General Assembly, who have supported and stood by us throughout this journey, and without whom ESSOR would not be the organisation it is today.

Their role remains, and will continue to be, essential in the future.

Jean-Philippe and Ariane Delgrange.

ESSOR WORLDWIDE

4
MULTI-COUNTRY PROGRAMMES

7
COUNTRY-BASED PROJECTS



74,000
DIRECT BENEFICIARIES

300,000
INDIRECT BENEFICIARIES

42
LOCAL PARTNERS

32
FINANCIAL PARTNERS

138
EMPLOYEES IN FRANCE AND OVERSEAS

8
INTERNATIONAL SOLIDARITY VOLUNTEERS (VSI)

30
COMMITTED VOLUNTEERS

34
YEARS SERVING THE MOST VULNERABLE

FRANCE

Education for Citizenship and International Solidarity
• 687 children and students
• Location: *Lille Metropolitan Area*



GUINEA-BISSAU

Early childhood and adolescence education
• 1,287 direct beneficiaries
• including 135 young people in the "Citizen pathway"
• Location: *Bissau*



Vocational training and integration
• 2,461 direct beneficiaries
• Location: *Bissau*



Develop urban and agroecological agriculture
• 799 direct beneficiaries
• Location: *Bissau*



Social protection
• 12,803 people supported
• Location: *Bissau*



BRAZIL

Early childhood and adolescence education
• 819 direct beneficiaries
• including 242 young people in the "Citizen pathway"



Vocational training and integration
• 479 direct beneficiaries
• Location: *Pombal, Patos, João Pessoa*



CHAD

Adolescence education
• 813 direct beneficiaries
• including 240 young people in the "Citizen pathway"
• Location: *N'Djamena*



Vocational training and integration
• 6,561 direct beneficiaries
• Location: *N'Djamena, Bongor, Moundou, Sarh, Abéché*



Social protection
• 2,864 people supported
• Location: *Bongor*



MOZAMBIQUE

Early childhood and adolescence education
• 686 direct beneficiaries
• including 140 young people in the "Citizen pathway"
• Location: *Beira, Maputo*



Vocational training and integration
• 1,400 direct beneficiaries
• Location: *Maputo, Beira*



Develop urban and agroecological agriculture
• 1,058 direct beneficiaries
• Location: *Maputo, Nampula*



Social protection
• 19,882 people supported
• Location: *Beira, Dondo, Maputo*



CONGO

Vocational training and integration
• 1,721 direct beneficiaries
• Location: *Brazzaville, Pointe Noire, Ouessou, Dolisie*



Supporting market gardening, agro-processing and the marketing of agricultural products
• 567 direct beneficiaries
• Location: *Brazzaville*



Social protection
• 2,404 people supported
• Location: *Brazzaville, Pointe Noire*



Legend

Agricultural development



Vocational training and integration



Education



Social protection



HIGHLIGHTS

→ AT HEADQUARTERS

A new partnership approach

The project carried out under the Institutional and Organisational Strengthening Fund (FRIO) has enabled ESSOR to **improve and harmonise its partnership approach** in order to ensure more effective and equitable collaboration with partners in the long term, in line with ESSOR's mission. A new partnership cycle has been developed around **shared values and quality criteria** that will be followed throughout the partnership. Attitude and interpersonal skills (transparent communication, cooperative spirit, accountability) have been identified as essential to establishing an effective and equitable partnership.

ESSOR is committed to Protection from Sexual Exploitation, Abuse and Harassment

In 2025, ESSOR formalised its commitment by adopting a Charter on Protection from Sexual Exploitation, Abuse and Harassment (PSEAH). This charter precisely **defines the terms, identifies high-risk situations and establishes reporting channels** tailored to the various groups concerned (beneficiaries, employees, partners). It also provides prevention tools. The next step will be to test a **dedicated training programme**, in order to enhance understanding of the issues and clearly outline the appropriate actions to take as a witness or victim.

A committed and dynamic Green Team

Established in 2023 as part of the 2022–2027 strategic plan, the Green Team brings together employees committed to ESSOR's ecological transition. In 2025, it led the **Climate Strategy**, including an **awareness-raising process**, a **training module** on the impact of solidarity actions (translated into Portuguese), **7 Climate Fresk workshops** reaching 52 participants (employees and partners), and the co-creation of **a checklist of best practices**. With **10 active members** (including 3 in the field) and 5 annual committees, the team has also started supporting the organisation in carrying out its carbon footprint assessment as part of the Mouvement Tilt.

3 new financial partners

ESSOR has received support from 3 new financial partners: the **Fonds L'Oréal pour les Femmes** (women's rights in Chad), the association **Talents et Partage** (sensory trails for children with disabilities in Brazil), the **Fonds de dotation Bien Nourrir l'Homme** (agroecology in Congo) for projects to be carried out in 2025 and 2026.

→ IN THE FIELD

From handover to self-reliance for ESSOR's partners in Brazil

In 2025, ESSOR finalised the transfer of the Vocational Training and Integration programme's activities to its partners in Pombal and João Pessoa, a process that began in 2020. From 2026 onwards, CEMAR and ARCA will take full responsibility for these activities. This transition is part of ESSOR's **empowerment strategy**, based on **strengthening the technical, financial and institutional capacities of partners**, and on ensuring the sustainability of the actions carried out, particularly within the Ser Tão Paraibano network.

ESSOR formalises its 2026–2030 roadmap in Mozambique

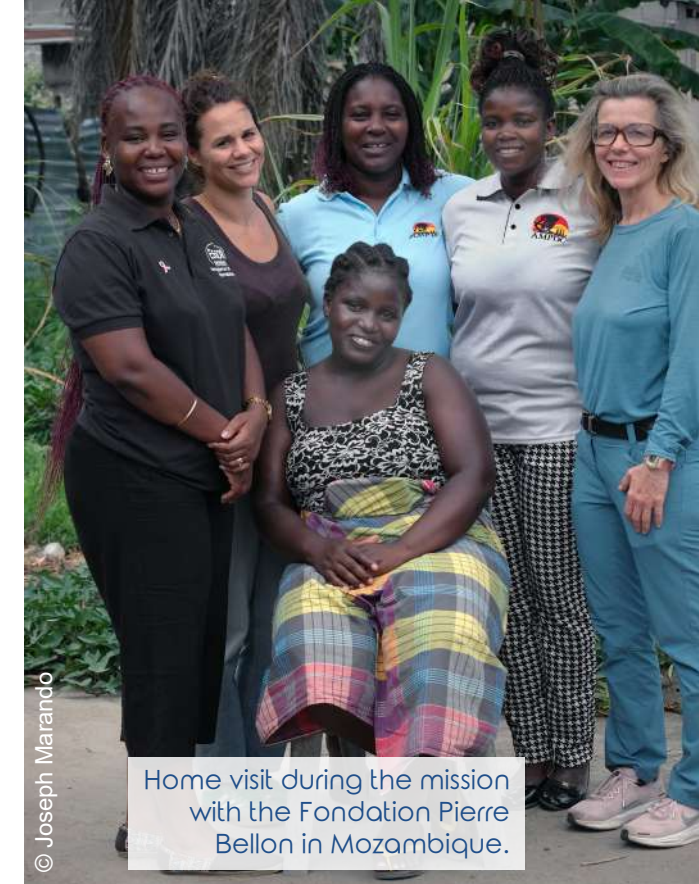
Having been present in Mozambique for nearly 30 years, ESSOR has formalised its 2026-2030 strategy in order to share a common vision with its teams and partners and to **support a gradual handover to local stakeholders**. This strategy is based on 3 pillars: **improving the quality of local services** (education, training, social support), **capacity building and the empowerment of partners**, and **influencing public policy** to ensure inclusive access to basic social services. ESSOR will evolve towards a role focused primarily on technical support.

Reducing the vulnerability of households in Guinea-Bissau

Between 2023 and the end of 2025, the situation of households improved significantly in the 4 neighbourhoods monitored, thanks to two comparable assessments carried out using the same method, the Socio Economic Form (FSE), developed in collaboration with the Ministry of Social Affairs. The analysis, expanded in 2025 to cover 621 families compared with 264 in 2023, shows **a marked decline in high vulnerability, falling from 40% to 13%**. These developments are closely linked to the work of ESSOR and its partners in the areas of **employment integration, access to healthcare, vaccination and identity documents**. The results are a major source of motivation for the teams and confirm the relevance of the interventions, highlighting the need to continue efforts in the face of persistent structural vulnerabilities.

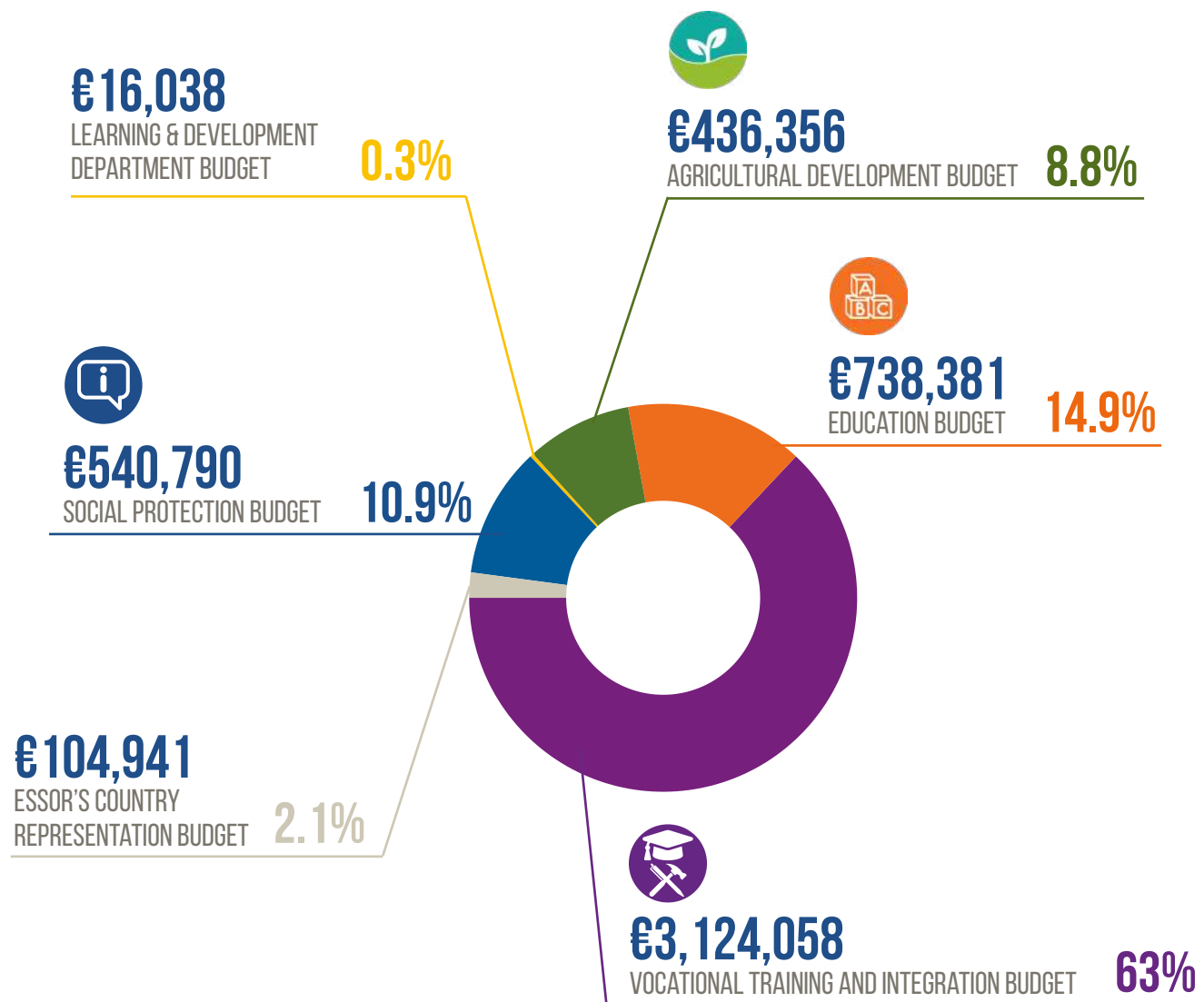
A mission with the Fondation Pierre Bellon in Mozambique

The joint mission carried out with the Fondation Pierre Bellon in Maputo and Beira provided **an in-depth insight into ESSOR's work**. The team was able to observe the activities taking place in partner 'escolinhas': teaching practices, community dynamics, parental education and home visits. Discussions with families and field observations highlighted **significant developments and progress in the children's development and integration**. This immersion fostered a detailed understanding of the realities, challenges and successes in the field. For ESSOR, hosting this mission is **a key driver of transparency, dialogue and the strengthening of partnerships based on trust**.

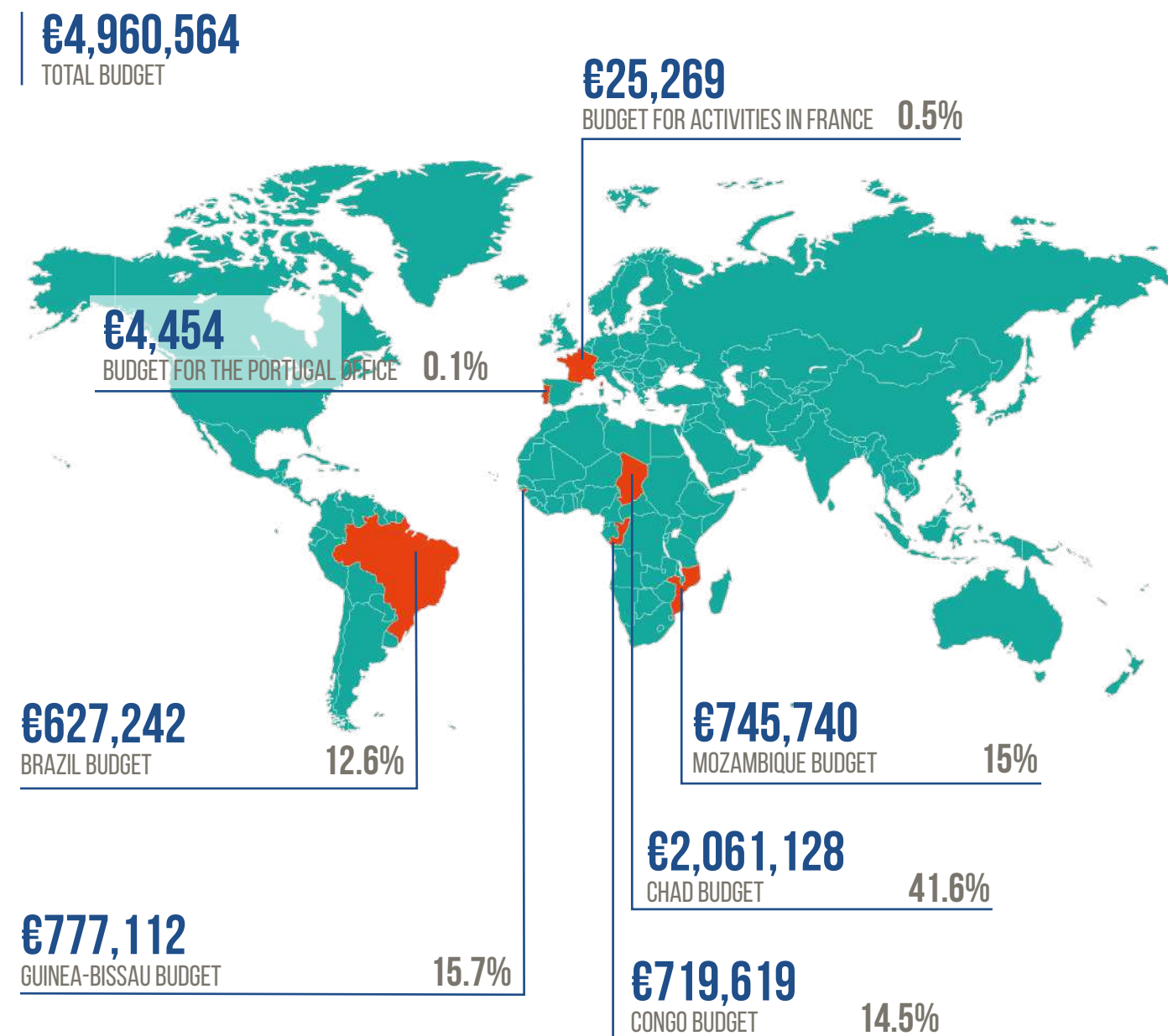


Home visit during the mission with the Fondation Pierre Bellon in Mozambique.

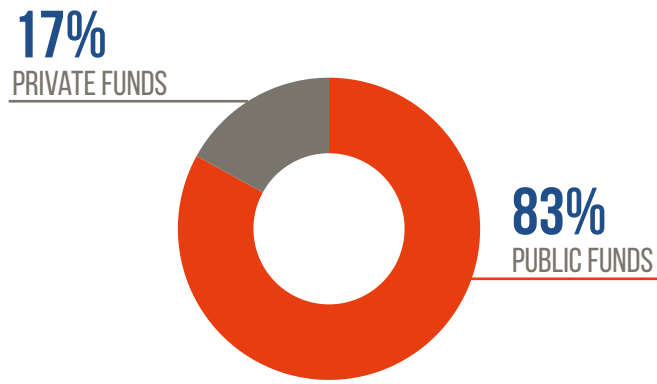
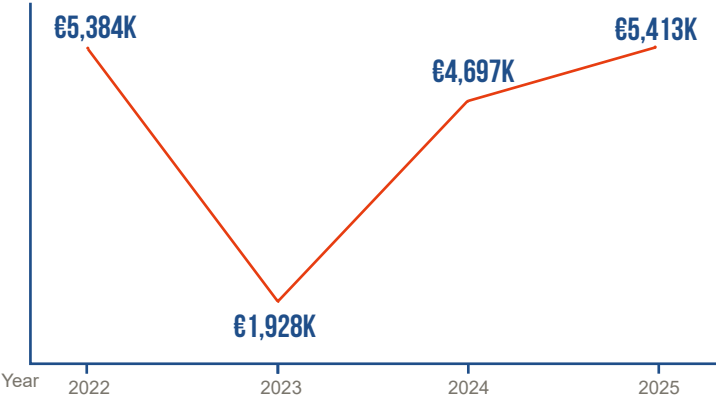
➔ **BUDGET BY SECTOR** (Overhead costs are allocated by sector)



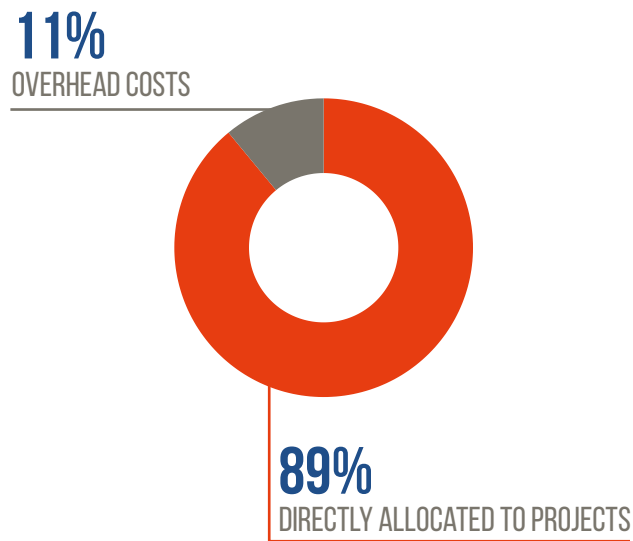
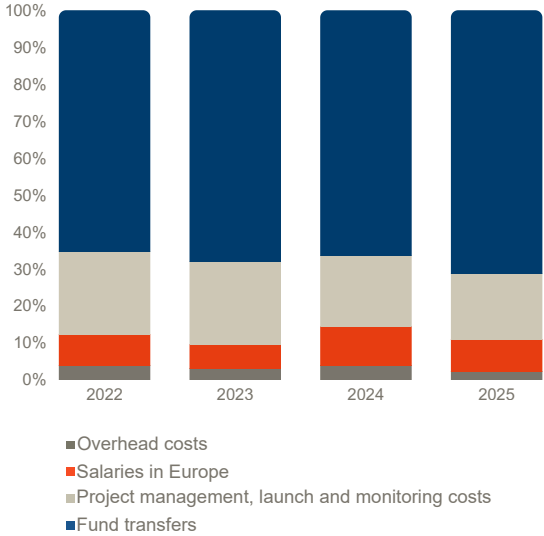
➔ **BUDGET BY COUNTRY** (Overhead costs are allocated by country)



➔ REVENUE TRENDS FROM 2022 TO 2025



➔ EXPENDITURE TRENDS FROM 2022 TO 2025



➔ 2025 BALANCE SHEET

ASSETS		LIABILITIES	
FIXED ASSETS		EQUITY / ASSOCIATIVE FUNDS	
Non-current assets	0	Statutory or contractual reserves	442,065
		Designated reserves for projects	31,588
		Surplus or deficit for the year	6,325
Total I	0	Total I	479,978
CURRENT ASSETS		FUNDS ALLOCATED TO PROGRAMMES	2,751,408
Inventories and work in progress			
Receivables		LIABILITIES	244,226
Trade receivables and related accounts	219,576	Trade payables and related accounts	907
Receivables to be allocated	4,269	Tax and social security liabilities	232,442
Brazil office 2	43,684	Other liabilities	10,877
Mozambique office	69,624		
AGRI Mozambique	20,039	Deferred income	4,178,429
Chad office	17,155		
Congo office	22,040		
AGRI Congo	19,569		
Portugal office	23,196		
Others	5,996,385		
Grants receivable	5,996,385		
Cash and cash equivalents	1,429,298		
Prepaid expenses	8,781		
Total II	7,654,041	Total II	7,174,063
GRAND TOTAL	7,654,041	GRAND TOTAL	7,654,041

OUR PARTNERS

→ PUBLIC PARTNERS:



→ FOUNDATIONS AND ASSOCIATIONS:



→ COMPANIES:



→ NETWORK PARTNERS:



We would like to thank all our public and private partners, foundations, associations, companies and individuals, who supported our work in 2025.

GOVERNANCE AND TEAM MEMBERS

→ ESSOR FRANCE’S SALARIED TEAM AND VSI - DECEMBER 2025

Dieudonné Badawé, **Country Coordinator in Congo**
Frédéric Barbotin, **Country Coordinator in Brazil**
Sandrine Boudet, **Communications and Events Officer** (*Skills-based volunteering*)
Anna Ciccotti, **FIP Project Manager in Congo**
Maria Dellys Ribeiro, **Administrative and Financial Secretary**
Marie Devroux, **Communications Manager**
Aimé-Félix Dzamah, **International Agricultural Technical Manager for Chad/Congo**
Agnès Ellouz Pires, **International FIP Technical Manager**
Assibi Rosalie Gado, **Technical Advisor for Human Training in Congo**
Lisa Géhère, **Learning & Development Department Coordinator**
Florence Gning, **Agricultural Programmes Manager**
Lisa Huret, **Project Officer for Education in Citizenship and International Solidarity**
Marianne Kissama Jounieux, **Agricultural Coordinator in Congo**
Amanda Lang, **Financial Controller**
Charlotte Lefeuvre, **Human Training Technical Manager**
Pierre Lepeur, **Agricultural Project Manager in Guinea-Bissau**
Théo Loire, **FIP Project Manager**
Simon Loison, **Corporate Partnerships Manager**
Hélène Machado Paris, **HR/Accounting Manager**
Elise Moulène, **Financial Partnerships Manager**
Pierre Naze, **FIP Programme Manager**
Martine Ngo Balogog, **Coordinator of the Employment and Entrepreneurship Network in Congo**
Elisa Nicolle, **Education Project Manager**
Coline Oliva, **International Agricultural Technical Manager**
Sarah Pires, **Programme Manager**
Hervé Pizeube Gabdoulbe, **Country Coordinator in Chad**
Rachel Souvré, **Education Programme Manager**
Teddy Szostek, **Finance Manager**
Andreia Tavares Nogueira, **Country Coordinator in Mozambique**
Annabel Thapa, **General Manager**
Thirzah Vieira, **Country Coordinator in Guinea Bissau**
Louise Waxin, **Financial Partnerships Officer**

As well as all ESSOR’s local teams working on projects in the countries where we operate: Brazil, Mozambique, Chad, Guinea-Bissau and the Republic of the Congo.

→ MEMBERS OF THE BOARD OF DIRECTORS

Chair: Mr Delgrange Jean-Philippe
Member: Ms Delloye Céline
Member: Ms Dombu Smeets Gaëlle
Member: Mr Fremaux Alban
Member: Mr Fremaux Dominique
Member: Ms Lemichez Audrey
Member: Mr Martin Bastien
Member: Mr Martin Didier

→ MEMBERS OF THE GENERAL ASSEMBLY

Mr Aine Rémy,	Mr Duboille Edouard,
Ms Brabant Perrine,	Mr Ducos Antoine,
Mr Cabin Philippe,	Ms Ferreira Delgrange Diane,
Ms Casalegno Pauline,	Mr Legay Christophe,
Ms Delgrange Ariane,	Mr Roquette Cyrille,
Mr Delgrange Olivier,	Ms Saint-Girons Claire,
Ms Delloye Arielle,	Mr Verley Olivier.
Ms Dewiere Lisa,	

We would also like to thank our ESSOR team of volunteers for their commitment and dedication throughout the year.



OUTLOOK FOR 2026



Social outreach sessions with the mobile BIOSP in Chad.

→ **ESSOR's DNA embodies, above all, a way of being and acting in the world!**

It is a living culture, shaped by experiences, successes and challenges, and driven by committed men and women. At the heart of this identity, lies a strong connection to the grassroots, a constant focus on people, particularly the most vulnerable, and a commitment to working alongside partners, without ever taking their place.

ESSOR stands out for its ability to achieve a great deal with limited resources, combining rigour, simplicity and a focus on tangible impact. Collective learning, self-reflection and constant adaptation fuel this dynamic.

In a context marked by growing challenges (declining funding, a questioning of solidarity), as well as high employee turnover linked to younger generations seeking new experiences, it is essential to preserve what makes us strong. Putting ESSOR's DNA into words is a first step, but passing it on is just as crucial. Spreading it in the field, bringing it to life on a daily basis and sharing it with our teams is essential to maintaining the coherence, purpose and commitment that drive us.

→ **Towards a renewed partnership approach**

Following in-depth work carried out in 2025 and early 2026, ESSOR is finalising its new partnership approach, marking an important milestone in the evolution of its practices. This initiative has enabled the establishment of an ambitious common framework, based on more equitable relationships, co-creation and shared responsibility with partners. The year 2026 will be dedicated to the internal adoption of this approach. The aim is to support teams, particularly managers, through training and discussion sessions. It will also enable us to test and refine the tools developed to ensure their relevance and effectiveness in practice.

→ **ESSOR is reinventing itself in the face of an uncertain climate**

The current climate of international solidarity, with the work of NGOs heavily discredited and a significant decline in official development assistance, does not cause us to give up, as our work is, unfortunately, more necessary than ever; rather, it prompts us to rethink how we operate. ESSOR is preparing, anticipating and considering a restructuring of its intervention model to continue having the same impact in the field amongst vulnerable communities, but with fewer resources or resources allocated differently.

LIST OF ACRONYMS

ACTA: Assist and Consolidate the Transition to Agroecology

AFD: Agence Française de Développement

AJAM: Early childhood centre *(Guinea-Bissau)*

AJID: Association des Jeunes pour l'Innovation au Développement *(Congo)*

AJOVAP: Associação dos Jovens e Amigos Voluntários de Plack-1 *(Guinea-Bissau)*

AJUAM: Early childhood centre *(Guinea-Bissau)*

AMABM: Early childhood centre *(Guinea-Bissau)*

AMPDC: Associação Moçambicana Para Prevenção de Desastres Naturais e Desenvolvimento Comunitário *(Mozambique)*

AOSP: Social and Vocational Guidance Officer

APA: Associação dos Produtores Agroecológicos *(Guinea-Bissau)*

APLFT: Association pour la Promotion des Libertés Fondamentales *(Chad)*

ARCA: Associação Recreativa Cultural e Artística *(Brazil)*

ASDP: Ação Social Diocesana de Patos *(Brazil)*

BIOSP : Social and Vocational Information and Guidance Office

BoD: Board of Directors

BOE: Employment Guidance Office

CAS: Social services district *(Congo)*

CBO: Community-Based Organization

CDC: Community Development Centre

CEMAR: Centro Educacional "Margarida Pereira da Silva" *(Brazil)*

CJID: Club Jeunesse Infrastructure et Développement *(Congo)*

CSO: Civil Society Organisation

ECIS: Education for Citizenship and International Solidarity

EDDEN: Partner NGO in AGRI *(Congo)*

ENS: Ecole Normale Supérieure *(Chad)*

EU: European Union

F2i2: Training Integration Innovation 2 *(2nd phase)*

FAPa: Simplified Participatory Agricultural Training

FAPP: Peer-led Agricultural Training

FEC: Fundação Fé e Cooperação *(Mozambique)*

FIP: Vocational Training and Integration

FIPA: Agricultural Vocational Training and Integration

FRIO: Institutional and Organisational Strengthening Fund

FSE: Socio Economic Form

GA: General Assembly

GIZ: German development cooperation

GTPS: Technical Group on Social Protection

IECD : Institut Européen de Coopération et de Développement *(France)*

IGAs: Income-generating activities

IS: Institutional Support

KDV: Kabas di Vida Association *(Guinea-Bissau)*

NGO: Non-Governmental Organisation

OIF: Organisation Internationale de la Francophonie

OJOLISC: Organização de Jovens Livres para Servir a Comunidade *(Mozambique)*

PC: Citizen Pathway

PAMEL: Plateformes Agroécologiques des Maraîchers et Éleveurs Leaders *(Chad)*

PEA: Agri-food Entrepreneurship Program*(Chad)*

PSEAH: Protection from Sexual Exploitation, Abuse and Harassment

PGS: Participatory Guarantee System

PO: Producer Organisation

RAC: Réseau Agroécologique du Congo

RELIEEF: Strengthening employment integration and women's entrepreneurship*(Congo)*

RENAE: Rede Nacional de Agroecologia *(Mozambique)*

RTI: International Technical Manager

SDGs: Sustainable Development Goals

SENAI: Vocational training centre *(Brazil)*

SIFI: Training and incubation centre

SP: Social Protection

TAI: Institutional support technician

UAP: Urban Agriculture Plan

VSI: International Solidarity Volunteers

VTC: Vocational Training Centre



Young participants in the Citizen Pathway, Guinea-Bissau.

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