



# ANNUAL REPORT 2020

**SPECIAL DOSSIER**

# VISION 2020



 **VISION  
2020**

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# A WORD FROM THE PRESIDENT AND THE DIRECTOR-GENERAL

## A PARTICULARLY SENSITIVE YEAR

The year 2020 was a particularly difficult year due to the sanitary situation linked to the COVID-19 pandemic.

Both at the organisational and operational levels, the Agency faced many challenges and obstacles.

Indeed, field missions were impossible, staff was confined to their homes, some colleagues could not return to their duty station, in addition to limitations of exchange with partners, also hit hard by the crisis. All these elements had a huge impact on the Agency's internal operations and on formulation and implementation of interventions.

Beyond the complexity of the sanitary circumstance, we had to deal with insecurity and political instability in some of our partner countries. The coup d'état in Mali in August 2020, the fall of the Kosovar government in March 2020 or the strong degradation of the security situation in Burkina Faso, Mali and Niger, further complicated deployments in the field. The Agency faced these exceptional challenges always in discussion and collaboration with the MFEA.

Despite the many difficulties encountered during the past year, disbursements increased slightly from EUR 115,939,034 in 2019 to EUR 117,210,302 in 2020.

From an organisational perspective, the Agency once again proved its considerable capacity to respond quickly and its high flexibility. Indeed, from the very beginning of the pandemic, LuxDev, in consultation with the MFEA, was able to demonstrate its reactivity. Procedures and mechanisms were put in place to ensure the safety of employees, to assist them in teleworking and to preserve the best possible working relations with the partners.

These adaptations, combined with effective internal communication, an adjustment of IT tools and the unfailing commitment of the staff to do its utmost to enable the Agency to build a better, sustainable and united world, made it feasible to maintain most of the planned activities.

## COMBATING COVID-19

The Agency supported to the Luxembourg Cooperation's partner governments, in particular through the Luxembourg MAE/020 Programme for Interventions in the Fight against COVID-19. The Agency was specifically responsible for the management and the administrative follow-up of the various actions which were carried out.

In Niger, a contribution was made to the Niger 2020 Support Plan for Vulnerable Populations in the context of COVID-19, aiming to provide food assistance to vulnerable populations.

In Mali, support, implemented under the objective n° 1 of the World Food Programme's strategic plan, "Food and nutritional assistance in emergency situations", aimed to ensure the continuity of essential food and nutritional assistance to vulnerable populations.



In Senegal, the emergency and intensive care units “SAMU performance contract” were brought up to meet standards.

In El Salvador, 22 epidemiological vigilance units were created to support the national health system in the response to the COVID-19 pandemic.

In Laos, support was provided to the national health sector response to COVID-19, aiming at improving the diagnostic capacity of the Lao Pasteur Institute and providing real-time diagnostic results to hospitals and the Ministry of Health.

In Kosovo, the United Nations Development Programme was supported in mitigating the impact of the health and humanitarian crisis related to COVID-19.

In Cabo Verde, emergency assistance was provided to municipalities and their councils in implementing the national emergency plan and social protection measures.

These are just a few examples of actions taken to combat COVID-19.

## VISION 2030

In this annual report, you will find a special dossier on the review of the Agency’s vision for the period 2012–2020. You will discover the context and content of the 2020 Vision, the main projects and lessons learned. As the past year marked the end of this vision, LuxDev laid the foundations of its vision for the next decade, which will begin in 2021.

Étienne REUTER  
Chairman of the  
Board of Directors

Gaston SCHWARTZ  
Director General



# LUXDEV, A SOCIALLY RESPONSIBLE AGENCY

## LUXDEV'S COMMITMENT TO SOCIAL RESPONSIBILITY

### WHAT IS CORPORATE SOCIAL RESPONSIBILITY (CSR)?

CSR defines the dynamics of all the practices put in place by organisations in order to respect the principles of sustainable development, i.e. to be economically viable, to have a positive impact on the well-being of the staff and partners, as well as on society in general, but also to better respect the environment.

Based on the commitments of the Grand Duchy of Luxembourg to sustainable development, LuxDev aims to integrate the principles of development effectiveness as well as environmental and climate issues into its actions and contributions to the development plans and programmes of its partner countries.

Sustainable development in organisations involves the concept of CSR. According to the European Commission's Green Paper, CSR is described as "the voluntary integration by enterprises of social and environmental concerns in their business operations and in their interaction with their stakeholders".

For LuxDev, CSR interests aren't new: on the one hand, they're linked to the Agency's own mission and, on the other, a CSR approach is in place for many years. It's not only in the framework of cooperation programmes that the Agency has to carry out these reflections and act accordingly, but also when it comes to the Agency's internal management.

At the 2019 Management Review, CSR-related performance indicators were added to the continuous improvement strategy:

- CSR is aligned with the ISO 26000 standard and includes a guide as well as a CSR action plan with S.M.A.R.T. (specific, measurable, achievable and time-bound) indicators;
- headquarters and all country/regional offices have a CSR action plan with S.M.A.R.T. indicators in place and monitored annually;
- the principles of a responsible approach to the natural environment and to society are reflected in an updated Code of Conduct binding on all employees.

The CSR approach was revitalised in 2020. A new working group was set up, with members from headquarters and from country/regional offices. A collaborative and co-creative process with the field strengthened the ownership of global and local issues.

The method put in place, reconciles the Agency's quality management and a specific external expertise. A set of working specifications was produced in 2020 and the development of the Agency's societal action plan will follow in 2021.

## NOTABLE ACTIVITIES IN 2020



### Psychosocial support

Concerned about well-being in the company, LuxDev is aware that the times we live in are complicated and can be subject to situations that are sometimes difficult to handle. Therefore, the Management Committee decided to set up a psychosocial hotline in collaboration with a specialised organisation. This “hotline” dedicated to headquarters employees and expatriates is a one-year pilot exercise.



### Ergonomics in telework

LuxDev subsidised the acquisition of office equipment to facilitate the transition to teleworking in order to ensure the well-being of its employees while maintaining efficiency and effectiveness.



### Offsetting CO<sub>2</sub> emissions

Tous les vols aériens effectués depuis et vers le siège sont compensés par le biais de l'achat d'un forfait de 500 certificats carbone (*Standard Plan Vivo*) qui sont émis via le projet BKF/024 de récupération des terres dégradées en milieu pastoral. La retombée financière revient ainsi aux communautés locales pour encourager la gestion durable des terres réhabilitées.



### Responsible consumption

Continued reduction of paper and energy consumption, in particular by implementing a policy that aims for zero paper. In addition, LuxDev headquarters opted for an electricity provider that guarantees a 100% supply from renewable energy sources.



### Responsible purchasing policy

Application of a policy favouring the purchase of “eco-responsible” consumables, local and seasonal products or articles bearing the fair trade or organic labels.



### Awareness raising

Appointment of focal points in the country/regional offices and continued awareness raising on everyday CSR issues such as working conditions and quality of life, waste separation and recycling, etc.

Besides, in 2020, training on first aid and the use of defibrillators was offered to employees.





**VISION 2020**

**THE REVIEW**

# 01

## THE INITIAL CONTEXT

### THE STARTING POINT

In 2012, LuxDev planned to be part of an overall context including



Globally—the principles of global development effectiveness, with the Busan Partnership and its governance and monitoring arrangements.



The European context—the division of labour and the Agenda for Change—advice from the European Commission to practitioners.



The National environment—the sector and thematic strategies of the Ministry of Foreign and European Affairs (MFEA), as well as Luxembourg's aid effectiveness action plan.



부산 세계개발원조총회  
**4<sup>th</sup> High Level Forum  
on Aid Effectiveness**  
29 Nov.–1 Dec. 2011, Busan, Korea

INCREASING THE IMPACT  
of EU DEVELOPMENT POLICY  
AN AGENDA for  
CHANGE



The aim was to adapt the Agency's practices to provide a more effective response to the increasingly complex challenges of development and thus contribute to a better quality of aid.

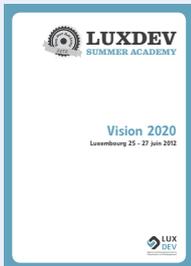
The reflection based the analysis of what the Busan Partnership and the Agenda for Change meant for development cooperation practitioners. This study was prepared and presented by the European Centre for Development Policy Management (ECDPM) at [the 2012 annual meeting of the Practitioners' Network for European Development Cooperation, organised by LuxDev in Luxembourg.](#)



Furthermore, in 2012 the OECD Development Assistance Committee (DAC) had just published the report of the Luxembourg Peer Review which concluded that:

Partner countries appreciate the predictability and flexibility of Luxembourg's support. In many respects it takes an exemplary stance vis-à-vis multilateral players, and it also has a solid track record in humanitarian partnership. In response to the recommendations from the 2008 peer review, Luxembourg has reinforced its strategic framework and has introduced tools for improving the management and implementation of development co-operation. It is making increasing use of programme-based approaches, taking greater advantage of partner country systems.

Luxembourg now needs to define a programme and execution procedures that will take into account its personnel constraints and make better use of its institutional arrangements. This will require close collaboration between the Co-operation Directorate of the Ministry of Foreign Affairs and the executing agency LuxDev, in order to maximise their respective contributions. Human resource management tools also need to be improved. The programme's centralisation and the lack of a co-operation office in some partner countries make it difficult to ensure the quality of projects and to pursue dialogue with partners. Luxembourg should consider how to remedy these weaknesses. It could also strengthen its approach to results-based management. Lastly, policy coherence for development leaves room for improvement: this will require a better understanding of the impact of Luxembourg's domestic policies on the development efforts of its partner countries.



In the 2012 Summer Academy, which is an internal collaborative meeting, the Agency took stock of the changing context at the time. Experiences and good practices from its previous vision (Vision 2012) were fed back in view of contributing to the 2020 Vision.

Thus, this academy made it possible to revise and affirm the proposed axes of the 2020 Vision while considering:

- the experience of field and headquarters staff;
- the analysis provided by the European Centre for Development Policy Management;
- the contribution of a peer agency, namely Enabel (then called BTC); and
- the perspective presented by the Luxembourg Ministry of Foreign Affairs.

## ADAPTATIONS ALONG THE WAY

Fifteen years after the adoption of the eight Millennium Development Goals (MDGs), the world got a new roadmap for development. Since 2017, the 2030 Agenda with its 17 Sustainable Development Goals (SDGs) form the basis for the Agency's work. They apply to all nations and aim to ensure that no one is left behind.

## SUSTAINABLE DEVELOPMENT GOALS

The SDGs give a roadmap to a better and more sustainable future for all. They respond to the global challenges, including those related to poverty, inequality, climate, environmental degradation, prosperity, peace and justice. The goals are interconnected and, to ensure that no one is left behind, it is important to achieve each of the SDGs and of their targets, by 2030.



Taking into account these new references, the Luxembourg government published in 2018 a new general cooperation strategy—on the way to 2030—which defines country's commitment to development cooperation and humanitarian action.

Luxembourg's main objective is to contribute to the reduction and eventual eradication of extreme poverty through support to sustainable economic, social and environmental development.

The 2020 Vision is divided into four pillars:

- we are a reliable and effective partner in meeting the commitments of the Luxembourg Development Cooperation;
- we are close to the realities in the field, we are operational and flexible whilst complying with our values. We are thereby able to serve multiple constituents;
- together with our partners, we are committed to achieving results in sustainable, inclusive development through capacity building;
- we invest in developing our skills and in retaining the knowledge and experience we have gained.

The 16 operational objectives are structured around four key dimensions: strategy, system, skills and staff, and structure.

### STRATEGY

- develop our operational capacities under the various approaches and modalities;
- focus on ownership and promote an approach on capacity building for effective institutions;
- maintain and strengthen LuxDev's credibility and reputation;
- take into account the growing importance of cross-cutting themes (governance - environment and climate change - gender);
- operationalise the division of labour (delegated cooperation) and make ourselves available to various constituents;
- analyse and manage risks.

### SYSTEMS

- aiming for alignment with national systems;
- adapt the monitoring and evaluation system to the new approaches and modalities;
- strengthening the knowledge management system;
- adapting financial management systems to the new modalities.

### SKILLS AND STAFF

- identify key skills required for the implementation of 2020 Vision;
- develop skills and support change;
- develop the human resources policy by integrating performance, motivation, knowledge retention and career management, including for temporary staff;
- gain staff buy-in to the LuxDev identity.

### STRUCTURE

- redefine the distribution of roles between headquarters and decentralised offices;
- strengthen the presence in partner countries in coordination with the MFEA.



# 03

## MAJOR PROJECTS

Trustworthy & effective partner

Flexibility & proximity to operational realities in the Field

Capacity building for sustainable & inclusive results

### APPROACHES, MODALITIES AND INSTRUMENTS

The principles of the Busan Partnership, the Agenda for Change and later of the SDG 17 on partnerships, guided the evolution of the Agency’s practices:

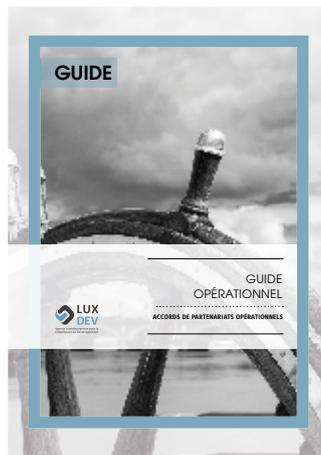
- promoting multi-stakeholder dialogue for policy reform;
- the use of national systems in combination with the aid modalities;
- the reconciliation of the Agenda for Change with the Busan Partnership;
- increased support for effective and targeted capacity building in developing countries to the national plans to achieve the SDGs.

### GUIDES AND CAPACITY BUILDING

Several complementary guides were developed, as well as the strategic mobilisation of the field and headquarters expertise, and a strengthening of in-house advisory support and training. This enabled the Agency to become more aligned with country systems. It also empowered engagement with partners on inclusive development results through capacity building.

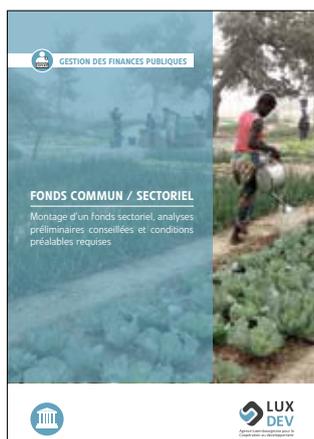
The design, writing and testing of all the guides were done through a participatory and federative approach, involving many LuxDev collaborators. The guides are pragmatic, with theoretical and bibliographical references combined to practical tools for the field. They target LuxDev staff, particularly technical assistants and experts, to ensure effective, coherent and efficient implementation. In addition, external consultants and the Agency’s partners are informed what LuxDev’s expectations and positioning are on the subject and show the diversity of available tools and methods.

### The Guide on Approaches, Modalities and Instruments and its Operational Guide: Operational Partnership Agreements - 2014



This guide details the range of instruments for delegated management within a project approach. By transferring the responsibility for the implementation of one or more project components to partners, the operational partnership agreement has multiple objectives: strengthening partners’ capacities, mutual accountability, improving ownership and alignment with the countries’ procedures and systems.

Since 2017, the guide is accompanied by an e-learning programme accessible to the whole staff and in 2020, a checklist was added to facilitate the implementation.



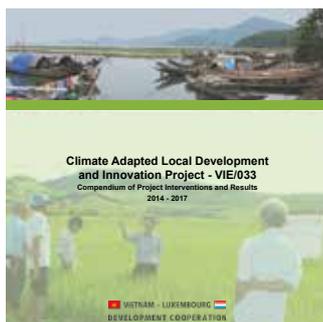
In the same vein, in 2019 LuxDev also published a note on setting up a sector fund and capitalised this approach through case studies.

## The technical guide for results-based formulation, management and monitoring - 2016



This guide aims to strengthen results-based formulation, monitoring, management and accountability. Its aim is thus to:

- provide guidance for the development of risk management systems and quality logical frameworks;
- encourage the establishment of effective monitoring systems for different instruments, approaches and modalities in order to maximise effectiveness;
- seek to align with the domestic counterparty's risk monitoring and management systems and strengthen these systems to improve their quality and performance;
- harmonise and make LuxDev's portfolio of interventions coherent, thus improve the reporting and communication system;
- strengthen the performance in general in terms of relevance, efficiency, effectiveness, impact and sustainability, through improved results-based management (planning, steering, implementation, monitoring, reporting).



The technical guide for results-based formulation, management and monitoring has enabled the Agency to strengthen the monitoring capacity of interventions - 2016.

*Concrete examples published as a Compendium*

## The Operational Capacity Building Guide - 2018



At the end of 2016, the Ministry commissioned an independent evaluation of the approach to capacity building within the Luxembourg Cooperation. This strategic evaluation reviewed capacity building in eight interventions in West Africa. One of the recommendations was to develop an operational guide providing beyond procedural or funding issues, a framework for capacity development identification, formulation, monitoring and evaluation. Therefore, the guide provides a range of practical tools for anyone responsible to identify, formulate or implement capacity development support.

After three years of use, an update will include field-tested methods and tools. A distance learning module was also developed to facilitate implementation.

In 2020, the main achievements are

- the definition of a methodology for change management (after very broad consultation, a reference guide was elaborated and the methodology can serve now as a reference for future formulations);
  - strengthening the skills of technical assistants on capacity building (a first training session on “soft skills” took place, supplemented by practical sheets);
- the definition of a joint project with the French Development Agency and the [Senegalese Organisation and Methods OFFICE](#) on monitoring and evaluation applied to capacity building.

## FOCUS ON THE CHANGE MANAGEMENT PROCESS

In 2018 and 2019, the Agency took its first steps in “change-oriented” approaches with a pilot experiment in Senegal. A participatory approach involved all stakeholders in the health and vocational and technical training sectors. “Pathways to change” and capacity building support were determined in early 2019 within the framework of the Indicative Cooperation Programme IV, established between the governments of Senegal and Luxembourg. Capitalising this first experience in Senegal, and other experiments in Laos and Mali, a complete reference system was developed, including a manual, tools, and training modules. This enables a design and the implement of interventions according to a change management approach.

### Added value of the change-oriented approach



Building a shared vision of change and the paths to take to achieve it.



Explain the reasoning and model the interventions: joint analysis of the system and possible changes.



Evaluate change and test assumptions throughout the intervention.



Valuing and strengthening national systems: capacity building at the heart of interventions.

## INTERNATIONAL RECOGNITION

The development of these guides and the application of the outlined principles were successful as the Agency’s practices were cited as an example in the OECD’s 2016 Global Partnership Report.

Extract from the OECD Global Partnership Report



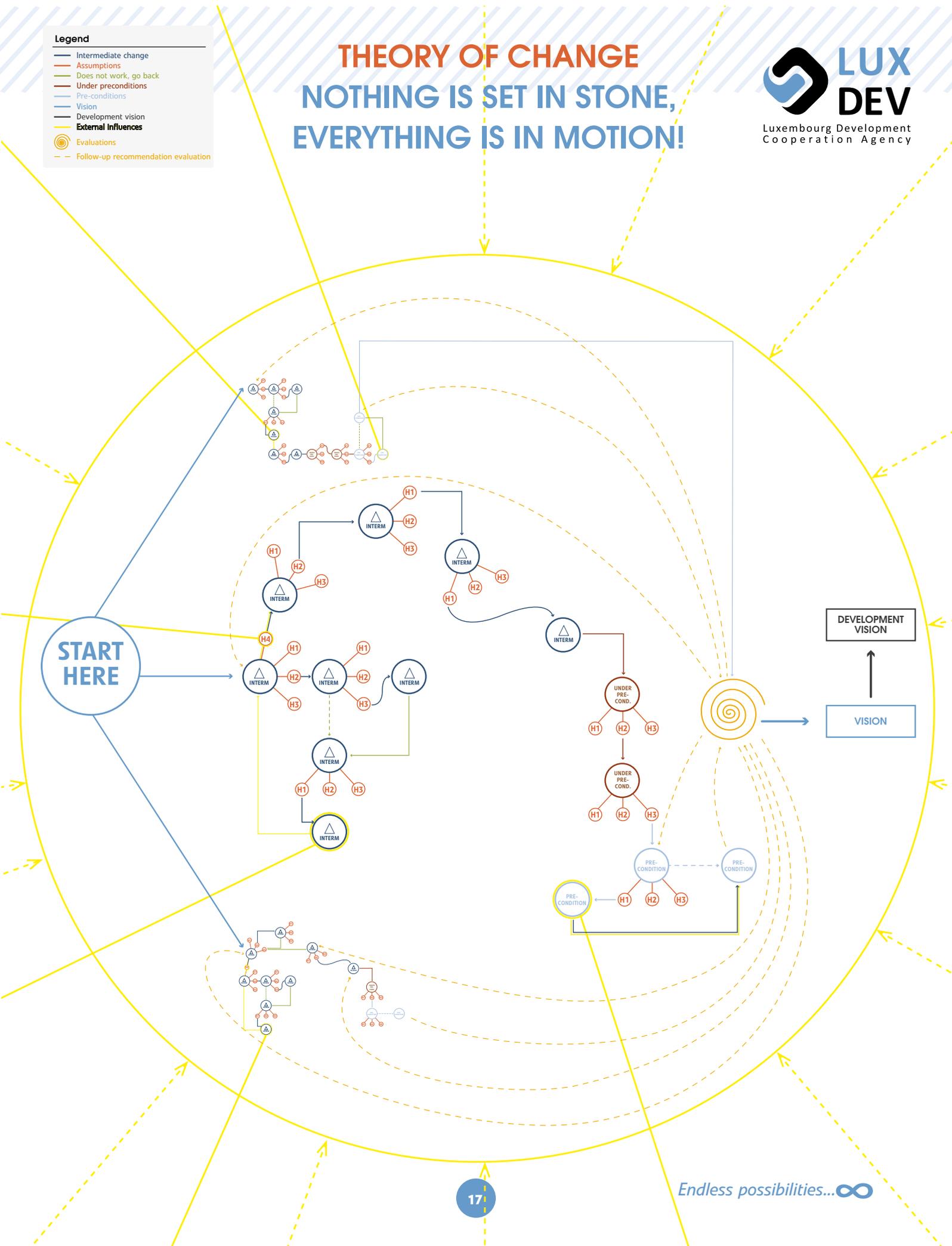
### Box 3.4. Factors and initiatives that increase the use of national systems

Finally, some development partners are experimenting new modalities of development cooperation at the country level, that rely more on increased use of country systems. Luxembourg has developed budgeted aid in Senegal, a hybrid between project-type interventions and sector budget support. Results-based modalities, where funds are disbursed after the achievement of desired results, are also receiving attention. The World Bank’s Programme for Results modality is an example of this approach, with overall funding of USD 12 billion. Additional technical assistance is often included as part of the package to help governments strengthen their own national systems.

- Legend**
- Intermediate change
  - Assumptions
  - Does not work, go back
  - Under preconditions
  - Pre-conditions
  - Vision
  - Development vision
  - External Influences
  - Evaluations
  - Follow-up recommendation evaluation

# THEORY OF CHANGE

## NOTHING IS SET IN STONE, EVERYTHING IS IN MOTION!



## OPTIMUS, AN IN-DEPTH RESTRUCTURING OF OPERATING METHODS

Trustworthy & effective partner

Flexibility & proximity to operational realities in the Field

Through Optimus, LuxDev evolves in line with the objectives of its 2020 Vision.

“ We are close to the realities on the ground, operational and flexible in respect of our values. This allows us to serve multiple clients. ”

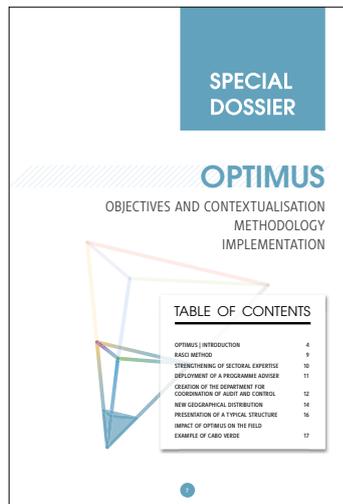
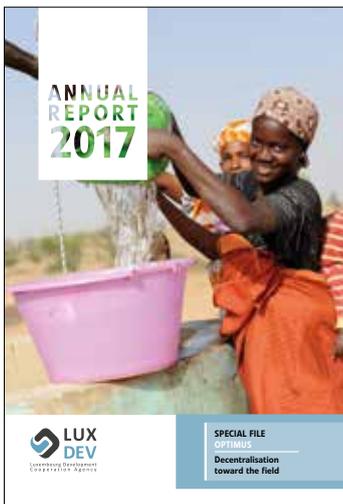
*Second key principle of Vision 2020*

### Structural objectives of Vision 2020:

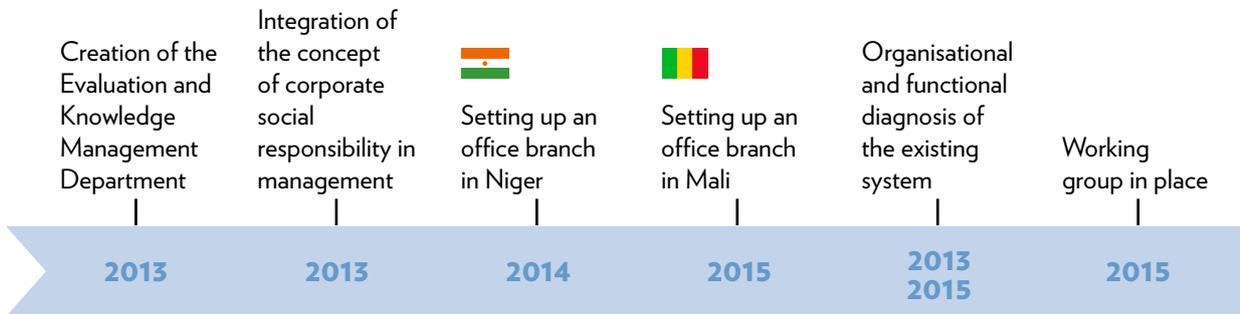
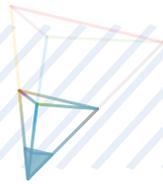
- redefining the division of roles between the headquarters and the decentralised offices;
- reinforcing the presence in partner countries in coordination with the MFEA.

The Optimus restructuring was essentially a decentralisation reform with a transfer of competences to the field. The aim was to improve the programme and project implementation and effectiveness. Particular attention was paid to maintaining an adequate communication framework between headquarters and the field. Implementation monitoring committees were established, to ensure a convenient flow of information to donors. A standard office structure was validated and put in place for country offices (of which the number increased) and regional offices.

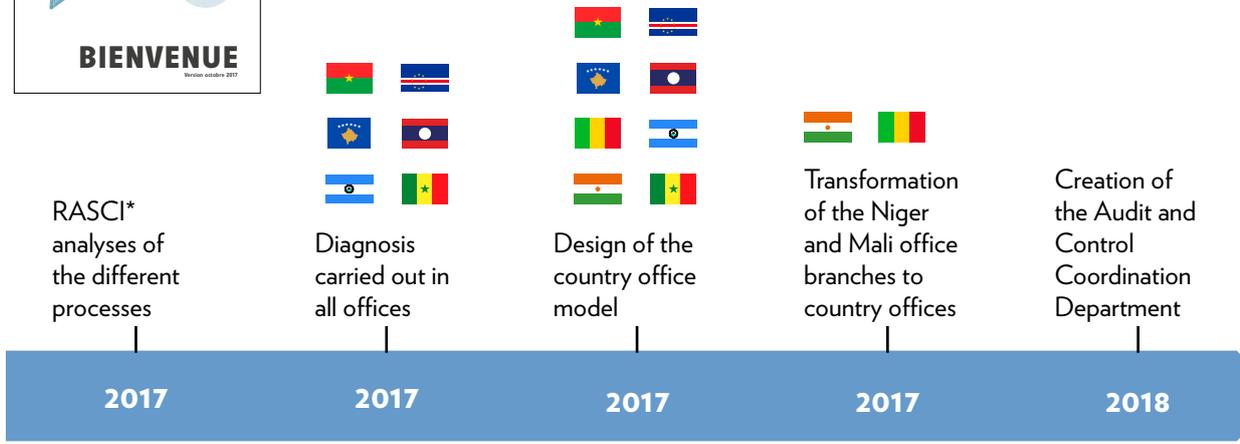
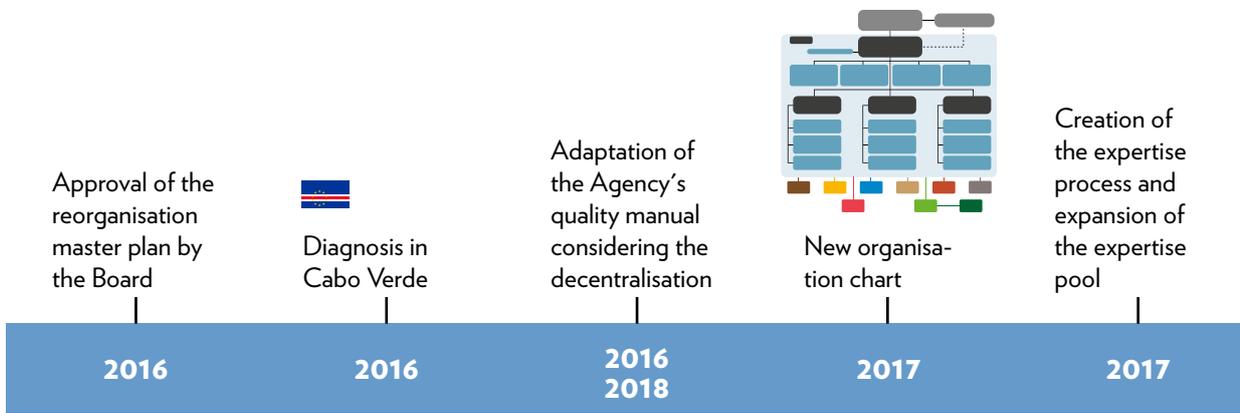
The Optimus reform redefined the roles between headquarters and the decentralised offices, aiming at an increased field autonomy. Among the transferred responsibilities are the formulation and aspects of internal control, essentially of an ex-ante nature, i.e. verification and validation of actions before they're carried out. This increase in terms of field accountability related to ex-ante control, goes hand in hand with a strengthening of the headquarter efforts in terms of internal control coordination. The latter is mainly ex-post in nature, i.e. verifying actions after they were carried out. In this context, a new department was created centrally, namely the Audit and Control Coordination Department. Its scope of control extends to all projects and programmes implementation processes. In addition, a risk management procedure and a risk map were published. Finally, the formulation of interventions, delegated to the field, was reinforced by a new model technical and financial document including a risk analysis of the interventions.



# Optimus reform



## Prerequisites for the Optimus reform



\* The RASCI (responsible, accountable, support, consulted and informed) analysis is used to define the roles and responsibilities of the different stakeholders.



Capacity building  
for sustainable &  
inclusive results

Developing skills  
& capitalisation

## CROSS-CUTTING THEMES

### STRENGTHENING THE EXPERTISE POOL

The cross-cutting themes were strengthened in 2010 with the creation of a first expert pool. Within the context of Vision 2020 and Optimus specifically, the number of experts increased. Besides, their functions were clarified and integrated in the programmes directorate. This positioning, together with changes in the intervention processes, made it possible to guarantee greater proximity to the field and a better visibility of their work consisting in:

- supplying field teams with relevant technical and scientific information in terms of normative frameworks, strategies, approaches and good practices resulting from monitoring, innovation, information gathering and internal and peer exchanges;
- providing support/advice to the field teams on the priority and strategic areas, validated collectively;
- continuous training of staff according to their needs and the mandates received.

#### Areas of expertise

Current expert pool:



Digital4Development - D4D



Vocational training



Monitoring



Environment and  
climate change



Gender



Capacity building



Sustainable finance



Public finance management  
and institutional support



### INTERNAL AWARENESS RAISING FOR CROSS-CUTTING THEMES

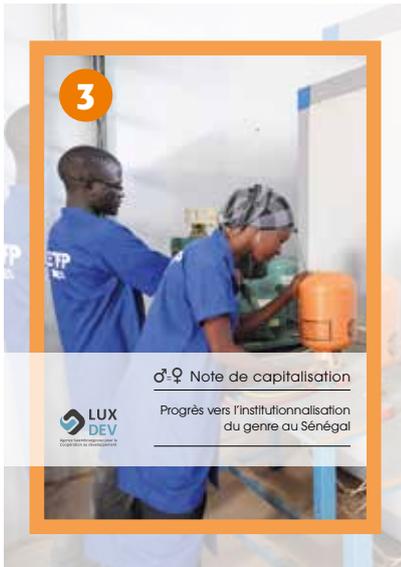
Coaching and specialist support/advice was systematic during the formulation and specific technical and strategic support and coaching was provided during implementation. Besides, numerous training courses strengthened the integration of cross-cutting themes into the interventions and many experiences from the field were capitalised.

#### Examples of training courses:

- sessions on cross-cutting themes integrated into all training sessions at headquarters (onboarding of new arrivals and continuous education for staff);
- Ouagadougou workshop on environment and sustainable construction—May 2013;
- seminar on environment and climate change budgeting—May 2014;
- exchange on cross-cutting themes during annual meetings between headquarters and resident representatives.

## Examples of capitalisation

### Capitalisation notes

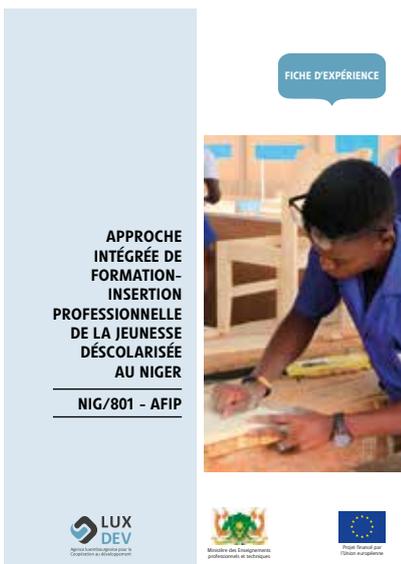


*Progress towards institutionalisation of gender in Senegal*



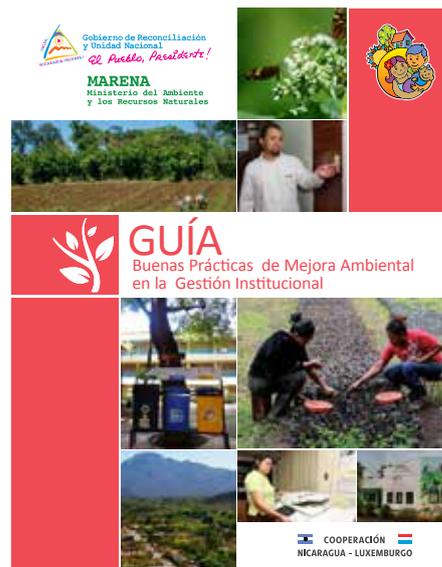
*Aid effectiveness: another way is possible*

### Experience Sheets



*Integrated approach to training - employment integration of out-of-school youth in Niger - NIG/801*

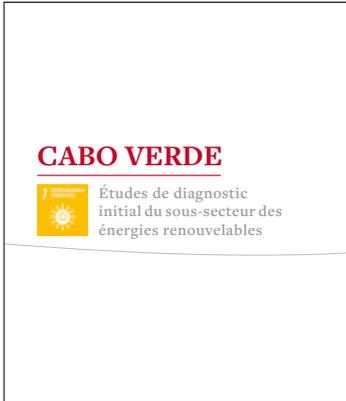
### Good practice



*Guía | Buenas prácticas de mejora ambiental en la gestión institucional*

Trustworthy  
& effective  
partner

## ADVISORY ROLE IN CROSS-CUTTING THEMES



The Agency provided advisory support to the Luxembourg Ministry of Foreign and European Affairs for the review of the thematic strategies, their integration into the indicative cooperation programmes and the implementation of related interventions. LuxDev has been mandated to carry out specific studies, such as the diagnosis on the renewable energy sub-sector in Cabo Verde, or analyses on public finance management in Mali, Cabo Verde and Niger. At the request of the Luxembourg Development Cooperation, the Agency actively participated in meetings and gatherings with other agencies and donors by sharing specialised documents and technical information.

*Cabo Verde: initial diagnostic of the renewable energy sub-sector*



In response to the many challenges in vocational education and training, the European Union decided to create the VET-Toolbox. This facility provides partner countries with high-level expertise and tools for VET policies and reforms, while stimulating private sector involvement and ensuring the inclusion of the most vulnerable groups. LuxDev has been a member since its inception and has co-organised numerous thematic activities and workshops. The platform allows the agency to capitalise on good practices of other partners, as well as to share its experiences and lessons learned.



The document provides tools for guidance on sustainable mechanisms for the consultation and the active participation of the private partners and the vocational education and training sector.

*The development of private-public partnerships in technical and vocational education and training*



A “green” procedure for the acquisition of sustainable buildings enabled the Agency to integrate environmental issues into its procurement procedures since 2013. LuxDev has acquired the skills to carry out environmental screening during the formulation if necessary/required.

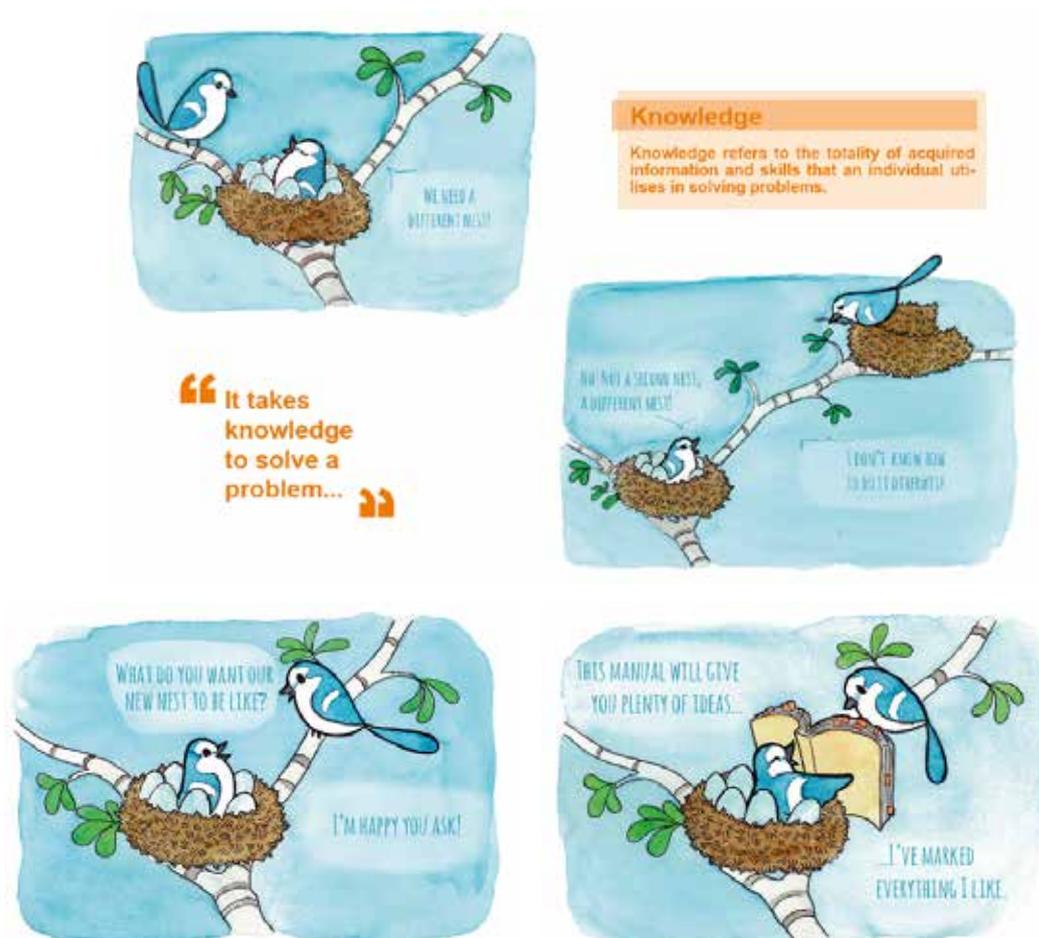
*Bioclimatic constructions in Niger*



## SKILLS DEVELOPMENT, EXCHANGE OF EXPERIENCE AND CAPITALISATION

### THE FRAMEWORK

Through its Vision 2020, the Agency expressed a clear commitment to putting learning and knowledge management at the heart of its working practices. Based on a survey and a benchmark, a first knowledge management strategy was developed in 2014 integrating capitalisation and learning as key elements of the Agency.



Many capitalisation efforts took place within the projects, and programmes. On the one hand, evaluations recommended capitalising on specific topics and, on the other the project staff and partners felt a need to learn from their experiences. The purpose was either to draw lessons for subsequent phases (strengthening effectiveness and efficiency), or to document good practices or innovations (valorisation) or to do advocacy.

Given this favourable learning context and the numerous efforts in the field, the necessity for a guide on the subject was felt. The objective was to clarify the concepts and principles and thus have a common approach linking decentralised capitalisation efforts to the Agency's institutional learning. The guide is aimed at the Agency's staff, on the one hand, and on the other, for external partners and stakeholders who wish to learn about how the Agency capitalises on its experiences.

### The benefits of capitalising on experience



Within this learning framework and following the recommendations of the 2012 Peer Review, evaluations have been made more independent through the creation of an evaluation department. Besides they were done more strategic through a link with knowledge management and an increased collaboration with the Luxembourg MFEA (joint country reviews and thematic evaluations). In the interests of accountability and of sharing lessons learned, all summaries of evaluations carried out by the Agency are published.

One of the main tools available to employees to facilitate the flow of information and knowledge is the intranet. This internal tool, created in 2003, was modernised in 2015/2016 to become more lively and user-friendly. The intranet makes it possible to enhance the knowledge produced, to exchange and to facilitate contact between all the Agency's staff.

Although the modernisation of 2016 brought some solutions, the context pushed LuxDev to an in-depth transformation of its information system in 2018. The objective was to meet new challenges, interact better with tenants and partners, and meet new obligations towards the Luxembourg State. The Ariane-IT project was therefore put in place and was validated by the Board of Directors in 2019.

A video has been produced to present the expectancies for the project as imagined by LuxDev:





Developing skills & capitalisation

## TRAINING AND SKILLS STRENGTHENING

For all headquarters positions competency profiles were drawn up. In addition, a competency catalogue was developed, which is constantly evolving. Competencies were introduced into performance reviews and development plans. An evaluation policy for the whole staff was developed. Thereby, the Agency developed its human resources policy by integrating performance, motivation, capitalisation and career management.

LuxDev continues the training efforts of its employees. In 2015, the average number of hours spent in training per employee at headquarters was 29 hours. The rate of trained employees was 84%, which is above the national average in Luxembourg that is around 50%. The Agency particularly encourages its staff to take on the role of internal trainers. This applies for example to matters relating to internal processes and procedures or IT tools, but also through annual academies. The latter are a privileged moment of internal education based on the exchange of good practices, experience capitalisation and group reflection. Each year, employees are asked to take stock of the training they have taken during the year, what they have learned, what they have put into practice, and how they have shared this new knowledge and know-how with their colleagues.



Capacity building for sustainable & inclusive results



Developing skills & capitalisation

## EXCHANGE AND SHARING

In addition to the training based on needs identified during the annual review interviews, LuxDev organises annual sessions, called academies, since 2010. These sessions bring together staff from headquarters and regional offices for a week on subjects deemed strategic for the Agency.

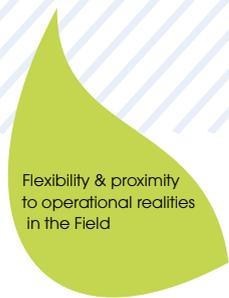
### The various summer academies that punctuated Vision 2020:

Development of the 2020 Vision	From project execution to budget support: <ul style="list-style-type: none"> <li>• public finance management;</li> <li>• progress in the field;</li> <li>• - experience exchange;</li> <li>• methodological guide: approaches, modalities, instruments.</li> </ul>	Sharing experiences, leveraging capacities, solving new challenges - modalities / instruments - control and audit functions / risk management - knowledge management - social responsibility.	Results, change management and effectiveness improvement.
<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>

From 2016 onwards, the academies were reoriented in order to strengthen and optimise the implementation of the Optimus reform but the principle of knowledge sharing and exchange remained unchanged.

The extremely rich exchanges during these sessions not only allow knowledge to be shared, but also by confronting the different experiences, to create new knowledge. This enhances learning, interpersonal exchange and knowledge management.

The Agency support this culture of exchange, sharing, spread and deepening of knowledge and development of skills.



## LUXDEV REPUTATION AND CREDIBILITY

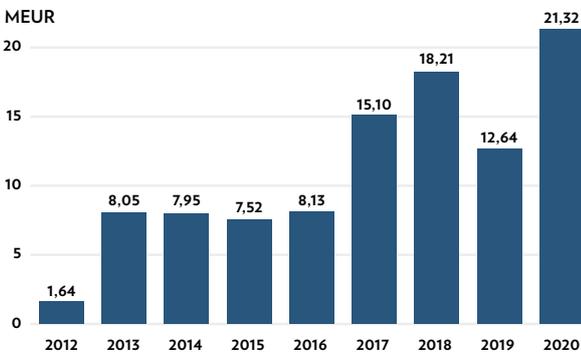
In December 2017, LuxDev signed a new agreement with the Luxembourg State, represented by the MFEA. This agreement gives LuxDev more room for support/advice to the State and clarifies the delegated cooperation and third party operations, allowing the Agency to serve multiple constituencies.

The division of labour is materialised through the delegated cooperation opportunities, for example with the European Commission, the Swiss and Danish cooperation.

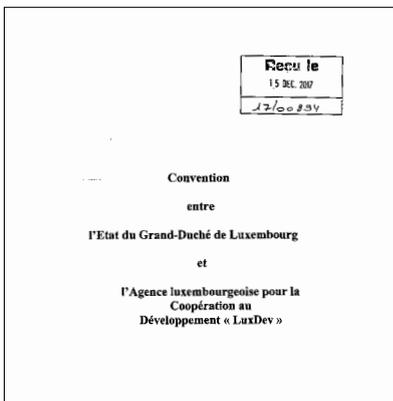
LuxDev actively participates in the networks, such as Learn4Dev, the Practitioners' Network, the TVET<sup>1</sup>-Toolbox, the DAC/OECD EvalNet, etc. LuxDev engaged into partnerships, for example, in Cabo Verde with the Luxembourg Competence Centre, in Laos with the Luxembourg University, ADA and CARITAS or in Mongolia with the Luxembourg National Institute of Cardiac Surgery and Interventional Cardiology.

Until August 2013, LuxDev provided the secretariat of the Luxembourg Microfinance Roundtable on behalf of the Directorate for Development Cooperation, which chaired it. The objective of the Roundtable was "to ensure knowledge management on microfinance and inclusive finance in Luxembourg". The aim was "to have a set of tools for poverty alleviation and a set of opportunities for socially responsible investment, with a view to achieving greater coherence between the activities of the members of the Microfinance Roundtable". In addition, in 2012 transparency was enhanced through the publication of evaluation summaries of all evaluations, thereby improving accountability.

Evolution of budgets related to operations for third parties



Launch of the VET-Toolbox



LE GOUVERNEMENT  
DU GRAND-DUCHÉ DE LUXEMBOURG



A new agreement was negotiated and signed with the Luxembourg State, represented by the MFEA

<sup>1</sup> TVET - Technical and Vocational Education and Training

1 October  
By **Benoît SANTIQUIAN**



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[Editer la news](#)

## LuxDev, the Luxembourg Agency for Development Cooperation, is 40 years old!

It has been 40 years since LuxDev, the Luxembourg Agency for Development Cooperation, actively started participating in the implementation of the development cooperation policy of the Luxembourg government. Mainly active in the sectors of education and vocational training, health, renewable energies, agriculture and food security, decentralization and local governance, natural resource management as well as water and sanitation, the Agency is present in 12 countries on four continents.

Working primarily for the Luxembourg Cooperation, the Agency has, thanks to its know-how and experience, evolved and developed over time. In fact, it has gradually gained international renown and has been entrusted with the implementation of cooperation projects and programs by other donors such as, for example, the European Union, Switzerland or Denmark.

But the main evolution of LuxDev, whose mission aims nowadays to contribute to strengthen the capacity of Luxembourg's partner countries in order to allow them take ownership of their own development policies and strategies, lies in changing the way it operates.

This major development has been highlighted recently at the 40th anniversary conference entitled:

**"When the rhythm of the drums changes, the steps of the dancer also change"**

**LuxDev, or the art of being proactive in a constantly changing environment.**



13 Octobre  
Par Alice Risch

- Bureau régional de Metz
- Bureau Sarreg
- Bureau Kassel
- Bureau Cabo Verde
- Bureau Burkina Faso

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### Signature de la Charte de la Médiation par LuxDev

LuxDev fait partie des 20 premières entreprises et organisations qui, le 9 octobre 2015, ont signé la Charte de la Médiation lors d'une cérémonie officielle organisée par le CMCC (Centre de Médiation civile et commerciale), ensemble avec la Chambre des Métiers et la Chambre de Commerce.

En tant que signataire de la Charte de la Médiation, LuxDev s'engage, lorsque l'Agence se retrouve dans une situation pouvant mener à un contentieux inter- ou intra-entreprise, d'éprouver tout d'abord pour un processus de médiation afin de trouver une solution amiable au litige.

« En tant que processus confidentiel qui permet de régler des différends de façon efficiente, la médiation me semble particulièrement intéressante pour le monde des entreprises. Par ailleurs, elle constitue une méthode efficace de prévention de conflits. De par les valeurs qui la sous-tendent, elle s'intègre parfaitement dans la démarche RSE poursuivie par l'Agence », souligne Gaston Schwartz, Directeur général de LuxDev.



# 04

## LESSONS FROM THE 2020 VISION

In 2018, as part of the new ISO 9001:2015 standard, SWOT analyses (Strengths, Weaknesses, Opportunities, Threats) were carried out for all the Agency's processes. The main elements of interest for the Vision 2030 included:

### STRENGTHS

- 40-year anniversary of the Agency;
- staff stability;
- Optimus reform;
- different approaches to implementation (projects, programmes, national execution, etc.).

### WEAKNESSES

- OPTIMUS decentralisation still being stabilised;
- information systems;
- unfavourable age pyramid;
- immature knowledge management: system.

### OPPORTUNITIES

- General Strategy of the Luxembourg Cooperative - On the way to 2030 (September 2018);
- signed agreement between the State and LuxDev (December 2017);
- accreditation to the Green Climate Fund (2019);
- ISO 9001:2015 certification (October 2018);
- official development assistance in constant growth (absolute figures);
- opportunities for third-party constituents/other donors.

### THREATS

- instability of the political and macroeconomic environment in the partner countries;
- safety and health risks for staff;
- lack of strategy for the other donors approach and unpredictability/irregularity of related budgets;
- fraud and corruption.



## THE MAIN STRENGTHS OF THE 2020 VISION

### SET THE COURSE TO FOLLOW

Following the development of the orienting guidelines, the 2020 Vision set a concrete direction for the Agency and positively influenced its internal and external activities.

### ENHANCE THE VALUE OF THE AGENCY

Vision 2020 helped to strengthen the Agency's image and increase its visibility.

### ALLOCATING RESPONSIBILITIES TO INCREASE EFFICIENCY

Activities and responsibilities were decentralised through the OPTIMUS reform which became effective in 2018.

### IMPROVING THE SYSTEMS

The Agency refined its systems through a structured strategy to the development of new approaches and modalities and their implementation.

### DEVELOP THE AGENCY'S REPUTATION

The Agency's reputation was strengthened and the number of collaborations with other donors and partners increased.

### MAKE THE AGENCY'S WORK MORE FLUID

The Vision played an important role in the harmonisation of offices, decentralisation and approaches and procedures standardisation.

## LESSONS LEARNED FOR DEVELOPING THE 2030 VISION

### ENSURE CONTINUED COMMITMENT

A loss of momentum was observed at the operational level following the Optimus reform. As various levels of the 2020 Vision action plan were no longer coherent with the changes brought about by the reform, it lost momentum. Besides, many activities were already finalised, which emphasised this loss of momentum in the last three years.

### ENSURE GLOBAL INVOLVEMENT

Although the action plan was relayed to the local level, the field requested a stronger integration, and a monitoring plan to integrate the different levels (central, country/regional offices and projects/programmes).

### PROVIDE TOOLS TO MEASURE THE IMPACT

In the 2030 Vision and its action plan indicators should measure the results. Some topics of Vision 2020 have not been achieved, or only partially, and it would have been interesting to take stock of the reasons why.

### PROMOTE THE VISION

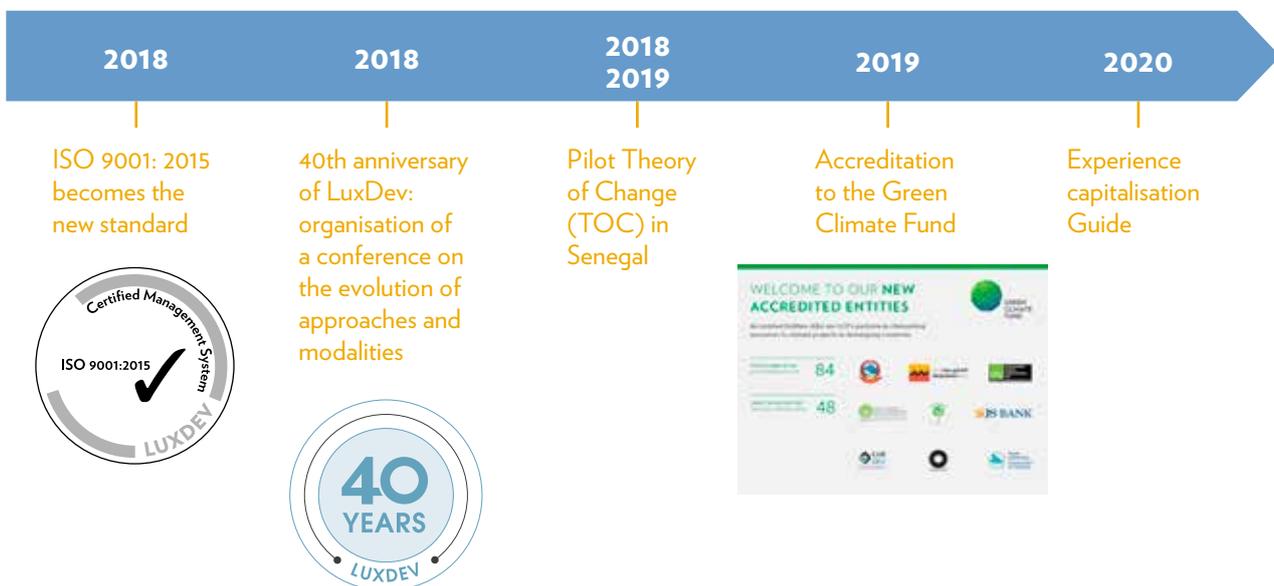
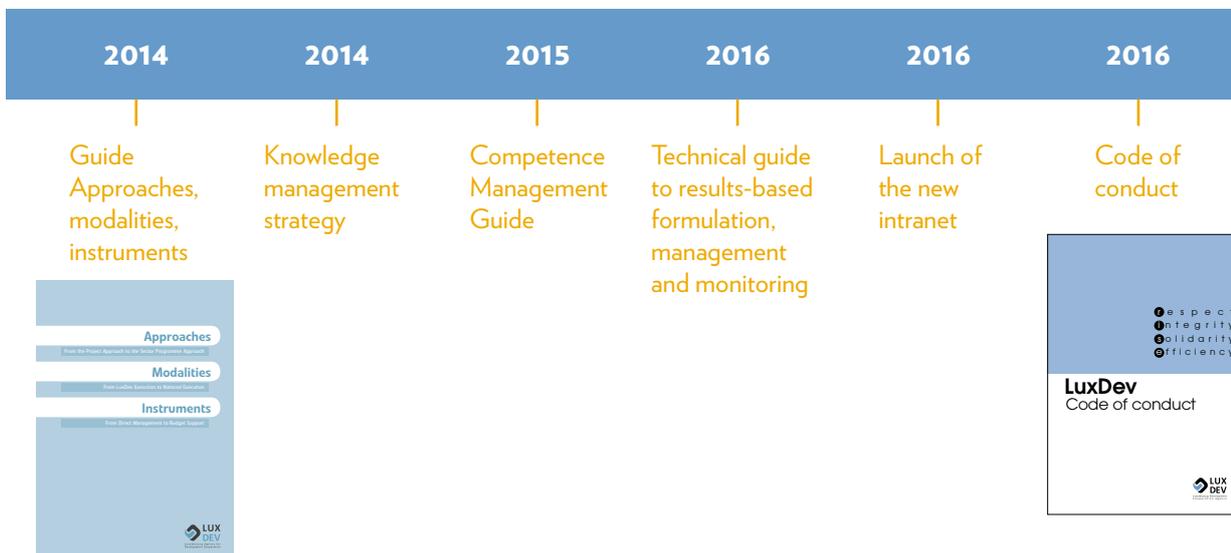
A lack of communication about 2020 Vision limited ownership by employees.

# 05

## OVERVIEW

- External environment
- Publications and activities related to 2020 Vision









# THE PROGRAMMES

AS OF 31 DECEMBER 2020

# AREAS OF INTERVENTION



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# GENERAL INFORMATION

## Sectors



Local development

Local development  
sub-sectors



Agriculture and food security



Decentralisation and local governance



Water and sanitation



Natural resource management



Various



Health



Education - vocational  
training and integration



Renewable energy

## Cross-cutting themes



Environment and climate change



Gender



Governance and capacity development



# BURKINA FASO



**5** ▶ **2** PROJECTS IN FORMULATION  
 ▶ **35** STAFF IN BURKINA FASO

PROJECTS IN EXECUTION

**12.53%**

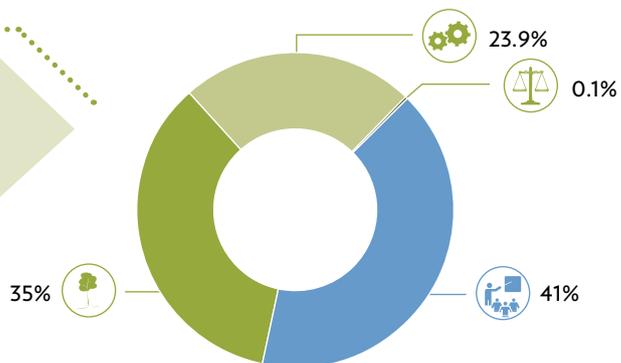
OF THE TOTAL AMOUNT OF THE AGENCY'S DISBURSEMENTS

EUR 14.69 million IMPLEMENTED IN 2020

Disbursements



Disbursements by sector





BKF/021

## INFORMATION AND COMMUNICATIONS TECHNOLOGY DEVELOPMENT SUPPORT IN BURKINA FASO

The project operates through the levers of technological, institutional and organisational development.

This approach makes it possible to:

- have independent access to the global internet and to open up the country;
- support the creation and sustainability of the National Agency for the Promotion of Information and Communication Technologies.

### OVERALL OBJECTIVE

CONTRIBUTING WITHIN THE FRAMEWORK OF THE NATIONAL STRATEGY FOR THE DEVELOPMENT OF THE DIGITAL ECONOMY (SN@DEN) 2018-2027 TO THE PROMOTION OF GOOD POLITICAL AND ADMINISTRATIVE GOVERNANCE BY IMPROVING THE EFFECTIVENESS AND EFFICIENCY OF PUBLIC ADMINISTRATION

### SPECIFIC OBJECTIVE

To improve the availability, efficiency and accessibility of supply of electronic communication services to the public administration.

### AREAS OF IMPLEMENTATION

- capacity building of the National Agency for the Promotion of Information and Communication Technologies;
- establishment of a reinforced satellite infrastructure.

 Budget

EUR 22,300,000

Project duration

2017	2018	2019	2020	2021
------	------	------	------	------

## HIGHLIGHTS\*

**65%**

coverage rate of the administration in electronic communication services.



Strengthening the National Agency for Promotion of Information and Communication Technologies organisational capacity in the management of its human resources, operational and administrative procedures.

**34**

Installation of 34 pylons including their active equipment (antennas, switches, routers) that is integrated into the computer network (RESINA).



Deployment of new antennas (RADWIN) in the distribution network and computer access in Ouagadougou.

**271**

Modernisation of the local networks of 271 beneficiary sites.

**5**

The installation of five stations connected to the Internet is a key component of the "Other three billion" satellite constellation designed to provide Internet access to the three billion people who are currently deprived of it due to their geographical location.

**32**

Installation of a second batch of 32 masts with integrated active equipment to RESINA for 12 of them.



Improving the National Agency for the Promotion of Information and Communication Technologies capacity in electricity and logistics.

**461**

Deployment of 461 masts and antennas to connect administrative buildings to the computer network.



Validation of two manuals for the benefit of the National Agency for the Promotion of Information and Communication Technologies.



Deployment of all solar equipment on the 32 towers of the second installation batch.

\* Non-exhaustive list



# BKF/023

## SUPPORT TO THE SUSTAINABLE MANAGEMENT OF THE FOREST RESOURCES

This programme supports sustainable management of timber and non-timber forest resources in line with the national programming and support for the decentralisation in three regions (East, Centre-West and Hauts-Bassins).

### OVERALL OBJECTIVE

CONTRIBUTING TO THE PROTECTION AND SUSTAINABLE DEVELOPMENT OF FOREST AND WILDLIFE RESOURCES BY ENSURING A HEALTHY ENVIRONMENT TO THE POPULATIONS IN A DYNAMIC OF ENVIRONMENTAL GOVERNANCE AND SUSTAINABLE DEVELOPMENT

### SPECIFIC OBJECTIVE

- improving environmental governance and sustainable development;
- ensuring Burkina Faso's transition to an inclusive green economy;
- improving the efficiency and effectiveness of the interventions of the Ministry of Environment, Green Economy and Climate Change.

### AREAS OF IMPLEMENTATION

- optimising forestry sectors;
- improving the protection of forest resources;
- optimising reforestation;
- supporting stakeholders in taking into account environmental and sustainable development issues;
- diversifying food resources and sources of income;
- strengthening the legal framework for the promotion of green economy;
- optimising resource management;
- strengthening the operational framework;
- strengthening the monitoring, evaluation and steering mechanism.



## HIGHLIGHTS\*



A guide for the monitoring of forestry development sites was developed and technical field sheets allowing the implementation of the guide's practical recommendations.

**436**

people are trained on how to integrate environmental and sustainable development issues in local development plans.

**5**

Production of five statistical publications:

- the 2019 statistical yearbook;
- the environmental dashboard 2019 and 2018;
- provisional environmental accounts of forest wood resources, air emissions, of the production of environmental goods and services and expenditure on environmental protection and natural resource management;
- the baseline value of 19 national environmental indicators.

**69,758**

Support for reforestation with 69,758 plants planted.

**208**

Six training sessions on gender equality for 208 people, including 125 women.



The environmental taxation study is finalised.



Signing of the Memorandum of Understanding for the 2021 capacity development plan of the Investment Fund for the environment.



The IT master plan of the Ministry of the Environment, Green Economy and Climate Change is being developed.



Redeployment of funds previously entrusted to the environmental investment fund for planned support:

- forest management sites;
- the promotion of non-timber forest products;
- community and individual wood energy plantations; and
- capacity building for the Environmental Investment Fund.

**12**

municipal development plans take into account environmental and sustainable development issues.

**612**

Delivery of 21 training sessions for the staff of the Ministry of the Environment, Green Economy and Climate Change (612 officials, including 174 women), as part of the three-year training plan.

**209**

Six awareness-raising sessions on gender equality for 209 people, including 108 women.

**76,000**

Carrying out inventories and socio-economic and cartographic studies of more than 76,000 ha of forests for the preparation of forest management plans.

**286**

Support for compliance to the Organisation for the Harmonisation of Business Law in Africa act of 286 professional organisations working in the field of non-timber forest products.

## TESTIMONY



**PAMTABA DJÈNÈBA**

RESIDENT OF THE SIMPLIFIED COOPERATIVE SOCIETY ZENSTAABA IN KOUMBIA

**BKF/023**

### **SUSTAINABLE MANAGEMENT OF FOREST RESOURCES**

#### **THE CONTEXT**

To contribute to the sustainable protection and development of forest resources, by ensuring a healthy environment for the population in a dynamic of environmental governance and sustainable development, the BKF/023 programme - sustainable management of forest resources - works through different components.

One of them relates to green economy and climate change. Within this component, one of the major activities is the establishment of food gardens. These gardens, which nourish both body and mind, aim to strengthen people's resilience to the effects of climate change through the promotion of a green economy. Furthermore, these gardens, through the non-timber forest product chains, also ensure a sustainable contribution to green and inclusive growth.

#### **THE TESTIMONY**

Hello, my name is Mrs Pamtaba, born Barry Djènèba, and I am the president of the Zenstaaba simplified cooperative society, located in Koumbia, province of Tuyen. Our core business is the processing and marketing of non-timber forest products. We have been working since 2014 as a women's group and our cooperative has 30 active members. Our main activity is the processing and sale of various products such as shea butter, baobab and moringa leaves. These activities allow us to earn a small income and improve our living and working conditions.



*Members of the Zenstaaba simplified cooperative society*

« This green space allows us to have a food supplement, to make the population aware of the consumption of the produced species and to fight against the progress of the desert by reforestation »

### Our Food Garden

This green space allows us to have a food supplement, to make the population aware of the consumption of the produced species and to fight against the progress of the desert by reforestation.

The area of our food garden is 0.25 ha. The species found there are: *Adansonia digitata* (baobab) and *Moringa oleifera*.

The BKF/023 programme - sustainable management of forest resources - as well as the regional environment directorate, have been very supportive.

They have contributed to building our capacity operational and organisational aspects, through training in food garden establishment techniques.

After technical training and provision of equipment (fences, wheelbarrows, picks, scales), we proceeded with the installation of our food garden.

### The effects of the programme on our activities

The support from Luxembourg has enabled us to organise ourselves better and to fight against desertification and food insecurity in the commune, particularly through the planting of trees from the garden and the sale of moringa and baobab leaves.

Since the creation of our food garden, we have recorded:

- 228 baobab plants;
- 5 kg of baobab leaves;
- 10 kg of moringa leaves.

Income generated:

- baobab plants: FCFA 114,000 (500 F/plant);
- baobab leaves: FCFA 3,750 (750 F/kg);
- moringa leaves: FCFA 50,000 (5,000 F/kg).

The sale enabled us to a revenue of FCFA 167,750, for a net profit of FCFA 110,000. This profit was used for the purchase of water for the irrigation of plants.

We would like to do better, but unfortunately, we're faced with a major problem which is the lack of water. In the dry season, we don't have enough water to maintain the garden. Therefore, we request the continued support of the Luxembourg Cooperation so that we can achieve food self-sufficiency which will greatly contribute to the development of our community.



*Visit to the food garden in Koumbia*



# BKF/024

## PROJECT FOR LAND RECLAMATION EFFORTS TOWARDS PASTORAL USAGE AND IN CONSERVATION AREAS

This support aims to reduce the vulnerability of livestock actors to climatic shocks, and to the reduction and fragmentation of grazing areas, through the implementation of natural resource restoration.

### OVERALL OBJECTIVE

**STRENGTHEN THE CONTRIBUTION OF LIVESTOCK TO THE GROWTH OF THE NATIONAL ECONOMY AND TO FOOD AND NUTRITIONAL SECURITY, AND TO THE IMPROVEMENT OF LIVING CONDITIONS OF POPULATIONS**



### SPECIFIC OBJECTIVE

Creating a safe and supportive environment for sustainable production

### AREAS OF IMPLEMENTATION

- identification, negotiation and delimitation of pastoral areas to be restored;
- consolidation and implementation of land charters in line with municipal development plans;
- negotiation and securing of rest areas and transhumance corridors;
- strengthening the capacity of public and private actors to respond to the growing demand for secure pastoral areas;
- restoration of degraded land in negotiated and delimited pastoral areas;
- recovery of recuperated sites through the sale of carbon credits;
- promotion of actions to enhance the value of the restored pastoral area;
- creation of pastoral water points in connection with the regional mobility of herds.

 Budget

EUR 5,000,000

Project duration

2018	2019	2020	2021	2022
------	------	------	------	------

## HIGHLIGHTS\*



Contractualisation of a new operator in addition to two operators already in place for mechanical ploughing.

**1,608 ha**

ploughing and seeding of 1,608 ha of recovered degraded land by end 2019.

**465**

Identification of the 465 women and 96 young people benefiting from the income generating activities / business plans.

**1,200**

Increase in the number of woody plants per hectare +1,200 plants.

**14**

Development of a new Plan Vivo project (recognised standard in the open carbon market) on 6,500 ha of recovered land in Kougari for the benefit of 14 communities.

**3,439 ha**

identified for their integration in carbon credit projects for the benefit of 22 communities.

**985 kg**

Increase in biomass: per 985 kg of dry material (DM)/ha on newly recovered and seeded sites before the 2019-2020 rainy season.

**4,839 t**

Sequestration of 4,839 tonnes of CO<sub>2</sub> or CO<sub>2</sub> equivalent, through the recovered areas enabling the issuance of carbon certificates/credits.



Capacity building of NGOs and deconcentrated technical services on the understanding of the monitoring-evaluation system, the knowledge of tools, the mapping of resources through the ARC-GIS software and targeting beneficiaries of income-generating activities through the Household Economic Approach (a method by which households are classified according to their level of wealth based on socio-economic criteria identified by the population itself).



Capacity building of two NGOs on management and the extension of their carbon credit projects.

**6,500 ha**

Four agreements signed with local NGOs for the delegation of funds and implementation of activities to secure and sustainably manage degraded land and to enhance it through income-generating activities.

**500**

Sale of 500 certificates to LuxDev and 2,000 other certificates sold on the market.

\* Non-exhaustive list

This intervention contributes to the implementation of the annual action plans of the Ministry of National Education, based on the policies and strategic orientations of the Education and Training Sector Plan.

### OVERALL OBJECTIVE

## PLACE COMPETENT HUMAN RESOURCES AT THE SERVICE OF THE ECONOMY

### SPECIFIC OBJECTIVE

Increasing the supply and improving the quality of education, higher education and training in line with the needs of the economy.

### AREAS OF IMPLEMENTATION

- increasing supply at all levels and reducing disparities;
- improving the quality of learning and school acquisition;
- strengthening governance of the education and training sector.



 Budget

EUR 13,200,000

Project duration

2018	2019	2020	2021	2022
------	------	------	------	------

## HIGHLIGHTS\*

**20,621**

Opening and operation of 20,621 establishments of which 1,597 were pre-school, 14,863 primary and 4,161 post-primary and secondary.

**4,725,567**

Enrolment of 4,725,567 students of which 124,006 were in pre-school, 3,240,347 at primary level, 1,049,792 in post-primary and 311,422 in secondary.



Development and implementation of the response plan for educational continuity in the context of Covid-19.

**86.6%**

gross enrolment rate (ratio of the total number of students attending primary school to the total number of children aged six to eleven).

**2,169**

Closure of over 2,169 schools due to insecurity affecting more than 310,000 pupils and over 100,000 teachers.

**69.9%**

Achievement of a net enrolment rate (ratio of the total number of pupils aged six to eleven attending the primary cycle to the total number of children aged six to eleven).

**66%**

success rate for the certificate of primary education: 66% of which 63.9% for girls and 67.2% for boys.

**36.2%**

Success rate for the *Brevet d'études* 36.2% of which 32.4% for girls and 40.8% for boys.



Continued implementation of a unique student identification system.

**139**

Making available

- 19 early learning and education centres;
- 87 primary school compounds;
- 21 classrooms for post-primary and secondary education; and
- 12 classrooms for the extension of technical and vocational education and training.

**1.2**

Achievement of a parity index between the sexes regarding the primary completion rate of 1.2 (in favour of girls).



Production and dissemination of the 2019-2020 statistical yearbook for pre-school, primary, post-primary and secondary education.



Approval by the Global Partnership for Education of two funding requests of USD 21 million to support the implementation of the emergency education strategy and the response plan for educational continuity in the context of Covid-19.

\* Non-exhaustive list



# BKF/026

## SUPPORT TO THE NATIONAL EDUCATION AND TECHNICAL AND VOCATIONAL TRAINING POLICY IN BURKINA FASO

This programme supports the implementation of the three-year action plan related to the country's national policy.

### OVERALL OBJECTIVE

## IMPROVING THE AVAILABILITY AND EMPLOYABILITY OF HUMAN RESOURCES

### SPECIFIC OBJECTIVE

Improving the internal and external efficiency of Technical and Vocational Education and Training (TVET) - and insertion - through quality training, in order to have a competitive and productive human capital.

### AREAS OF IMPLEMENTATION

- strengthening of technical and vocational education and training systems in selected priority economic sectors as well as in emerging professions;
- development of training course design through a competency-based approach;
- strengthening the national system for the certification of professional qualifications;
- strengthening the human resources capacity of the training systems;
- implementation of a steering system based on partnership management involving all TVET stakeholders;
- increasing TVET financing capacity;
- support to the decentralisation of the TVET sub-sector;
- strengthening the vocational training subsystem.



 Budget

EUR 13,000,000

Project duration

2019	2020	2021	2022	2023	2024
------	------	------	------	------	------

## HIGHLIGHTS\*



Elaboration and signature of an annual performance contract between the Ministry of Youth and Promotion of Entrepreneurship and Employment and the fund for vocational training and apprenticeship, in the framework of the management dialogue foreseen by the public finance reform.

8

projects identified for the mobilisation of expertise (skills-based approach, dual learning, certification, gender, monitoring and evaluation, mobile training units, calls for investment projects, reforms of the vocational training and apprenticeship support fund).



Ongoing adaptation of the framework plan for environmental and social management of education to integrate the specificities of vocational training.



Update of the capacity building plans of the Funds for Vocational Training and Apprenticeship and the Directorate General for Vocational Training.



Development and validation of the first annual work plan.

\* Non-exhaustive list



# CABO VERDE




**6** **5** PROJECTS IN FORMULATION  
**49** STAFF IN CABO VERDE

## PROJECTS IN EXECUTION

**7%**

OF THE TOTAL AMOUNT OF THE AGENCY'S DISBURSEMENTS

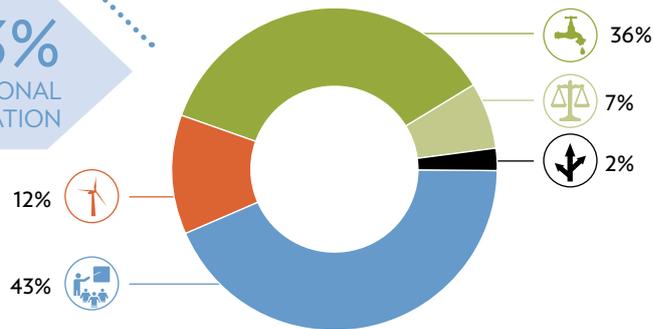
EUR 8.20 million IMPLEMENTED IN 2020

Disbursements



Disbursements by sector

**43%**  
 EDUCATION - VOCATIONAL TRAINING AND INTEGRATION





The Employment and employability Programme contributes to the evolution of the technical education and vocational training sector, to the strengthening of employability processes and to the development of skills and human resources by strengthening coordination mechanisms and governance of the sector, supporting capacity building, moving the system towards a formative offer more centred on the demands of the productive sector and supporting decentralisation efforts for all the islands of the archipelago.

### OVERALL OBJECTIVE

## CONTRIBUTING TO THE PROFESSIONAL INTEGRATION OF THE POPULATION OF CABO VERDE, IN PARTICULAR YOUNG PEOPLE AND WOMEN

### SPECIFIC OBJECTIVE

To enhance the employability of VET beneficiaries, in particular young people and women.

### AREAS OF IMPLEMENTATION

- strengthening the governance and capacity of actors in the education-training-employment sector;
- improving the match between training offers and labour market requirements;
- increasing the technical and financial sustainability of public institutions in the education-training-employment sector, private sector organisations and civil society.



 Budget

EUR 10,000,000

Project duration

2016	2017	2018	2019	2020	2021
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## HIGHLIGHTS\*

4

Consolidation of the four local employment and employability networks located in São Nicolau, Brava, Maio and Boa Vista. These networks, owned by the municipalities, are tending to become autonomous.

1

diagnosis and intervention plan carried out in technical schools and employment and training centres, to set up a distance learning platform.



Training courses developed for the car industry. A prospective diagnosis of the needs for technical and vocational training oriented towards electric mobility was carried out in the context of the country's energy transition.

1

diagnosis and intervention plan for the integration of young people without education, employment or training implemented.

1

diagnosis and action plan on the administrative, technical, and financial processes of the technical schools carried out with a view to digitisation and computerisation.

1

support provided to the Institute of Employment and Vocational Training for the implementation of a specialisation programme for young graduates in emerging areas of the post-covid phase (data analysis, digital marketing, e-commerce).

10

support for associations of Santo Antão carried out through training and coaching for the operationalisation of 10 rural and community tourism projects and through job creation.

1

support provided to the Cabo Verde Hotel and Tourism School for the implementation of a continuous training programme for HR and companies in the tourism and hotel sector, in the field of e-learning.

\* Non-exhaustive list



Access to adequate sanitation and the improvement of water supply have always been among the priorities of the cooperation between the Grand Duchy of Luxembourg and Cabo Verde. Significant results have been achieved in terms of:

- water resources management;
- support for the creation and strengthening of municipal water services;
- promotion of on-site sanitation.

More recently, the cooperation has made it possible to initiate and conduct a genuine reform of the sector.

### OVERALL OBJECTIVE

## IMPROVING ACCESS TO DRINKING WATER AND SANITATION FOR THE POPULATION OF CABO VERDE

### SPECIFIC OBJECTIVES

- improving the financial sustainability of the sector and the generation of sector monitoring data;
- improving the business performance and energy efficiency of companies providing drinking water and sanitation services on four islands, Santiago, Fogo, Brava and Maio;
- improving the quantity and quality of services provided by the institutions responsible for sanitation.



### AREAS OF IMPLEMENTATION

- strengthening the sector's capacity to mobilise external investment and internal revenue;
- capacity building of the National Water and Sanitation Agency, the Economic Regulation Agency and the management entities in data collection, processing and analysis;
- improving the energy efficiency of water supply systems;
- improving the commercial performance of water service operators;
- improving the quality of drinking water;
- supporting the sector for the implementation of legal and contractual regulations of the sector;
- improving the capacity of the National Water and Sanitation Agency and the municipalities to provide advisory support, planning and monitoring of sanitation;
- improving the capacity of municipalities and inter-municipal companies to manage sanitation services; and
- promoting the most promising methodologies that have been successfully tested, notably in the PromoSan (rehabilitation of water and sanitation infrastructures in schools) and Health Promoting Schools programmes.

 Budget

EUR 13,621,000

Project duration

2016	2017	2018	2019	2020	2021
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## HIGHLIGHTS\*



Despite the constraints caused by the pandemic, which led to a certain slowdown in activities, it was possible, thanks to the commitment and the spirit of adaptation of all stakeholders, to achieve significant results and assets for the water and sanitation sector.

9

The partnership between the institutions and entities of the water and sanitation sector and the programme, covers the nine islands of the country by consolidating the ongoing processes and gives rise to new areas, such as desalination.

69

Schools on the islands of Santiago, Maio, São Nicolau, São Vicente and Santo Antão improved their water and sanitation systems with innovative water reuse systems. 37% of students and teachers in basic education in Cabo Verde are benefiting and have access to clean water and sanitation on a regular basis and in sufficient quantity.



The average water consumption in the targeted schools increased from 0.4 to 4.89 litres per student/day. This is a significant result since the value obtained is very close to the target value of the National Strategic Plan for Water and Sanitation, which is five litres per student per day.



Regulators are equipped with better working tools and enhanced capacity to fulfil their role. Regulators report annually on reliable sector indicators and their development.



A strong integration of renewable energies is observed in the water and sanitation sector. This was made possible partly by the programme's significant contribution to the country's energy transition process. On average, energy savings of around 42% were recorded in the islands where the programme intervened in renewable energy.

2

new intermunicipal companies with good efficiency standards were created and are operational.

\* Non-exhaustive list



It's the first time that renewable energies are a priority in the cooperation between Luxembourg and Cabo Verde. While the concern was previously energy supply, the country is now concerned with the sustainability of the electricity sector, access to energy in remoter areas and the reduction of electricity tariffs.

### OVERALL OBJECTIVE

CONTRIBUTING TO THE POPULATION'S ACCESS TO CLEAN, RELIABLE, SUSTAINABLE, MODERN AND AFFORDABLE ENERGY, WHILE ENSURING A SIGNIFICANT INCREASE IN ENERGY INDEPENDENCE

### SPECIFIC OBJECTIVE

Strengthening the governance, regulation, and business conditions of the renewable energy sector in Cabo Verde.

### AREAS OF IMPLEMENTATION

- strengthening governance of the renewable energy sector;
- improving the capacity to mobilise funds for the renewable energy sector.



 Budget

EUR 5,550,000

Project duration

2016	2017	2018	2019	2020	2021
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## HIGHLIGHTS\*



To strengthen the regulation of services in the electricity sector, five regulations were prepared: access to networks and interconnections, dispatch, quality of service, commercial relations and the isolated microgrid regime supplied with renewable energy.



Preparation of the Brava Sustainable Island study, which aims to estimate the costs and impact of the future intervention to place the island of Brava on the map of islands with a 100% renewable energy supply.



Study for the installation of two new weather stations to be installed in the priority zone for renewable energy development, of Santiago and on the island of Brava.

29

Training by videoconference on the issuance of green securities with 29 participants and resulting in on the definition of the terms and conditions for the issuance of green bonds in Cabo Verde.



The pumped-storage plants project concerning the preparation of geotechnical studies (fatal defects) and the feasibility studies in the two identified sites completed.



Preparation of legal decrees for the regulation of energy intensive consumers and energy service companies.

1

Acquisition and installation a weather station in Santiago to support the Independent Power Producers in Achada Mostarda.



Installation of a solar photovoltaic system for the National Assembly of Cabo Verde.

\* Non-exhaustive list



**JOSÉ DELGADO** | DIRECTOR - ELECTRICITY  
DEPARTMENT MULTISECTORAL ECONOMIC REGULATION AGENCY

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**CVE/083**  
**RENEWABLE ENERGIES**

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The training on economic regulation in the electricity sector was very beneficial for me and my colleagues in the multi-sectoral Economic Regulation Agency. We had the opportunity to study the principles of economic regulation, tariff strategies and quality of service regulation, which contributed to the capacity building of our technicians.

The proper functioning of the electricity system in Cabo Verde requires strong regulation, particularly with regard to transparency, environmental protection, competition and consumer protection. This is valid both from a technical and economic point of view, as well as from the point of view of quality, guarantee of supply and security of operation in the short and medium term.

We are grateful to the Luxembourg Cooperation-funded Renewable Energy Sector Support Programme for this training and all other activities supported during the implementation of the strengthening of the regulation of electricity sector services in Cabo Verde.

◀◀ **We had the opportunity to study the principles of economic regulation, tariff strategies and quality of service regulation, which helped to strengthen the capacities of our technicians**



## « Training in economic regulation in the electricity sector »

The multi-sectoral economic regulation agency is responsible for regulating access to and operation of the electricity system, protecting consumers, setting tariffs, issuing opinions, supervising and controlling the activities of regulated companies, in accordance with the defined legislation and regulations.

The Renewable energy sector support programme is providing support to the Cabo Verde Electricity sector services regulation strengthening project. To this end, it is providing technical assistance for the preparation of diplomas for the regulation of access to networks and interconnections:

- regulation of distribution;
- quality of service regulation;
- regulation on commercial relations;
- regulation of the isolated renewable energy microgrid scheme.

The programme also supports the multisectoral economic regulation agency in reforming the tariff structure in order to increase cost transparency and strengthen the sustainability of regulated companies and services.

In this context, the programme supports capacity building of technical staff of the multi-sectoral economic regulation agency and other key institutions on the principles of electricity sector regulation, in order to support the implementation of the regulatory framework and promote a better understanding of the associated impacts.

In this context, the multisectoral economic regulation agency, with the support of the programme financed by the Grand Duchy of Luxembourg, benefited from training to strengthen the capacities of its technicians.



The project Support to the partnership between the Centre for Renewable Energy and Industrial Maintenance (CERMI) and the Center of competence-Technical Engineering of Luxembourg (ICP) 2016-2020 signed between the Grand-Duchy of Luxembourg and the Republic of Cabo Verde.

### OVERALL OBJECTIVE

**SUPPORTING THE IMPLEMENTATION OF A PARTNERSHIP BETWEEN A CAPEVERDEAN ENTREPRENEURIAL PUBLIC COMPANY, CERMI, AND A LUXEMBOURG ECONOMIC INTEREST GROUPING, CDC-GTB**

### SPECIFIC OBJECTIVE

To create a limited company under Cape Verdean law, the Cape Verdean Centre of Competence "CdC-3C", in several phases. The CdC-3C is to become a centre of excellence that will host and implement the pedagogical model of the Centre de compétences-génie technique du bâtiment de Luxembourg in Cabo Verde. In parallel to the training activities, consultancy clusters are planned to complete the envisaged scheme, the first of which concerns activities in educational engineering and the second in energy efficiency/renewable energy engineering and consultancy. Poles in the fields of certification, metrology and research/development/innovation complete this arrangement.

### AREAS OF IMPLEMENTATION

- to develop a new sustainable model for a skills centre in Cabo Verde, creating a facility that is fully adapted to Cape Verdean needs and to the needs of the African sub-regions and that is based on a new public-private partnership format that can serve as a pilot project for other initiatives and sectors;
- innovative vocational training: consultancy centres are planned to complete the planned scheme, the first of which concerns activities in pedagogical engineering and the second in engineering and consultancy in energy efficiency/renewable energy;
- invest in the areas of certification, metrology and research, development and innovation;
- the evolution of the current CERMI towards a plural campus concept that will bring together a maximum number of actors from the national ecosystems (Piaget University, University of Cabo Verde, School of Hospitality and Tourism of the Cabo Verde, solar park) and regional (Centre for Renewable Energy and Energy Efficiency of the Economic Community of West African States) energy transition (with sub-systems in renewable energy, energy efficiency and industrial maintenance) in a logic of synergetic partnerships and mutualisation of facilities;
- strengthen the capacities and skills of the "3C SA" and CERMI staff, notably through the deployment of the planned training plan, but also through coaching and on-the-job assistance sessions.

 Budget

EUR 3,800,000

Project duration

2018	2019	2020	2021
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## HIGHLIGHTS\*



The pandemic situation in 2020 did not have a significant impact on the development of the project activities. Therefore, the project did not need to request a time extension and is expected to be completed as planned in July 2021.



The final intermediary evaluation report was shared with all partners and showed a very good overall assessment - the project presents itself as a successful public-private partnership.



Training for CERMI staff and support for the accreditation process of CERMI as a metrology verification body. The installation of the metrology laboratory is underway.

\* Non-exhaustive list

The RGPH-2020 is the largest statistical operation to be carried out by the National Institute of Statistics (INE) in Cabo Verde and covers the entire national territory. The intervention entrusted to LuxDev aims at supporting the INE to carry out the different stages of the 5th General Population and Housing Census by June 2021.

### OVERALL OBJECTIVE

IMPROVE KNOWLEDGE OF THE CHARACTERISTICS OF THE POPULATION AND HOUSING AND THUS CONTRIBUTE TO THE CONSOLIDATION OF PUBLIC AND PRIVATE DEVELOPMENT INTERVENTIONS IN THE FRAMEWORK OF THE COUNTRY'S DEVELOPMENT

### SPECIFIC OBJECTIVE

Carry out the General Census of Population and Housing 2020.



### AREAS OF IMPLEMENTATION

- main phase (in 2020):
  - conducting the census (collecting data in the field),
  - Conducting the post-census survey (CPI);
- processing, analysis and dissemination phase (2020 and 2021):
  - data processing and analysis, dissemination of results.



 Budget

EUR 3,200,000

Project duration

2019	2020	2021	2022
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## HIGHLIGHTS\*



The National Institute of Statistics has postponed the implementation of the main phase of the the population for the period from 16 to 30 June 2021, taking into account the recommendations of the Ministry of Health following and the timing of the municipal and parliamentary elections. The census will take place from 16 to 30 June 2021.

**1,500**

First "paperless" population census. The 1,500 tablets delivered in March 2020 produce better quality information and significantly improve the quality of the census. The time needed to disseminate the results is reduced. Besides the tablets facilitate the location of the units, as they are equipped with a GPS signal receiver.



The National Statistical Institute put in place a plan to mitigate the risks associated with COVID-19, to enable officers and coordinators to work safely in the field during the interviews.



Reinforcement of computer equipment (laptops and others) delivered for the field team and for the management team.

\* Non-exhaustive list



## CVE/881

## STRENGTHENING THE REGIONAL POSITIONING OF CERMI

This project is part of a larger programme, the West Africa Action Programme, funded by the 11th European Development Fund, entitled "Improving Energy Sector Governance in West Africa (AGoSE-WA)". It contributes to building the capacity of regional actors so that they are better prepared to assume the responsibilities entrusted to them.

### OVERALL OBJECTIVE

CONTRIBUTE TO THE FIGHT AGAINST POVERTY IN THE REGION BY STRENGTHENING THE REGIONAL INTEGRATION OF THE ENERGY SECTOR, CONTRIBUTING TO THE UNITED NATIONS 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT SEFORALL (SUSTAINABLE ENERGY FOR ALL), IN ORDER TO ACHIEVE THE FOLLOWING THREE OBJECTIVES:

#### SPECIFIC OBJECTIVE

Strengthen the capacity of the energy sector actors to fulfil their missions.

#### AREAS OF IMPLEMENTATION

- to set up and implement training of trainers plans, from the 16 West African countries, in the various fields related to renewable energy development and energy efficiency;
- support the transformation of CERMI into a regional competence centre.

### HIGHLIGHTS\*



Online pedagogical trainings until the first half of April 2021. The last bioenergy trainings (in French and English) took place from 22 March to 9 April at the Songhai Centre in Porto Novo, Benin.

**140**

By the end of the project on 30 April 2021, approximately 140 trainers from the Economic Community of West African States region and Mauritania will have contributed to making CERMI a reference institution in the region.

\* Non-exhaustive list

**Budget**  
EUR 2,000,000

} European Development  
Fund



**Project duration**

2017 2018 2019 2020 2021

- ENSURING UNIVERSAL ACCESS TO MODERN ENERGY SERVICES;
- DOUBLING ENERGY EFFICIENCY TO REDUCE TOTAL ENERGY CONSUMPTION;
- DOUBLING THE SHARE OF RENEWABLE ENERGY SOURCES IN THE GLOBAL ENERGY MIX.





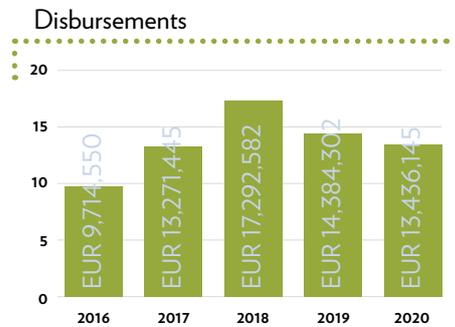
# MALI



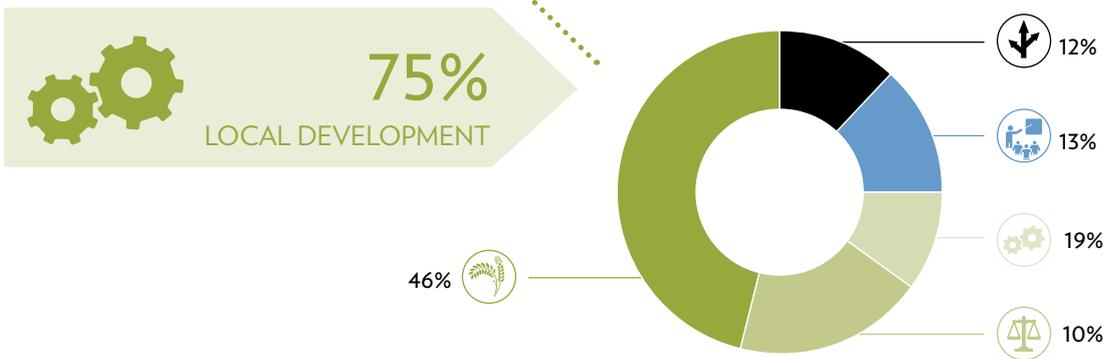
**5** ▶ **3** PROJECTS IN FORMULATION  
 ▶ **113** STAFF IN MALI

PROJECTS IN EXECUTION

**11.46%** OF THE TOTAL AMOUNT OF THE AGENCY'S DISBURSEMENTS } EUR 13.44 million IMPLEMENTED IN 2020



Disbursements by sector





# MLI/021

## RURAL DEVELOPMENT AND FOOD SECURITY

The programme continues to support 170 producer organisations and 60 medium and small enterprises, and is active in the rice, fonio and sesame sectors. It strives to support and strengthen local actors and government services in line with sectoral policies and strategies at national and regional levels, as well as at the level of the cercles\* and communes. It is a programme for structuring agricultural value chains by focusing on the actors from the production of inputs to the final consumers of processed products. The programme is based on a market promotion approach that enhances the commercial opportunities for the three sectors in a public-private partnership dimension.

*Circles = Administrative divisions grouping several communes*

### OVERALL OBJECTIVE

## DIVERSIFYING AND SUSTAINABLY STRENGTHENING OF AGRICULTURAL INCOME SOURCES AND HOUSEHOLD FOOD SECURITY

### SPECIFIC OBJECTIVE

To develop and intensify the productivity, sustainability and profitability of three agricultural sectors (rice, fonio, sesame).

### AREAS OF IMPLEMENTATION

- developing the sesame and fonio sectors through 77 producer organisations, 36 for fonio and 41 for sesame, and 33 micro and small enterprises;
- improve food security, in particular through the development of the rice sector;
- contribute to the achievement of environmental and climate outcomes of agricultural policies and strategies;
- to promote investment and the economic environment for optimal development of the sectors.



 Budget

EUR 25,219,432

Project duration

2016	2017	2018	2019	2020	2021	2022
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## HIGHLIGHTS\*

**372 ha**

In the process of being terraced with construction of a new pumping station for the extension of the cultivated area on the West San plain.

**1**

Applied Chemistry Laboratory in rural areas equipped and put into operation for the Teriyabougou centre.

**3**

Self-checking guides for rice, sesame and fonio sectors produced and disseminated in order to improve the quality of products from these three sectors.

**3**

Installed solar fields at the Cinzana agricultural research station for its complete autonomy in renewable energy.

**29**

Micro and small enterprises equipped with processing equipment for rice and fonio.

**55**

Farmers' organisations equipped with harvesting and post-harvest equipment for rice and fonio.

**33**

Farmers' field schools set up by the National Directorate of Agriculture for the benefit of the programme's partner farmers' organisations.

\* Non-exhaustive list



Every year in Mali, more than 300,000 young people enter the labour market with insufficient skills and without having gone through a vocational training scheme. In 2019, 881,343 young people aged 15 to 24, 72% of whom from rural areas, declared that they were neither in employment, nor in education nor in training. The development of human capital, particularly through quality vocational training for employment, is a national priority and a major challenge for the country's socio-economic development and stability.

### OVERALL OBJECTIVE

**SUPPORTING JOB CREATION, WITH PRIORITY GIVEN TO WOMEN AND YOUNG PEOPLE AND TO INCOME-GENERATING ACTIVITIES**

### SPECIFIC OBJECTIVE

Increasing professional skills of rural women and men, that are adapted to the labour market.

### AREAS OF IMPLEMENTATION

- improving the structure of the vocational training sector to meet the training needs of rural areas;
- meeting the continuing education needs of rural areas;
- strengthening of mechanisms for the professional integration of young people in rural areas.



 Budget

EUR 12,022,280

Project duration

2016	2017	2018	2019	2020	2021	2022
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## HIGHLIGHTS\*

**9**

new training programmes for trades contributing to the development of the rice, fonio and sesame sectors have been developed and implemented in public and private vocational training centres.

**2,323**

loans were granted with a repayment rate of over 90%, 1,362 young entrepreneurs were supported in their business development. 258 first-time entrepreneurs were integrated into a mentoring scheme.

**21,472**

members of farmers organisations and small businesses benefited from continuous training (technical production itineraries, agri-food processing, simplified accounting, marketing, adaptation to climate change, etc.).

**838**

trainers and 1,322 teachers were trained in a competence-based approach (pedagogy and assessment).

**26**

School-company liaison offices have been set up in public and private vocational training centres.

**6,890**

young people, supervised by 1,750 apprentice masters, have completed their apprenticeship training in agroforestry and craft trades.

**2,020**

young people attended training courses (craft and agroforestry sectors) in public and private vocational training centres.

**67%**

of young people trained in the centres were integrated into working life 12 months after leaving the training.

\* Non-exhaustive list



For more than 20 years, the Malian state has been engaged in a vast process of decentralisation and deconcentration. However, despite significant achievements, its operational implementation still faces many challenges, particularly in terms of providing the population with quality services that contribute to improving living conditions.

### OVERALL OBJECTIVE

CREATING OPTIMAL CONDITIONS FOR TERRITORIAL SOCIO-ECONOMIC DEVELOPMENT IN ACCORDANCE WITH THE PRINCIPLES OF GOOD GOVERNANCE AND IN LINE WITH NATIONAL POLICIES AND STRATEGIES

### SPECIFIC OBJECTIVE

Improving the performance of the public sector and its accountability to the rural population.

### AREAS OF IMPLEMENTATION

- promotion of favourable conditions for socio-economic development and their sustainable management;
- institutional and organisational support for the development, steering and monitoring of decentralisation and deconcentration strategies and policies;
- accompanying the State in the programming and budgeting of its support to regionalisation, carried out by the deconcentrated services;
- optimising the financing mechanisms of local authorities through innovative solutions.



 Budget

EUR 12,432,531

Project duration

2016	2017	2018	2019	2020	2021
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## HIGHLIGHTS\*

**2**

communal development schemes were carried out.

**252**

households, youth and women were provided with received and developed land and production materials.

**300**

technical officers of local authorities certified following six skill development paths.

**4**

training rooms were built with a view to relocate the local authority training centre to Ségou.

**2**

new infrastructures were built for an amount of EUR 324,792 bringing the total amount of infrastructure built for local authorities to EUR 2,229,469.

**20**

new communities have benefited from the ReCoDe management software, which provides computerised management of communal budgets and human resources, bringing the number of communities that have benefited from this software to 60.

**2**

guides (the guide to improving local resources of communities and a guide to the maintenance of community infrastructures) were produced with the support of the programme for the benefit of decentralisation and deconcentration support units.

\* Non-exhaustive list

## MLI/023 DECENTRALISATION AND GOOD GOVERNANCE

### WHY BUILD THE CAPACITY OF ELECTED OFFICIALS AND TECHNICAL STAFF OF LOCAL AUTHORITIES THROUGH A SKILLS DEVELOPMENT PATHWAYS?

Capacity building of elected officials and local government officials is one of the main challenges for decentralisation in Mali. Since the constitution of 25 February 1992, the country has adopted decentralisation as a mode of governance. With a view to improving the populations' living conditions, skills were transferred from the state to the local authorities. However, these transfers have not always been accompanied by effective plans to strengthen the skills of the latter. On the ground, one can note a poor quality of services and documents produced by local authorities.

Thus, the MLI/023 programme - Decentralisation and good governance - and the local authority training centre agreed on a capacity-building plan for elected officials and local authority agents. It is essentially based on a new paradigm through a skills development programme. Five courses were developed for 650 technical local authorities and elected officials on local finance, project management, administration, local elected officials and budget.

It is an innovative structured approach combining different learning modes. It enables the individual to acquire the necessary skills to be able to assume certain key roles within a company, department or professional entity. This approach places the responsibility and role of the auditor at the centre of his or her own knowledge and skills development process. It also emphasises learning outcomes and is based on the principle of co-responsibility between capacity builders and support structures. More specifically, it favours co-construction between trainers and auditors based on the analysis of the general and specific audit needs.

Mr Sidibé, coach-trainer and member of the task force set up to carry out the training, confirms: "This is an innovative approach to capacity building. It makes the participant feel more at ease, as he or she feels co-responsible for defining the training objectives and remains vigilant as to whether the results derived from the objectives are achieved. It also makes participants more productive, attentive, and focused on the subject. Indeed, the participants determine the strategy to be developed by the trainer through the co-construction of the educational objectives. This approach makes the trainees more available (for example, during one of the training sessions in Segou, the participants stayed in the room until nightfall to continue their work after the training end). I think that they are confident because they do not become consumers of everything that is offered to them. The approach is better adapted to their reinforcement needs.



This structured and original approach to capacity building is based on three main elements:

- design and delivery of training modules interspersed with coaching sessions;
- design and implementation of teaching tools and materials adapted to the specific needs and objectives;
- design and implementation of a monitoring and evaluation system.

« This has helped me to meet the needs of my family, especially the schooling of my children and the payment of medicines »

For Mr Yaya Traoré, revenue manager of the Cinzana municipality, Ségou circle, who has followed skill acquisition courses in local finance and project management, it is the coaching that makes the approach special: "In the classic approach, after the training, everyone goes back to their post and everything that was not understood during the training is considered lost. With the skills acquisition pathway, the innovation is coaching. After the training, the coach joins the auditor in his or her commune and you will discuss the difficulties encountered. In this context, you are at ease, you discuss the problems without complexes and solve them on the spot. This is the big difference between the skills training course and other approaches.

As for Mrs Dembélé Kadidia, secretary general of the Bla Circle Council, Ségou region, who participated in the courses on acquiring skills in public administration and project management, she notes that the approach offers the possibility of measuring the evolution of the auditors' knowledge in a specific field. "For me, the first step was to assess the level of the staff member before the training and identify the areas where they need to be strengthened, such as their weak points. The trainers did their best to address these needs. After the training, a post-test is used to determine the progress of the auditor's knowledge.

The certification that follows the coaching and this test is the most symbolic step for both the auditors and the local authority training centre, as it sanctions the successful or unsuccessful completion of the skills acquisition process.

Finally, the use of information and communication technologies has added a sparkle to the approach through the introduction of the moodlebox, which develops the listeners' capacity for self-monitoring of the learning process. It is a privileged tool for establishing a learning community on the digital platform, both in the classroom and at a distance. It is composed of a local server capable of operating with different energy sources (electrical network, battery, solar system, etc.), which gives it a great capacity of use even in the most remote places.



© John Kalapo



# MLI/501

## SUPPORT TO AGROPASTORAL VALUE CHAINS IN SIKASSO - PAFA MALI

LuxDev has been mandated by the Swiss Agency for Development and Cooperation to support the Sikasso Regional Council as a project manager in the development of two local value chains, namely milk and potatoes.

### OVERALL OBJECTIVE

## CONTRIBUTING TO INCREASING THE PRODUCTIVITY AND VALUE OF THE PRODUCTION OF SIKASSO'S AGRO-PASTORAL ENTERPRISES AND FAMILY FARMS

### SPECIFIC OBJECTIVE

- improving the environment for agricultural entrepreneurship;
- increasing sustainable productivity and profitability in the prioritised sectors.

### AREAS OF IMPLEMENTATION

- structuring and autonomy of the local milk and potato sectors;
- involvement of a modern private sector;
- strengthening of local and regional authorities on the adequacy of sector strategies;
- involvement of state technical services and independent providers;
- establishment and implementation of mechanisms for structuring and productive investments;
- strengthening market control of regional products.



 **Budget** } Swiss Cooperation  
 EUR 7,064,364

**Project duration**

2016	2017	2018	2019	2020
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## HIGHLIGHTS\*



Intensification of milk production through genetic improvement of local breeds (insemination and monitoring of 350 cows), distribution of Moorish and Azawak heifers, and development of 40 ha of irrigated forage crops.



Capacity building for a modern factory processing 100% local milk (photo) into fresh milk, yoghurt, butter, with a machine for manufacturing recyclable high density polyethylene bottles.



Since the 2017/2018 season, 225 tonnes of Malian potato seed (120 tonnes in 2020/2021) were produced, thanks to collaboration with research and the training of seed producers supported by the potato industry.



Capacity building of the Sikasso regional council on the regional commodity chain strategy of producers' umbrella organisations, through: 12 water retention facilities in the potato lowlands, seven storage sheds, support to 55 productive project leaders.



80 organisations of milk producers, processors, and collectors and 295 organisations of potato producers, processors and traders identified, diagnosed, supported and accompanied.



Support for the creation and capacity building of the regional federation of unions of milk producers' cooperative societies FERLAIT and the regional federation of potato producers' cooperative societies of Sikasso (FERPT).

\* Non-exhaustive list

The MLI/804 project is a continuation of the Local Economic Recovery and Community Support projects in Northern Mali (RELAC), implemented by LuxDev between January 2016 and November 2019. It started in December 2019 and aims at local development and improving the governance of local authorities in 42 communes of Gao and Timbuktu regions.

### OVERALL OBJECTIVE

**CONTRIBUTING TO THE STABILISATION OF THE REGIONS OF GAO AND TOMBOUCTOU AND TO THE RESILIENCE OF COMMUNITIES AND LOCAL AUTHORITIES**

### SPECIFIC OBJECTIVE

Local development and governance of territorial authorities are improved in the 42 intervention communes of the Gao and Timbuktu regions.

### AREAS OF IMPLEMENTATION

- local economic development through associations and cooperatives and local small and medium-sized enterprises;
- training and professional integration of young men and women in the Timbuktu region;
- the strengthening of basic social services and their governance is taken care of by local and regional authorities;
- capacity building of local authorities in the exercise of their mandate and functions.



 **Budget MLI/804** } European Union  
 : EUR 13,000,000

**Project duration**

2019	2020	2021	2022
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## HIGHLIGHTS\*

**60**

consolidation of socio-economic projects of 60 associations and cooperatives:

- 4,368 households;
- 750 people trained;
- 1,270 ha irrigated supported;
- 167 permanent jobs created.

**12**

System of professional guidance and integration of young people in the Timbuktu region, 12 trained counsellors and their operational guidance.



Awareness campaign via three radio programmes in four local languages for guidance and counselling on professional training and integration in the Timbuktu region.

**57**

Professional training for 57 young people in the Timbuktu region.

**42**

Identification, prioritisation and validation of basic social services (water, health and education) to be rehabilitated and equipped in 42 communes.



Diagnoses of the management committees for the basic social services and of the territorial collectivities.

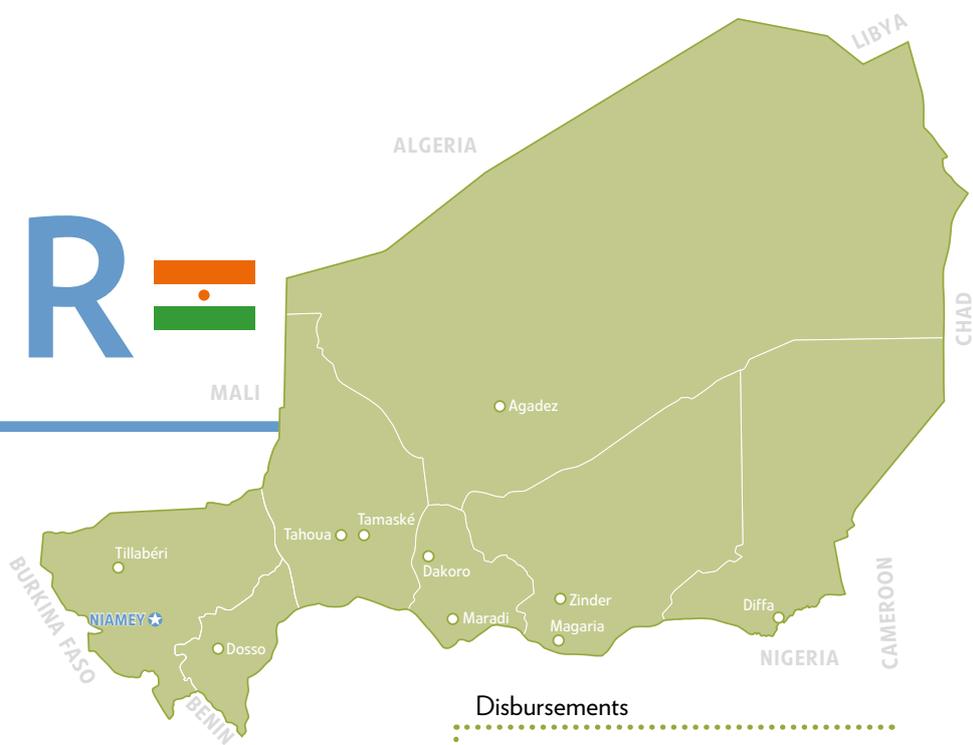


Permanent security monitoring.

\* Non-exhaustive list



# NIGER



# 8

PROJECTS IN EXECUTION

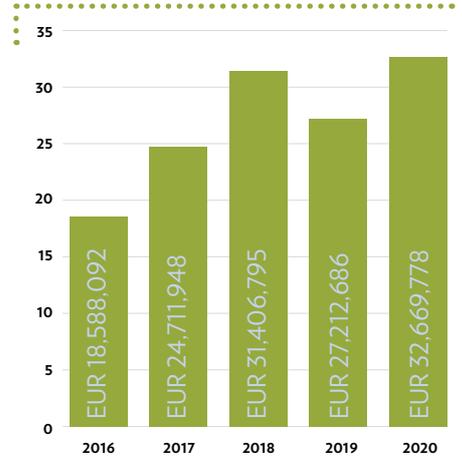
➔ **48** STAFF IN NIGER

## 27.87%

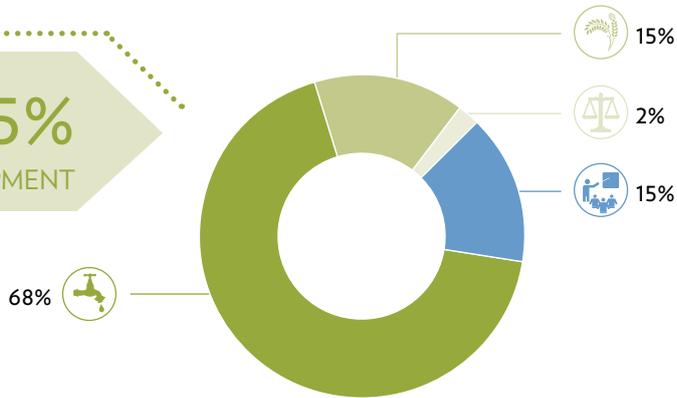
OF THE TOTAL AMOUNT OF THE AGENCY'S DISBURSEMENTS

EUR 32.7 million IMPLEMENTED IN 2020

Disbursements



Disbursements by sector





# NIG/023

## SUPPORT TO THE OPERATIONALISATION OF THE EDUCATION AND TRAINING SECTOR PROGRAMME

The programme supports the basic education sector. It accompanies a process of decentralisation, which opens up real possibilities for action for the regions and municipalities and provides them with the opportunity to promote their own education policy. It is aligned with the education sector policy, which is based on a holistic approach to the whole system, from pre-school to higher education, as well as all other segments including vocational training. This policy aims to create the conditions for changing governance practices, improving the data management system and initiating new practices. The programme has contributed to the creation and operationalisation of the education sector common fund, which supports the implementation of the sector programme by pooling the resources of several partners and making them available to national actors.

### OVERALL OBJECTIVE

## SUPPORTING THE NIGERIAN GOVERNMENT TO ENSURE ACCESS TO QUALITY EDUCATION FOR ALL, INCLUDING FOR ECONOMICALLY AND SOCIALLY MARGINALISED ADULTS AND CHILDREN

### SPECIFIC OBJECTIVE

Supporting the implementation of the sector programme to ensure its effective and sustainable anchoring in the region:

- addressing shortcomings in the quality of education;
- ensuring equitable access to basic education;
- contribute to gender mainstreaming;
- support partners in steering and monitoring their sectoral policy.

### AREAS OF IMPLEMENTATION

- improving the governance of the education system and strengthening accountability from the central level to the different deconcentrated and decentralised levels in the target regions by the institutions in charge of education;
- strengthening the quality of teaching and learning;
- integration of out-of-school children and young people into formal education structures at primary and secondary level.



 Budget

EUR 13,300,000

Project duration

2016	2017	2018	2019	2020	2021
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## HIGHLIGHTS\*



Support for the setting up and operationalisation of the Common Education Sector Fund (CESF) combining contributions from Luxembourg, France, Switzerland and UNICEF (effective start-up on 1 October 2018). The FCSE is a fund aligned with the public expenditure chain that allows contributions from different donors to be channelled to finance the entire education and training sub-sectors.

**34,849**

table-benches made available to schools primary schools and 16,864 for secondary schools in the eight regions.

**14,018**

teachers and trainers teachers have received training since the start of the programme.



The NIG/023 programme, UNICEF and the Ministries of Education and Training joined forces to develop the National Accelerated Strategy for Education and Training of Girls and Women (NASEGW). The NASEGW is a single document, replacing the previous partial documents. It adopts a comprehensive approach to the situation of women with regard to education: all ages, all statuses, all forms of education are now addressed in a comprehensive policy.

**120**

management committees of 120 municipal federations of decentralised school and of 33 departmental federations for secondary schools were subsidised by municipalities and regional councils.



Following the study on the monitoring-evaluation mechanism of the education and training sector programme, a sector monitoring manual was developed and is now available.

**62**

classrooms built or rehabilitated by the municipalities (primary education) and by the regions (secondary education) with the support of the national funding agency for local authorities.

**660,251**

first and fifth graders are provided with learning materials and booklets in French and mathematics.

**117,200**

sixth and fifth graders benefit from French and mathematics textbooks.

**148,981**

teachers and professors are provided with educational materials.

\* Non-exhaustive list



## NIG/024

# SUPPORT TO THE NATIONAL VOCATIONAL TRAINING AND PROFESSIONAL INSERTION PROGRAMME IN NIGER II

The vocational training sub-sector is making significant progress in terms of intake capacity and resource allocation. It also benefits from the resources of the Common Education Fund, which aims to support the implementation of the sector programme by pooling resources of several partners and making them available to national actors according to harmonised operating methods and procedures, and aligned with national procedures. However, the capacities of actors at all levels still need to be strengthened and vocational training suffers from an image deficit among the population, especially young people. The sub-sector is also confronted with the triple issue of youth flow management, scarcity of skills and difficulties of integration.

### OVERALL OBJECTIVE

**CONTRIBUTING TO POVERTY REDUCTION, PRODUCTIVITY AND ECONOMIC DEVELOPMENT THROUGH SKILLS DEVELOPMENT OF HUMAN RESOURCES**

### SPECIFIC OBJECTIVE

Supporting the integration of young people, particularly rural youth, into economic sectors that generate growth and employment.



### AREAS OF IMPLEMENTATION

- improving governance and capacity for the steering and managing of vocational and technical education and training at national, regional and local levels;
- improving nationwide access for young people, to diversified training that meets the needs of the labour market;
- improving the quality of vocational training and apprenticeship schemes at central and decentralised levels.



 Budget

EUR 19,700,000

Project duration

2016	2017	2018	2019	2020	2021
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## HIGHLIGHTS\*

**6,928**

young people trained, among which 3,240 in initial vocational training (short term 3/6 months) and 3,152 in dual apprenticeship through the Vocational Training and Apprenticeship Support Fund: 320 in leather trades and 216 in agro-sylvo-pastoralism trades.

**40**

As part of the management of technical and vocational education and training, 40 inspectors and services were trained as trainers of head teachers and had to train 674 head teachers in their turn of institutions in steering and management of an institution.

**3,334**

Strengthening of pedagogical and technical skills of the 3,334 staff of the Ministry of Education, 3,200 trainers and 134 pedagogical supervisors.

**17**

In the context of competency-based approach, 17 trainings developed, mainly in the agro-sylvo-pastoral trades. 59 pedagogical supervisors and 222 trainers trained in the competency-based approaches. Experimentation started in 14 trade training centres, including those built by the NIG/017 project.

**732**

Gender training and advocacy: 732 staff of the Ministry of Education, including the 45 gender focal points, 30 trainers, 35 national directors and heads of departments, 175 heads of divisions and central level staff and 447 institutional gender focal points.

**13**

training institutions and a regional Directorate of vocational and technical education were rehabilitated and 149 schools were supported with works.

\* Non-exhaustive list



# NIG/025

## SUPPORT PROGRAMME FOR SUSTAINABLE DEVELOPMENT IN THE DOSSO REGION, PHASE II

The programme is aligned with the 3N Initiative "Nigeriens Nourish Nigeriens". It also provides for the follow-up of young people's progress towards a successful installation. The strategy for the integration of young farmers is carried out through three activities: training, agricultural advice and installation through agricultural credit. The establishment of public infrastructure completes this strategy and favours the conditions for the conservation and sale of agricultural products. The financing aimed at the installation and success of young people in the sector, is aligned with the provisions of the Investment Fund for Food and Nutritional Security, which the programme helped to operationalise. The programme has a multi-stakeholder approach, involving in particular the Ministry of Agriculture and Livestock, the Regional Council and the Regional Chamber of Agriculture of Dosso, the National Agency for the Financing of Territorial Communities and the Agricultural Bank of Niger.

### OVERALL OBJECTIVE

**PROTECTING THE NIGERIEN POPULATION FROM RECURRENT FAMINES, GUARANTEEING THEM THE CONDITIONS FOR FULL PARTICIPATION IN NATIONAL PRODUCTION AND IMPROVING THEIR INCOME**

### SPECIFIC OBJECTIVE

Increasing economic opportunities for young people in the Dosso region in jobs related to agricultural sectors.

### AREAS OF IMPLEMENTATION

To increase economic opportunities for young people in the Dosso region in jobs related to agricultural sectors.

- strengthening the capacities of public actors and professional organisations at central level for the best fulfilment of their mandate;
- implementation of regional investment facilities in promising sectors for the benefit of youth projects;
- improvement of the adaptation of the supervision, advice and training offer to the needs of the projects for young people.



 Budget

EUR 21,590,000

Project duration

2016	2017	2018	2019	2020	2021
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## HIGHLIGHTS\*

**10,021**

young people were trained, 58% of whom of women, on a target of 10,000 young people to be reached by the end of 2020.

**8,482**

young people were supported in agricultural consultancy.

**6,352**

producers, of which 52% are women, received credit to start an agricultural activity.

**68**

communal structuring infrastructures built (storage warehouses, market gardening product conservation warehouses, counters and sheds for the sale of agricultural products, drying areas, rafts, works for the protection of irrigated crop sites).

**19**

Rural tracks rehabilitated to facilitate the flow of agricultural products.

**4,756**

hectares of degraded agricultural land were recovered for the benefit of 5,003 young farmers, 62% of whom were women.

\* Non-exhaustive list



## WATER, SANITATION AND HYGIENE SECTOR SUPPORT PROGRAMMES

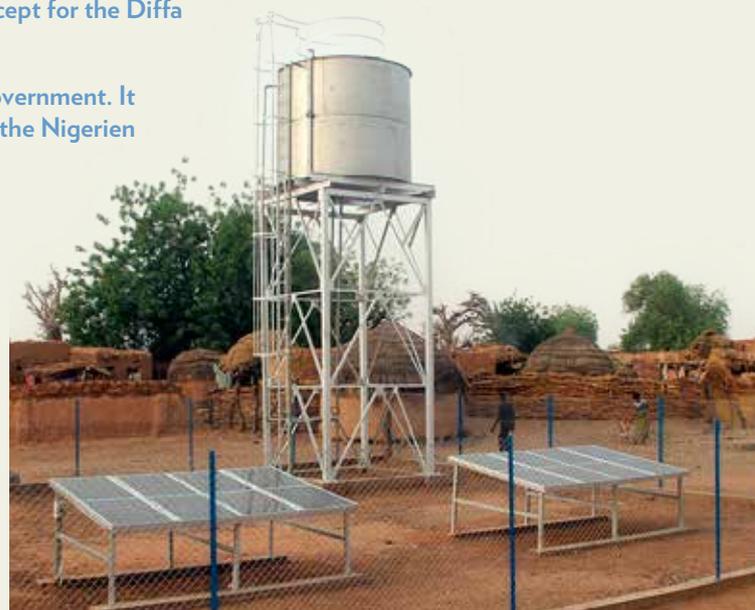
Access to water and sanitation has a direct impact on health, by reducing the risk of disease; on education, by increasing the chances of children attending school; on economic growth, by creating jobs; and on the development of agriculture and renewable energy. With a theoretical rural drinking water access rate in 2018 ranging from 35.17% to 64.96% and a rural basic sanitation access rate of 7.3% in 2018, Niger faces significant challenges in the water and sanitation sector to reduce disparities given the accelerating population growth rate. The Nigerien government made equitable access to drinking water and sanitation infrastructure one of the country's development objectives and adopted a water, hygiene and sanitation sector programme for 2016-2030 to meet this objective and an institutional support to strengthen the capacity of the Ministry of Water and Sanitation to manage the sector and other actors.

The programmes implemented by LuxDev improves equity in access to water and sanitation services, developing local water resource management and increasing knowledge of the resource and are therefore part of the Water, sanitation and hygiene sector programme and the institutional support project. Anchored within the Ministry of Hydraulics and Sanitation, the Water, hygiene and sanitation sector support programme (PASEHA 3 - NIG/026), funded by Luxembourg and Denmark, and the PASEHA support programme (S-PASEHA - NIG/703), funded by the Netherlands, target all regions of the country and, more specifically, the poorest and most underserved communes in Niger to maximise impact and meet the challenges of the Sustainable Development Goals.

In addition, project NIG/802, financed by the European Union through the Emergency Trust Fund for Africa, and a component of NIG/703, target the particularly fragile area known as "North Tillabéry". The projects aim to improving the living conditions of border populations through better access to basic services, particularly water and sanitation. This cross-border area, including the strip along the Malian border in the regions of Tillabéri and Tahoua, is affected by major security problems that cause multiple population displacements and increase their vulnerability. In total, five departments in these regions are part of the priority zone (Filingué, Ouallam, Tera, Tillabéry, Tahoua). These interventions are part of the support provided by the regional emergency programme for the development of local infrastructure in fragile cross-border areas, which aims to respond to the resilience and human development axis of the G5 Sahel Priority Investment Plan, as well as the regional strategy for the security and development of the G5 Sahel States.

In 2017, in the framework of the institutional support project, LuxDev set up a team of technical assistants supporting the Ministry of Hydraulics. As of 1 January 2021, five technical assistants at the central level (four of whom are international), and six technical assistants in the regional directorates and local authorities, will support the Ministry of Water and the deconcentrated services, and may also be used to support the level of nationals, covering the whole country, except for the Diffa region where fieldwork is impossible due to insecurity.

A common funding mechanism was set up by the Nigerien government. It makes it possible to channel funds from foreign partners and the Nigerien government in a common approach consistent with national policies. In addition to Luxembourg, Denmark, the European Union and the Netherlands, whose contributions are managed by LuxDev and channelled through the joint financing mechanism for their implementation by the State (Ministry of Water and Sanitation) in accordance with national procedures. The State contributes to the common funding mechanism since 2017 and, since 2020, UNICEF has also included its contribution.



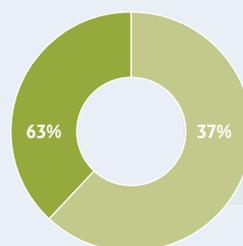
# NIG/026 • NIG/703 • NIG/802

## NIG/026

### SUPPORT PROGRAMME FOR THE WATER AND SANITATION SECTOR – PHASE III (SPWSS-3)

#### Project duration

	2016	2017	2018
2019	2020	2021	2022



#### Total budget

EUR 68,573,296

- Luxembourg Government  
EUR 42,861,126
- Danish Cooperation  
EUR 25,712,169

## NIG/703

### SUPPORT TO THE WATER AND SANITATION SECTOR PROGRAMME IN NIGER WITHIN THE FRAMEWORK OF PROSEHA

#### Project duration

2020	2021	2022
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#### Budget

EUR 15,000,000

Netherlands

## NIG/802

### SUPPORT FOR THE G5 SAHEL REGIONAL EMERGENCY PROGRAMME FOR THE DEVELOPMENT OF LOCAL INFRASTRUCTURE, HYDRAULICS AND SANITATION COMPONENT (PILLAR 1) FOR THE NORTH TILLABÉRI AND WEST TAHOUA AREAS IN NIGER, WITHIN THE FRAMEWORK OF PROSEHA

#### Project duration

2020	2021
------	------

#### Budget

EUR 8,000,000

Contribution from the European Union Emergency Trust Fund



# WATER, SANITATION AND HYGIENE SECTOR SUPPORT PROGRAMMES

## OVERALL OBJECTIVE

**ENSURING ACCESS TO WATER AND SANITATION FOR ALL AND  
SUSTAINABLE MANAGEMENT OF WATER RESOURCES (SUSTAINABLE  
DEVELOPMENT GOAL 6 AGENDA 2030)**

### SPECIFIC OBJECTIVE

- contributing to ensure the availability and sustainable management of water and sanitation for all users in rural and semi-urban areas;
- contributing to the improvement of people's access to water and sanitation services (Water and sanitation sector programme - Phase I, 2016 - 2020) for additional 750,000 people over five years.

### G5 Sahel Regional Emergency Programme for Local Infrastructure

**2**

Recruitment and mobilisation of two project managers in two regions (Tillabéri and Tahoua).



Official launch of the G5 Sahel Regional Emergency Programme for the Development of Local Infrastructure, which aims to improve the living conditions of border populations.

**217**

Work on public latrines in schools, health centres and public places has already been completed in both regions (Tillabéri and Tahoua), and the target of 217 latrines has been reached by 31 December 2020.

**29,000**

As of 20 February 2021, the implementation of the UDP has already resulted in the construction of 29 boreholes, the rehabilitation of 14 mini-WATER wells and eight pastoral wells in the regions of Tillabéri and Tahoua, restoring drinking water service to 29,000 people.

### AREAS OF IMPLEMENTATION

- improving universal, equitable and affordable access to safe drinking water in rural areas;
- improving universal, equitable and affordable access to adequate sanitation and hygiene services in rural areas;
- improving knowledge, monitoring and protection of water resources;
- improving governance, national capacity building and citizen participation in the sector;
- improvement of the Ministry of Water and Sanitation's planning, administrative and financial management capacities and systems while ensuring the integration of results-based management principles;
- strengthening of sector coordination mechanisms to make them sustainable and operational;
- improving access to water for all users of the pastoral area.

## HIGHLIGHTS\*

**39,000**

The common funding mechanism has already contributed to the construction of 120 drinking water supply systems since its implementation, corresponding to 39,000 households newly served with basic drinking water services.

**1,150**

In the hygiene and sanitation sector, 1,150 infrastructures (public latrines) built in schools, health centres and public places through the common funding mechanism.

**114**

In terms of governance, 114 local water and sanitation plans completed and funded by the common financing plans - three-year communal plans that prioritise investment needs.



Establishment and implementation of the common funding mechanism, a multi-donor financial mechanism operating according to the principles of the programme approach and based on national procedures, with contributions from the state and donors, which are to date: Grand Duchy of Luxembourg, Kingdom of Denmark, Kingdom of the Netherlands, European Union, and UNICEF). The financial contributions are paid into an account in the Nigerien treasury and the Ministry is responsible for the implementation through its Water, Sanitation and Hygiene Sector Programme (PROSEHA 2016-2030).



Establishment of a forward-looking approach to the management of employment and skills led to a three-year training plan (2020-2022) and a career management plan.

**94**

Interventions in the pastoral water sector via the common financing mechanism have also made it possible to build 83 cemented wells and 11 pastoral pumping stations. These projects are accompanied by social intermediation, which has led to the signing of 105 social agreements designed to avoid conflicts around these new water points.

**787**

Social intermediation activities reached 660 villages and 127 towns enabling to end open defecation.

\* Non-exhaustive list



# NIG/027

## SUPPORT FOR CAPACITY BUILDING OF THE PUBLIC EXPENDITURE CHAIN ACTORS IN AGADEZ, DIFFA, TAHOUA AND ZINDER REGIONS

Since 2014, Luxembourg developed operations for the public expenditure chain in the Dosso region. This support made it possible to test capacity building targeted at actors in the public expenditure chain in a region and to construct and equip buildings adapted to the public finance services. As the model is potentially replicable in other regions and following a request from the Niger Ministry of Finance, the NIG/027 project was created. It provides support to the deconcentrated technical services of the Ministry of Finance, targeting the regional budget directorates, regional treasuries and regional services for the control of public contracts and financial commitments. It helps build the capacities of these actors in the four regions and makes it possible to build in Zinder a complex to house the actors in the regional public expenditure chain.

### OVERALL OBJECTIVE

**CONTRIBUTING TO THE IMPROVEMENT OF THE MANAGEMENT OF BUDGETARY CREDITS AND THE EFFICIENCY OF THE EXPENDITURE CHAIN BY STRENGTHENING THE PREPARATION, IMPLEMENTATION, MONITORING AND CONTROL ARRANGEMENTS AND THE CAPACITIES OF THE MAIN SERVICES OPERATING IN THIS FIELD**

### SPECIFIC OBJECTIVE

Improving the performance of the public expenditure chain in the regions of Agadez, Diffa, Tahoua and Zinder.

### AREAS OF IMPLEMENTATION

- improving the working conditions of the Ministry of Finance's decentralised technical services, in particular through the construction and rehabilitation of infrastructure and the acquisition of equipment and vehicles;
- strengthening the organisational and technical capacities of the regional services of the Ministry of Finance;
- supporting the deconcentrated technical services of the sector ministries that are partners of Luxembourg's cooperation, as well as for the executives of the local authorities concerned by the financial aspects of the decentralisation reforms;
- support at national level for programme managers in the sector ministries that are partners of Luxembourg's cooperation programme, so that they can play a more active role in the development of the country's economy and the role assigned to them by the texts on the provisions of the programme budget.

 Budget

EUR 2,717,179

Project duration

2019	2020	2021
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## HIGHLIGHTS\*



Launch of contracts for

- amendment to the construction of the Zinder building;
- construction of the building for the financial controller in Diffa;
- rehabilitation of buildings for the deconcentrated services of the Ministry of Finance in the Agadez and Dosso regions.



Development and signature of a financing agreement for the delegation of funds to the Ministry of Finance for the implementation of part of the planned activities, namely the diagnosis of the deconcentrated services of the Ministry of Finance in the four regions, the construction/rehabilitation of buildings and the equipment of technical services.



Diagnosis and a training plan to strengthen the capacities of the actors in the public expenditure in the regions of Agadez, Diffa, Tahoua and Zinder.



Start-up and implementation, in collaboration with the *École nationale d'administration* of Niger training for managers from the Ministry of Finance and other sector ministries at central level (seven modules planned).



Acquisition of four vehicles for the four regional financial control services.



Inventory of the equipment needs of the various deconcentrated technical services of the Ministry of Finance in the four regions.



Start of construction of the building in Zinder to house the three services of the expenditure at the regional level and rehabilitation of electricity at the Diffa regional budget office.

\* Non-exhaustive list



Young people in the regions of Agadez and Zinder, representing almost a third of Niger's 15 to 30 year olds, are faced with problems of access to vocational training opportunities and land, as well as the reluctance of financial institutions to grant them loans for their integration into the socio-economic fabric. They also have very limited capacity for self-employment and employability. Thus, they are easy prey for the irregular immigration market. This is why they are the target of this project. Unfortunately, there is a strong dependence of the deconcentrated structures on the central level, particularly in terms of decision-making and operational planning of actions. These deconcentrated structures also suffer from insufficient resources, which prevents them from fully carrying out their mission. The challenge of technical support therefore lies in the ownership of steering tools and the empowerment of regional actors in decision-making.

### OVERALL OBJECTIVE

**IMPROVING THE EMPLOYABILITY OF 7,000 YOUNG GIRLS AND BOYS THROUGH VOCATIONAL TRAINING OPPORTUNITIES AND THE CREATION OF SMALL BUSINESSES**

### SPECIFIC OBJECTIVE

Improving the employability of 6,000 young girls and boys through vocational training opportunities and small business creation.

### AREAS OF IMPLEMENTATION

- improving the steering of vocational and technical education and training at central and especially regional levels;
- improving young people's access to diversified training and support to promotion for professional integration.



 **Budget** } Contribution  
 EUR 6,900,000 } Trust Fund

**Project duration**

2016	2017	2018	2019	2020
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## HIGHLIGHTS\*

**6,982**

youth equipped with professional skills (4,375 in Zinder and 2,607 in Agadez), of which 41.6% girls, giving them access to the job market in their regions.

**891**

workshops equipped since project start, 336 in Agadez and 555 in Zinder, improving the technical facilities of the workshops that have hosted young people on practical training courses and in direct integration.

**347**

training centres provided with materials, tools and equipment, 215 in Zinder and 132 in Agadez, offering young people improved learning and working conditions.

**1,089**

youth trained in entrepreneurship and financial education (741 in Zinder and 348 in Agadez), 50.3% of girls.

**4,630**

youth (2,975 in Zinder and 1,655 in Agadez), benefitting from the services of the 14 guidance platforms created and supported by the project.

**2,542**

youth integrated into the economic fabric of their region (1,713 in Zinder and 829 in Agadez), 45% of girls.

\* Non-exhaustive list

## TESTIMONY



**ABDOUL-MANAN** | FIRST BENEFICIARY OF THE FUNDING MECHANISM

**NIG/801**

**SUPPORT THE TRAINING AND PROFESSIONAL INTEGRATION OF YOUNG GIRLS AND BOYS IN THE REGIONS OF AGADEZ AND ZINDER IN ORDER TO CONTRIBUTE TO THE SOCIO-ECONOMIC DEVELOPMENT OF THESE TWO REGIONS**

### SELF-EMPLOYMENT: THE OTHER SIDE OF INTEGRATION

In the regions of Agadez and Zinder, nearly 6,000 young people have taken professional training courses in sectors as varied as mechanics, carpentry, electricity, sewing, market gardening and the processing of agricultural products. These young people, trained under the project to support the training and professional integration of young girls and boys in the regions of Agadez and Zinder - AFIP-NIG/801, had little or no schooling and were not engaged in any activity. At the end of their apprenticeship, as foreseen by the project, almost half of them were hired by the structure in which they had done their practical training. The other young people chose to become self-employed by creating their own microenterprises thanks to a shared-cost financing mechanism consisting of a subsidy (40% of the total amount of the microproject submitted by the young people) backed by a bank loan provided by a financial institution, the Agricultural Bank of Niger (53%) and a personal contribution (10%) provided by the young promoters.



*Abdoul-Manan in his shop selling photovoltaic equipment*



*Abdoul-Manan, receiving his equipment, with the technical assistant of the AFIP-NIG/801 project and the agents of the Agricultural Bank of Niger*

## ◀◀ With perseverance and motivation, anything is possible ▶▶

### ABDOUL-MANAN

Abdoul-Manan, a 22-year-old from Agadez, is the first to benefit from this funding mechanism. He has received the equipment ordered thanks to the project's support. He specialises in the sale and maintenance of photovoltaic equipment. He explains what led him to become his own boss.

"I chose to be an auto-entrepreneur because I felt I could stand on my own two feet. After my training, I did an internship in a company which allowed me to understand how a company works and to master some of the basic skills needed to do the job. From there, I had the idea that I could be my own boss. I analysed my situation and thought that I can earn more by being self-employed than by working with the Master Trainer who will always consider me perhaps as an apprentice. Therefore, as soon as I finished the training, I continued to work with my trainer who also has his own business and who entrusted me with some installation and maintenance work until the support provided by the project arrived. After more than a year of work with my trainer, I already felt ready to start my own small business in maintenance of solar installations and sale of equipment.

The support provided by the project has been decisive. Indeed, the young people are supported in the constitution of a credit application, backed by a subsidy of about 40% of the amount borrowed:

"Concerning the preparation of my application for funding, I received support from the facilitators of the NGO Adkoul, which provides advisory support in the Agadez region. This support consisted firstly of drawing up the business plan and then the administrative documents.

Once the file was approved by the local credit committee of the Agricultural Bank of Niger, we also received advice on the smooth running of the business from the Agricultural Bank of Niger's credit officer. The latter accompanies us until the equipment is delivered by the supplier and the business is set up.

We also received valuable help from the technical assistant of the Agadez region of the project Support for the training and professional integration of young girls and boys in the regions of Agadez and Zinder in order to contribute to the socio-economic development of these two regions, NIG/801. He guided us to obtain funding and advised us to create an action plan as part of the process of starting our business. In addition, my family helped me to find the premises to set up my business and many people gave me valuable advice on how to take control of my destiny.

The creation of businesses is crucial for the integration of young people in the Sahel. Indeed, the existing economic fabric does not provide salaried employment for all those who are able to work. Abdoul-Manan is happy to have made this choice, because he feels he can meet this challenge:

"I am very satisfied with my approach because I am confident and surrounded by several advisors (Agricultural Bank of Niger, technical assistant NIG/801, NGO Adkoul, family members, etc.). I already feel responsible for a business. In the next few days, I will complete the administrative formalities related to my business, get the trade register and the tax identification number, start the visibility actions by making the nameplate, the leaflet, the business cards, etc.

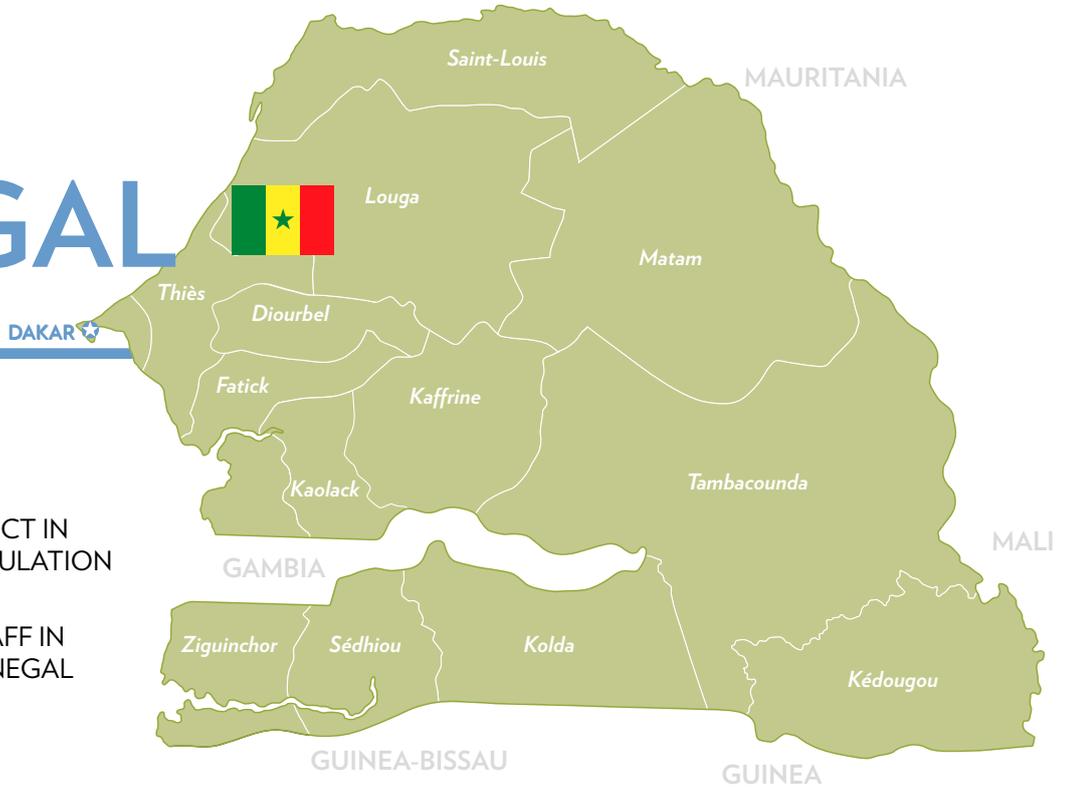
The next step will be to find and retain customers. I encourage young people who suffer from the problems of unemployment and underemployment to follow my example. With perseverance and motivation, anything is possible."

According to the results of an independent survey carried out among the young people supported by the project, 1,938 young people have become integrated through the realisation of their collective or individual projects without waiting for financial support from the project.

The AFIP-NIG/801 project is funded by the European Union's Emergency Trust Fund for Africa and implemented by LuxDev. It contributes to the stabilisation of this fragile area by offering young people with little or no schooling professional and social prospects.

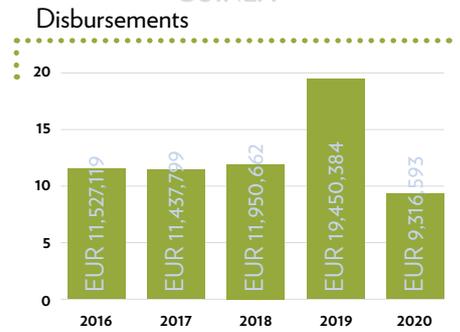


# SENEGAL



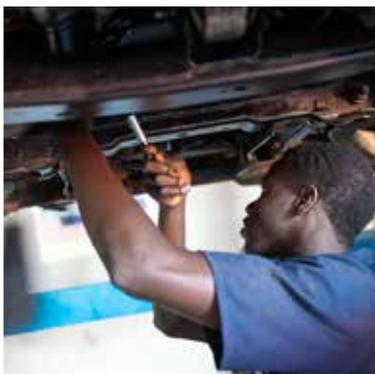
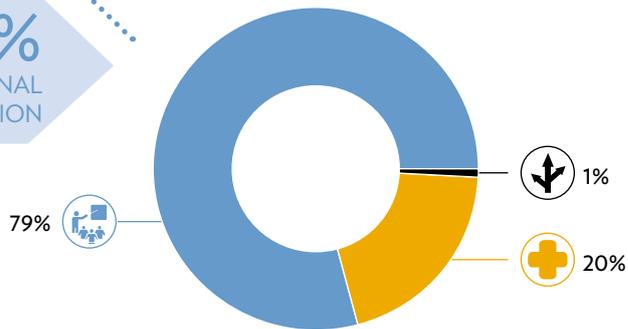
**3** PROJECTS IN EXECUTION  
**1** PROJECT IN FORMULATION  
**61** STAFF IN SENEGAL

**7.95%** OF THE TOTAL AMOUNT OF THE AGENCY'S DISBURSEMENTS } **EUR 9.32 million** IMPLEMENTED IN 2020



Disbursements by sector

**79%** EDUCATION - VOCATIONAL TRAINING AND INTEGRATION



The Health and Social Protection Programme aims to support the health and social sector in improving access to quality, efficient and equitable health care services.

#### OVERALL OBJECTIVE

AT THE SECTOR LEVEL, THE OVERALL OBJECTIVE IS TO CONTRIBUTE TO THE IMPROVEMENT OF THE POPULATIONS' HEALTH STATUS IN THE AREA OF OPERATIONAL CONCENTRATION, IN PARTICULAR THE MOST VULNERABLE

#### SPECIFIC OBJECTIVE

Strengthening the health and social protection system with the aim of improving the access of the population, especially the most vulnerable, to quality, efficient and equitable health care services.

#### AREAS OF IMPLEMENTATION

The programme's interventions focus on maternal and child health and are developed around four major axes:

- strengthening of the provision of services at district level;
- strengthening of the provision of services at the hospital level;
- strengthening health insurance and other social protection measures;
- improving sector governance.



## Project duration

	2018	2019
2020	2021	2022

 **Budget**  
EUR 26,000,000

## HIGHLIGHTS\*



All the investments to be made in the emergency departments of health centres and hospitals have been identified.



The call reception and regulation centre of the SAMU of Kaolack is functional for the three central regions of the country (Kaolack, Fatick and Kaffrine).



Investments for the National Agency for Universal Health Coverage and social action have been identified.



The mini-plans for capacity building of health development committees were developed on a pilot basis for two departments: Sokone and Richard Toll.



A medical simulation centre in emergency care and gestures is built and equipped at the national SAMU in Dakar.



Setting up departmental health insurance units in Fatick and Gossas underway with preparations for the merger of community mutuals.

**5**

performance contracts established with the SAMU, the National Training Centre for Hospital Maintenance Technicians, a structure of the Ministry of Community Development, Social and Territorial Equity (National Agency for Universal Health Coverage) and two training institutions (Gaston Berger University of Saint Louis and Alioune Diop University of Bambey).

**34**

COVID response: 136,000 handcraft masks, 1,250 hand wash station kits and other hygiene kits distributed in 34 communes in the seven regions and 10 mobile ventilators delivered to the SAMU.



The strategy and plan for the deconcentration/decentralisation of the mobile emergency and resuscitation service developed and implemented.

**3**

delegation agreements and implementation plans signed for the Foundiougne, Fatick and Gossas department mutuals.

**4**

communication plans have been elaborated on:

- prevention of cardiovascular disease and type 2 diabetes;
- prevention of cervical cancer;
- the 1,515 emergency number;
- membership of departmental mutual societies.

**EUR 2.6 million**

of additional funds from the remaining funds of the CIP III allocated to the SAMU performance contract.

\* Non-exhaustive list

## TESTIMONY



**DR MALICK DIEYE | DIRECTOR OF THE EMERGENCY DEPARTMENT RECEIVES  
A DELIVERY OF TWO RESPIRATORS**

**SEN/031**

**HEALTH AND SOCIAL PROTECTION**

My name is Dr Malick Dieye, and I am the director of the Kaolack emergency service since three years.

The delivery of the ventilators took place in the middle of the COVID-19 epidemic. In this context, we did our possible to get the necessary equipment to prepare for the epidemic. The ventilators arrived just at the right time because at the stage we had no ventilators in the emergency department and had to share an old model with the intensive care unit. The provided ventilators are modern, efficient and mobile.

Now we don't have any Covid patients, but we had already patients in respiratory stress. As it was not clear whether they were infected with COVID-19 or not, we were able to isolate them in Covid rooms given the mobile respirators.

Two weeks ago, a 53-year-old patient went back and forth between her home and the hospital. She had a Covid test but before the results came back positive, she went into cardiorespiratory arrest in the emergency room. She was successfully resuscitated and intubated on a ventilator and very quickly, about 30 minutes, she was back to normal and was finally transferred to the intensive care unit. The same day, she regained consciousness, was stable and even wanted to leave to attend her nephew's baptism! Today she is in the intensive care unit, I think so, or she may even have gone home already.

These respirators are a great help to our department because, apart from Covid patients, here in Kaolack we receive many trauma patients who need assistance before being admitted to intensive care.

On the one hand, Kaolack is a crossroads city that connects the roads of the centre and south of the country, right on the Dakar-Bamako axis. To reach Gambia, you also must go through here. But in Kaolack, we are the only reference facility. The road that goes to Tambacounda and passes through Kaolack is the deadliest road in Senegal. Thus, it is essential for us to be well organised from an emergency point of view.

On the other, the advantage of mobile ventilators is that we can put patients on assistance and move them for the various necessary examinations. Because once they are admitted to the intensive care unit, they can no longer be moved.

A curriculum was prepared to train paramedics and doctors for the use of the respirators.

## TESTIMONY

« These respirators are a great help to our department because, apart from Covid patients, here in Kaolack we receive many trauma patients who need assistance before they can be treated. »





# SEN/032

## VOCATIONAL AND TECHNICAL TRAINING AND EMPLOYABILITY

Access to vocational and technical training (VTT) in Senegal remains low despite the efforts made.

The qualification of human resources to meet the social expectations of young people and the working population is today a national challenge.

### OVERALL OBJECTIVE

CONTRIBUTING, IN THE NORTHERN AND CENTRAL ZONES OF SENEGAL AS WELL AS PERI-URBAN ZONE OF DAKAR, TO THE SUSTAINABLE DEVELOPMENT OF HUMAN CAPITAL THROUGH AN APPROPRIATE RESPONSE TO THE SOCIO-ECONOMIC DEMAND AND NEEDS FOR SKILLS

### SPECIFIC OBJECTIVE

Strengthening the VTT system to develop an offer adapted to the needs of the economy, improving employability and the socio-professional integration of young people.

### AREAS OF IMPLEMENTATION

The priorities are the employability of young people aged 15 to 25 years and are deployed around four axes:

- the development of access to the VTT;
- improving the quality of VTT offer;
- the socio-professional integration of young people;
- sector governance.

NB: The third axis is developed in collaboration with the NGO consortium Gret-Eclosio.



## Project duration

	2018	2019
2020	2021	2022

 Budget  
: EUR 30,223,850

## HIGHLIGHTS\*



Study on the integration of young people at national level and on the satisfaction rate of employers and young people trained.

**13**

Development and implementation of 13 mini-plans for capacity building of vocational training centres and high schools.

**181**

Identification of 181 new apprenticeship masters and pedagogical training/refreshers for 178 apprenticeship masters.



Architectural competition for the plans for the future reference centre for digital professions in Diamniadio.



Agreement with the consortium of NGOs GRET Eclasio to support the integration of young people and entrepreneurship on the one hand and to strengthen the capacities of civil society on the other.

**27**

investment projects, rehabilitation or extension, developed with 25 vocational training facilities and 21 insertion training projects underway with 17 institutions (EUR 2.6 million).

**9**

Receipt of nine mobile units (two information and communication technology buses, five industrial vans, two agri-food processing vans) and the launch of a call for projects for the anchoring of these mobile training units.

**69**

training grants have been granted to staff at central and deconcentrated levels.



Agreement signed with ADA for the financing of young self-entrepreneurs' projects in the central zone - Endowment of EUR 550,000.

**34**

municipalities supported in the fight against the COVID-19 pandemic with the production of masks and other materials in partnership with the vocational training centres and craftsmen's workshops:

- manufacture and supply of 136,000 masks and 1,250 hand wash stations;
- 362 awareness-raising spots and caravans;
- provision of numerous kits (hydro-alcohol gel, thermo-flash, detergent, etc.).

**431**

Training of 431 trainers in competency-based approach.



# SEN/801

## DEVELOPING EMPLOYMENT IN SENEGAL: STRENGTHENING EMPLOYABILITY AND BUSINESS COMPETITIVENESS IN DEPARTURE AREAS

The ACEFOP project is the second component of the Developing Employment in Senegal Programme: Strengthening Business Competitiveness and Employability in Departure Areas programme, in response to the objectives of the European Union’s Emergency Trust Fund for Stability and Addressing the Root Causes of Irregular Migration and Displacement in Africa. The project acts on the continuum starting at training, skills development and leading to employment through job placement schemes.

### OVERALL OBJECTIVE

## PROMOTING YOUTH EMPLOYMENT BY IMPROVING THE SUPPLY OF TRAINING AND DEVELOPING THE DEMAND FOR EMPLOYMENT

### SPECIFIC OBJECTIVE

Expanding access to vocational training for young people in the southern and south-eastern regions of Senegal.

### AREAS OF IMPLEMENTATION

The project has three components:

- increasing the quantity of vocational training provision in line with socio-economic needs;
- improving the quality of training;
- strengthening the mechanisms for professional integration.



*Handing over of hand-washers to the inspector of the Ziguinchor academy*



*Albadar (Ziguinchor Region) - Cohort of young entrepreneurs supported by business incubators*

 **Budget** } Emergency Trust Fund  
 EUR 19,000,000

**Project duration**

2016	2017	2018	2019	2020	2021
------	------	------	------	------	------

## HIGHLIGHTS\*

**15,000**

masks and 80 hand wash stations, designed by local vocational training institutions and craftsmen, delivered to local health authorities in the five regions for a total of EUR 15,245 during the COVID-19 pandemic.

**1**

opportunity and sector study in bioclimatic construction with the aim of expanding the training offer for bioclimatic construction trades in the building and public works sector.

**1,494**

young apprentices trained in the first cohort, of whom more than 700 passed their certification exams. A second cohort of 745 apprentices currently being trained in the craft production units.

**4**

reference material and programmes developed for the forestry sector centre in Bounkiling (Sédhiou region).

**463**

young people were monitored in their business projects and their individual careers and 74 young people were incubated in business incubators in Sédhiou, Tambacounda and Ziguinchor.

**70**

radio spots promoting the mobile training units in six languages.

**336**

people were trained in food processing, electricity and plumbing as part of the pilot phase for the deployment of mobile training units.

**6**

Deliveries and release six mobile training units.

\* Non-exhaustive list



**DAOUDA DIATTA** | YOUNG PERSON TRAINED BY THE ACEFOP PROGRAMME AT OUKALE FARM AND RECENTLY GRADUATED FROM THE TRAINING COURSE

**SEN/801**

**DEVELOPING EMPLOYMENT IN SENEGAL:  
STRENGTHENING EMPLOYABILITY AND BUSINESS  
COMPETITIVENESS IN DEPARTURE AREAS**

Hello, my name is Daouda Diatta. I was incubated here, in the Oukale farm (South of Senegal). The lessons I've learned are a strengthening of my capacities, but also of my experience. Experience, techniques, and practices are learned in the field. This nursery allowed me to strengthen my knowledge of arboriculture. This is important for me because I never had the opportunity to develop an arboriculture nursery. Until now, I only had skills in market gardening. Here, as part of the work, our teacher taught us about the principles of his work. He taught us not to consider the other not working person but to concentrate on our own work. To do our best, that's what he taught us and that's what I will be able to do tomorrow, when I go back to my farm, in order to succeed.



« Our teacher taught us to ignore others who don't work but rather to focus on our own work »





# KOSOVO



MONTENEGRO

SERBIA

Mitrovičë (Mitrovica)

Pejë (Peć)

PRISHTINË (PRISTINA)

Gjakovë (Dakovica)

Gjilan (Gnjilane)

ALBANIA

Ferizaj (Uroševac)

Prizren

MACEDONIA (FYRoM)

**4** → **19** STAFF IN KOSOVO

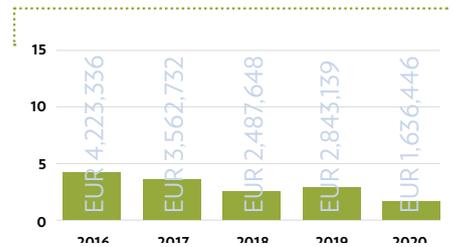
PROJECTS IN EXECUTION

**1.40%**

OF THE TOTAL AMOUNT OF THE AGENCY'S DISBURSEMENTS

EUR 1.64 million IMPLEMENTED IN 2020

Disbursements

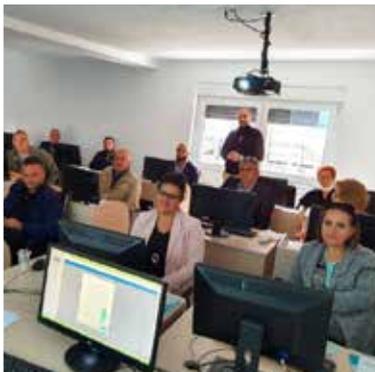
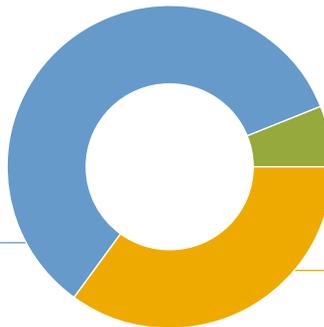


Disbursements by sector



**59%**

EDUCATION - VOCATIONAL TRAINING AND INTEGRATION



The Kosovo Health Support Programme - Phase II - KSV/017 supports the Ministry of Health in health care reforms. It focuses particularly on capacity building in the Ministry and in targeted health facilities. The programme adopts a project approach and is implemented in cooperation with the Kosovo Ministry of Health.

## OVERALL OBJECTIVE

CONTRIBUTING TO THE HEALTH QUALITY TO THE BENEFIT  
OF THE POPULATION OF KOSOVO

## SPECIFIC OBJECTIVE

Improving the planning, leadership and management capacities of health actors.

## AREAS OF IMPLEMENTATION

- strengthening the Ministry of health capacity to carry out its functions and responsibilities;
- improving the performance and quality of health services in the public sector.



## HIGHLIGHTS\*



Standard operating procedures developed for the newly purchased equipment to perform CT scans, abdominal ultrasound or cholangiopancreatography endoscopic retrograde surgery. In addition, production of an information sheet for patients requiring anaesthesia and an information poster for patients requiring a CT scan.



Drafting of priority legislation documents with the Ministry of Health.



Use of newly introduced quality improvement instruments at the general hospitals in Gjilan and Prizren.



The Ministry of Health continued to strengthen the use of monitoring and evaluation tools and a new report was produced in this area.



In the framework of COVID-19, design and print of 700 manuals for the protection and prevention of COVID-19, the basis for all measures related to the pandemic in Kosovo. In addition, related communication activities.



Technical assistance for the management of clinical services in hospitals and universities in Kosovo, leading to better management and resource planning during the emergency.



Launch of the Ministry of Health new webpage.



Purchased equipment used extensively by general hospitals for Covid-19 patients, especially the CT scans, the monitors, oximeters, beds, ultrasound scans, etc.

**>80**

Training of more than 80 health staff from Gjilan and Prizren hospitals on emergency management, with a focus on intensive care units.



The strategy of the national Programme for Stroke Patient completed with action plan, budget and logical framework.



The quality improvement put in place in previous years directly benefited hospital staff that applied its skills and knowledge during the pandemic.



The chamber of health professionals increasingly operational with well established business processes and mechanisms.



# KSV/019

## TECHNICAL ASSISTANCE IN THE CONTEXT OF EUROPEAN INTEGRATION OF KOSOVO

The project KSV/019 started on 3 May 2018. The main objective is to establish a human resource capacity building mechanism to improve the capacities of the line ministries involved in the EU integration programme. It focuses in particular on nine of the 35 chapters of the Stabilisation and Association Agreement between the European Union and Kosovo, as well as on the cross-cutting issue of public administration reform.

The former Ministry of European Integration, integrated into the Prime Minister's Office in 2020, is responsible for the implementation of the project at national level. The human resources capacity building facility is funded both by Luxembourg and Norway.

### OVERALL OBJECTIVE

**CONTRIBUTING TO KOSOVO'S EFFORTS TO MEET REQUIREMENTS OF THE STABILISATION AND ASSOCIATION AGREEMENT WITH THE EUROPEAN UNION AND OTHER OBLIGATIONS ARISING FROM THE NEED TO COMPLY WITH EU ACQUIS**

### SPECIFIC OBJECTIVE

- strengthening human resources of the Kosovo administration, in the ministerial departments and institutions concerned by the chapters of the EU-Kosovo Stabilisation and Association Agreement.

### AREAS OF IMPLEMENTATION

- the establishment of a training and technical assistance fund.



 Budget

EUR 2,000,000

Project duration

2018	2019	2020	2021	2022
------	------	------	------	------

## HIGHLIGHTS\*



Technical assistance and training implemented in different areas, despite the situation created by the pandemic and institutional changes, 2020 marked by early parliamentary elections, two changes of government and relatively long periods when only an interim government was in place). Project meetings organised via online communication tools, including the evaluation of expert requests and technical assistance and online training sessions, where possible.



Experts contracts amended to include the option for technical expertise from their country of residence and/or postponing training for a more appropriate period.



Internal evaluation by two LuxDev HQ experts (11 to 20 November 2020): On the basis of the positive results and challenges, recommendations were made on how to increase ownership and project performance.

25

activities implemented in 2020:

- 1 study trip;
- 8 technical assistance supports;
- 15 courses;
- 1 training of trainers.



Ministry of European Integration integrated into the Prime Minister's Office.

\* Non-exhaustive list



# KSV/020

## SUPPORT TO VOCATIONAL EDUCATION AND TRAINING REFORM IN KOSOVO

The programme represents the second phase supporting the Vocational Education and Training (VET) reform in Kosovo. In the continuation of the predecessor project (KSV/015), it extends the support to the VET's national level and assists in the restructuring of the governance system.

### OVERALL OBJECTIVE

## SUPPORTING THE CREATION OF A TECHNICAL WORKFORCE, RELEVANT TO THE SOCIAL AND ECONOMIC DEVELOPMENT OF KOSOVO

### SPECIFIC OBJECTIVE

Improving the structure and performance of the VET system and its delivery.

### AREAS OF IMPLEMENTATION

- review and strengthening of the VET policy, systems and legislation;
- strengthening of institutions;
- upgrading information systems of the VET sector.



Implementation of a new costing and financial management system for specific VET schools.

**504**

Provision of 504 computers for 20 computer labs in VET schools.

**300,000**

The national information system (busulla.com), developed by the project, with a total of 300,000 users, representing more than 16.5% of the total population of Kosovo.

 Budget

EUR 7,500,000

Project duration

2018	2019	2020	2021	2022
------	------	------	------	------

## HIGHLIGHTS\*



Partnership with the EU-funded project: "EU Support to the Competitiveness of the Information and Communication Technology (ICT) Sector in Kosovo" and Intervet Western Balkans for the implementation of capacity building of VET teachers in the ICT sector.

**104**

Signature of 15 public partnership agreements and establishment of 89 agreements for industry bodies and industry advisory boards in the supported schools.



Development of administrative instructions on the incentive to support the training of students in deficit profiles and the training of women in technical profiles. As a result, 24 scholarships awarded to young women in the ICT profiles.



The KSV/020 project has undertaken the development of a training needs analysis on 12 VET profiles in six sectors reviewed by a wide range of VET stakeholders with at present, three workshops done on manufacturing, electronics and visual communication sectors.

**262**

Capacity building for 262 state officials.



Support provided to the Ministry of Education, Science, Technology and Innovation for the implementation of:

- the central working group for the reform of the VET sector's governance structure;
- three technical working groups for the optimisation of the governance structure, the revision of the legal framework and the reform of the VET sector.



The development of occupational standards and core curricula completed for 13 profiles in the technical, medical and ICT sectors. The development process for teaching and learning materials launched and related working groups established.

\* Non-exhaustive list



# KSV/801

## EUROPEAN UNION SUPPORT TO VOCATIONAL EDUCATION AND TRAINING, PROFESSIONAL REQUALIFICATION AND OCCUPATION

The project KSV/801 meets the requirements of the EU Instrument for Pre-Accession Assistance accompanying the implementation of the Stabilisation and Association Agreement between the EU and Kosovo. It is aligned with the main strategy of the Government of Kosovo and the Ministry of Education, Science, Technology and Innovation, outlined in the Strategic Plan for Education in Kosovo 2017-2021 and based on the National development Strategy 2016-2020. The project is also aligned with Kosovo's policies on European integration. The first ambition is to improve the structure and performance of the VET system and its implementation. The second is to promote inclusion, quality education and lifelong learning for all.

### OVERALL OBJECTIVE

## CONTRIBUTING TO THE DEVELOPMENT OF A QUALITY, INCLUSIVE AND ACCOUNTABLE EDUCATION AND TRAINING SYSTEM IN LINE WITH INTERNATIONAL BEST PRACTICES

### SPECIFIC OBJECTIVE

improving the quality of education and training programmes and their relevance to the labour market, in order to facilitate the transition of VET students from school to work and to improve the employability of VET graduates.

### AREAS OF IMPLEMENTATION

- making the planning and provision of vocational education relevant to the needs of learners and employers in selected vocational schools;
- establishing a system for the monitoring of graduates in initial and continuing VET to ensure consistency in the employability of graduates and the relevance of skills to labour market needs;
- establishment and implementation of provisions and tools for the recognition of prior learning in the sectors and occupations most in need. Use of these as a vehicle for the promotion of employment and lifelong learning opportunities for adult learners.

### HIGHLIGHTS\*



Capacity strengthening of teaching staff in supported VET schools, in cooperation with the "EU Support to the Competitiveness of the Information and Communication Technology Sector in Kosovo" and "Intervet Western Balkans".



Training needs related to 12 VET profiles reviewed in collaboration with many VET stakeholders, through a series of technical workshops.


**Budget KSV/801** } European Union  
 EUR 2,000,000

**Project duration**



-  } Training on new costing mechanisms and financial monitoring tools in targeted vocational schools.
-  } Research on tracer study practices at international and regional levels, including analysis of the results, tools and deliverables of the pilot phase of the tracer study conducted by the European Training Foundation and other EU-funded projects.
-  } Creation of a draft questionnaires for vocational schools and training centres.
-  } Launch of two procurement processes :
  - implementation of technical specifications in 67 VET institutions;
  - development of a tracer information system.
-  } Development of a draft national plan/methodology for the implementation of the national graduate monitoring system, peer reviewed by the European Training Foundation.
-  } Signature of a memorandum of understanding with the Employment Agency of Kosovo to include vocational training centres as beneficiaries and to identify recognition of prior learning as an active labour market measure.
-  } Successful completion of the start-up phase of the project with the production of a report and a communication and visibility plan.
-  } Launch of the procurement process for the development of the online pre-application tool with a view to recognising prior learning services, a prior learning assessment system and the accreditation of learning providers.
-  } Development of the legal framework and operational arrangements to include the recognition of prior learning as a complementary active labour market measure.

\* Non-exhaustive list



**DR AFRIM AVDAJ** | ASSOCIATE PROFESSOR,  
DIRECTOR OF PRIZREN GENERAL HOSPITAL

**KSV/017**

### **HEALTH SECTOR SUPPORT PROGRAMME IN KOSOVO - PHASE II**

#### **HOW HAS THE HOSPITAL SITUATION BEEN MANAGED SINCE COVID-19 WAS RECOGNISED A PANDEMIC BY THE WHO?**

At the pandemic start in January 2020, I appointed a team to draft a Covid-19 management strategic plan. This plan provides for the reconstruction of buildings and the increase in capacity, reorganisation and systematisation of staff according to the situation and hospital needs. The categorisation of patients and staff was carried out according to the strategic plan as follows:

- building 1: Treatment and hospitalisation of Covid-19 patients;
- building 2: Treatment and hospitalisation of patients with clinical signs of Covid-19 but unconfirmed infection;
- building 3: Treatment and hospitalisation of not infected patients suffering from other pathologies;
- building 4: Treatment of patients requiring haemodialysis, separating those with Covid-19 from non infected patients.

For an optimal management of the pandemic, a reanimation centre was created:

- reanimation for patients with Covid-19;
- reanimation for unconfirmed cases with clinical signs of Covid-19;
- reanimation for patients who are not infected with Covid-19 and have no symptoms of viral infection.

The strategic plan includes communication between the patients and their families.

Head of units are requested to keep family members informed of their relative's situation at meetings held in a separate area or by telephone. In parallel, each ward has a person that is responsible for a regular contact between patients and family members, as authorised by the head of hospital services.

In April 2020, Prizren General Hospital was the first regional hospital to start treating Covid-19 patients, when the first positive cases were confirmed. We have seen a general mobilisation and commitment from the management and health staff who showed a united front in managing the crisis and fighting the pandemic.

This commitment helped to raise the level of accountability, to increase the use of infrastructure and capacity building of human resources, to develop staff training and promote the exchange of experiences. Our goal was and remains vigilance to control the situation and to prepare for various scenarios that foresee an increase in the number of Covid-19 infections.

So I can say that, thanks to the commitment and dedication of the staff, the situation was manageable and the patients received the necessary health services. We had visits from an Italian military medical team, a team of German doctors, the Robert Koch Institute, etc. After the visit of the German Robert Koch Institute who, in cooperation with WHO representatives, inspected and evaluated the management of the Covid-19 situation in the hospital, we received a positive evaluation.

### A BRIEF HISTORY OF THE HOSPITAL (CATCHMENT AREA, NUMBER OF BEDS, MEDICAL STAFF, ETC.)

Prizren General Hospital covers an area of 403,846 inhabitants in Prizren Dragash, Malisheva, Rahovec, Suhareka and Mamusha, which represents 21.9% of Kosovo (source: Statistics Agency, 2013).

At present, Prizren General Hospital has 530 beds, 463 of which are equipped with oxygen supply.

The hospital consists of:

- 7 hospital buildings with a total surface area of 22,000 m<sup>2</sup>;
- 2 facilities with a surface area of 1,200 m<sup>2</sup> in which are located the ancillary services such as laundry and heating.

The hospital has 730 staff members:

- 169 medical specialists and pharmacists (23.2%);
- 438 nurses (60%);
- 123 other staff members (16.8%).

### INVESTMENTS IN THE HOSPITAL AND COOPERATION WITH THE KSV/017 PROJECT

Even during the pandemic, while respecting both the prevention and control measures of Covid-19, the activities of the strategic plan 2017-2021 continued within the framework of the KSV/017 project. Thanks to cooperation with LuxDev and prior infrastructure investments, staff training, development of working tools, provision of equipment and information materials for patients developed further which improved the quality of services and the well-being of citizens.

### ORGANISATION OF WORK DURING THE PANDEMIC

The work and reorganisation of services was carried out in accordance with the decisions and recommendations of the Kosovo government, the Ministry of Health, the Kosovo national institute of public health, the Kosovo hospital and university clinical services, the Covid-19 advisory committee, WHO and other bodies responsible for anti-Covid measures. In addition to providing services to inpatients in accordance with the Covid-19 strategic plan for pandemic management, special services were provided to outpatients, as follows:

- patients confirmed positive for Covid-19 were treated in the outpatient infectious diseases department;
- patients who were not confirmed positive for Covid-19 but had symptoms were treated in the outpatient pulmonary care;
- Covid-19 negative patients with other conditions were treated in the hospital emergency department.

I would like to stress that our hospital staff perform their duties with great professionalism and ethics. As the head of the institution, I receive regular reports and information during the daily meetings with all the heads of units and so far, I have not once received any concerns from families of patients regarding their treatment in our hospital. Thus, I am very proud and would like to thank the hospital staff for their excellent work, commitment and dedication and the care given to the patients. As a result, all staff received special recognition for their contribution in 2020.

### HOW DID THE SKILLS YOU ACQUIRED THROUGH THE PROJECT HELPED YOU TO ORGANISE YOUR ACTIVITIES?

During this period, the project provided support through workshops on pandemic management, bringing in experiences and lessons learned from other European countries via international experts as well as providing additional practical support through local experts who worked directly with Covid-19 patients.

The experiences and skills gained have certainly helped the staff to provide better services, which led to better treatment of Covid-19 patients. Among the many benefits of the project and the skills acquired over the years, the ones that have been most useful in these difficult times are:

- teamwork;
- drafting of strategic documents;
- management and leadership;
- increased empowerment, motivation, initiative and exchange of experience between departments and between different general hospitals;
- improved maintenance and hygiene.

But most importantly, our cooperation with the project improved the quality of our services and the well-being of our citizens!

## TESTIMONY



*Frontline health workers at Prizren General Hospital ready to respond during the Covid-19 pandemic*



*Training in intensive care, mechanical ventilation and emergency management with a special focus on COVID-19*

# Gobierno **Joven**

Con apoyo del Segundo Fondo Concursable del  
Gran Ducado de Luxemburgo para Organizaciones  
de la Sociedad Civil Salvadoreña.



# ELSALVADOR

GUATEMALA

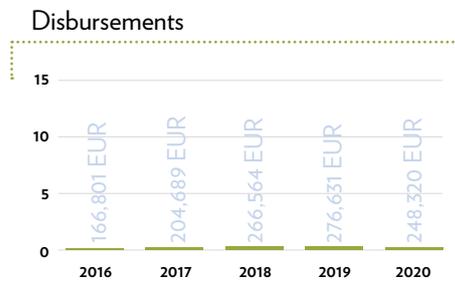
HONDURAS



# 1

PROJECT IN EXECUTION

→ 3 STAFF IN SALVADOR



NICARAGUA

## 0.21%

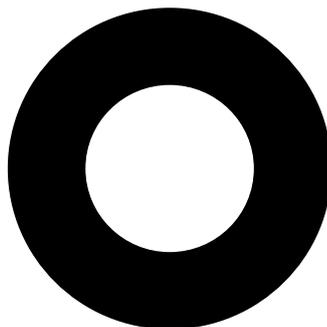
OF THE TOTAL AMOUNT OF THE AGENCY'S DISBURSEMENTS

EUR 0.25 million IMPLEMENTED IN 2020

Disbursements by sector



100%  
VARIOUS





Cooperation between Luxembourg and El Salvador reached a new stage in 2016 as the country's authorities directly implement projects funded by the Luxembourg government. National execution is a big step forward in terms of ownership and alignment with national policies and strategies for the Salvadoran government.

This brings along the challenge to manage for development results, as there is a need to develop performance assessment frameworks and a better management of resource.

### OVERALL OBJECTIVE

PROVIDING THE LUXEMBOURG MINISTRY OF FOREIGN AND EUROPEAN AFFAIRS AND THE SALVADORAN INSTITUTIONS RESPONSIBLE FOR THE IMPLEMENTATION OF BILATERAL PROJECTS WITH A TECHNICAL ASSISTANCE MECHANISM FOR THE SUPERVISION AND MONITORING OF THE FUNDED PROJECTS

#### AREAS OF IMPLEMENTATION

- establishment of monitoring mechanisms to enable Salvadoran institutions to improve their management of bilateral projects and increase implementation effectiveness;
- representation of the Luxembourg Cooperation in El Salvador and liaison with the embassy in Managua;
- monitoring and direct support from Luxembourg to El Salvador, focusing on administrative and financial aspects.

#### HIGHLIGHTS\*



The technical assistance for the preparation of the Salvadoran Social Protection Plan allowed the integration of two specific objectives:

- the inclusion of climate change;
- the inclusion of gender equality.



Identification of lessons learned on the implementation mechanisms of the second Fund for civil society organisations in El Salvador.



Identification of lessons learned on the implementation mechanisms of the Fund for South-South and triangular Cooperation in El Salvador.

\* Non-exhaustive list

 Budget

EUR 1,403,000

Project duration

2016

2017

2018

2019

2020

2021





# LAOS



# 7

▶ 1 PROJECT IN FORMULATION

▶ 131 EMPLOYEES IN LAOS

PROJECTS IN EXECUTION

## 11.67%

OF THE TOTAL AMOUNT OF THE AGENCY'S DISBURSEMENTS

EUR 13.68 million IMPLEMENTATION IN 2020

Disbursements

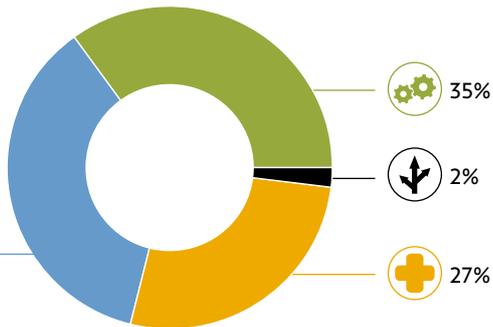


Disbursements by sector



EDUCATION - VOCATIONAL TRAINING AND ACCESS TO EMPLOYMENT

## 36%



The Grand-Duchy of Luxembourg has been supporting the health sector in Laos since the cooperation between Laos and Luxembourg began at the end of 1997. The LAO/027 Programme focuses on strengthening the healthcare system with attention to governance, service delivery and Human Resource Capital Development, with a view to facilitating effective and quality health care delivery and prioritising the thematic area of mother and child health care.

## GLOBAL OBJECTIVE

**TO IMPROVE THE HEALTH STATUS OF THE POPULATION OF LAOS WITH A PARTICULAR FOCUS ON MATERNAL AND CHILD HEALTH CARE IN THREE CENTRAL PROVINCES**

## SPECIFIC OBJECTIVE

To support the Ministry of Health in the implementation of the 2013-2025 health care reform which aims to strengthen overall access to health care in Bolikhamxay, Khammouane and Vientiane Provinces while prioritising the care of mothers, newborns and children.

## AREAS OF IMPLEMENTATION

- establish the Joint Participatory Mechanism (JPM) as the basis for a multi-faceted strategy to improve governance and accountability at all levels of the health care system;
- improve the performance of health care services, particularly in the areas of maternal, newborn and child health at district level;
- provide adequate technical conditions to support the delivery of medical services in targeted provinces;
- develop a comprehensive strategy for human resource development.



## Project duration

2014	2015	2016	2017
2018	2019	2020	2021

## Budget

EUR 33,800,000

## HIGHLIGHTS\*

**39**

long-term scholarships were awarded to health officials in the central provinces, including 19 to doctors for clinical specialisations and 20 to nurses and midwives for licences.

**28**

district health insurance offices in the three central provinces are now fully operational and in line with national standards for the implementation of the improved national health insurance scheme.

**25**

district hospitals (100%) with maternity facilities in the central provinces now meet international performance standards for "basic emergency obstetric care", compared to 78% in 2019.



Completion of the assessment and detailed design for a major renovation and upgrading of the Maria Teresa Hospital.

**33**

short-term scholarships were awarded to midwives to improve their specific clinical skills, including 12 scholarships for study in Thailand. The focus of these scholarships was on maternal and child health and emergency care.

**958,524**

patients were treated under the national health insurance scheme in the three target provinces in 2020, an increase of 1.3% compared to 2019.

**66.6%**

The number of births reported in public health facilities in the central provinces was 18,035 in 2020 (an increase of 4.8% compared to 2019), which corresponds to 66.6% of all estimated births among the population of 1.2 million in the three targeted central provinces.



Completion of major rehabilitation work of Pakkading District Hospital.



An integrated human resources information system (iHRIS database) is fully operational. This system reflects 24,536 direct contact days (sum of all training days delivered per learner) by the end of 2020 and shows the short-term training, supervision and skills development activities carried out by LAO/027 technical advisers in the field.

**90%**

The national online district health information system achieved an average score of 90% for the timely submission of quarterly reports by the 28 districts and 178 health centres in the central provinces, and 90% of the facilities completed their quarterly dashboards.



Bolikhamxay Provincial Hospital is now fully equipped and operational following the opening of the internal medicine department, ophthalmology operating theatre, new administration, laundry, pharmacy and facilities for patients' relatives.

\*Non-exhaustive list



## SKILLS FOR TOURISM – HUMAN RESOURCES DEVELOPMENT IN THE TOURISM AND HOSPITALITY SECTOR

Tourism is a priority sector facilitating Laos' transition from a low productivity agricultural economy to a more productive service economy. It is one of the sectors with high income-generating potential for people from disadvantaged backgrounds who currently benefit only marginally from the growth of this sector. Developing tourism and ensuring that the Lao population can fully benefit from its direct and indirect income and employment opportunities is a priority for the country. Furthermore, this is in line with the vision and objectives of the eighth national socio-economic development plan and the national tourism strategy. Luxembourg and Switzerland have joined forces and partnered with the Government of Laos and other key stakeholders to implement this project which promotes inclusive growth through improved vocational training and skills development in tourism and hospitality, with a particular focus on people from disadvantaged backgrounds.

### GLOBAL OBJECTIVE

**TO PROMOTE SUSTAINABLE AND INCLUSIVE GROWTH OF THE TOURISM AND HOSPITALITY SECTOR, THEREBY CONTRIBUTING TO POVERTY REDUCTION**

### SPECIFIC OBJECTIVE

To develop, diversify and improve vocational training and skills development in tourism and hospitality, while ensuring access for people from disadvantaged backgrounds, in order to give trained individuals the opportunity to find paid employment or further training in this sector.

### AREAS OF IMPLEMENTATION

- improve the quality of vocational education and training and skills development programmes in the tourism and hospitality sector;
- expand and improve tourism and hospitality sector activities and related vocational education and skills development programmes;
- ensure that people from disadvantaged backgrounds are included in tourism and hospitality vocational education and skills development programmes;
- establish a governance, institutional and regulatory framework conducive to vocational education and skills development in the field of tourism and hospitality.

### Project duration

2016	2017	2018
2019	2020	2021

 Budget LAO/029  
EUR 7,500,000

 Budget LAO/729  
EUR 7,500,000

} Swiss Cooperation

## HIGHLIGHTS\*

### 9.500

More than 9.500 people (75% women), 81% from disadvantaged backgrounds, enrolled in technical and vocational education and training courses in tourism and hospitality and in skills development courses supported by the project.



Cooperation has been established with the Vocational Education Funding Mechanism project on a common funding mechanism for technical and vocational education and training. Also, support has been provided for the implementation of tourism and hospitality training programmes that provide in-company technical training to help students acquire the latest skills and knowledge of the industry in three provinces.



Establishment of a practical training centre for tourism and hospitality on the campus of the Vientiane Provincial Technical and Vocational Education and Training College in Vang Vieng District.



Finalisation and dissemination of the Technical and Vocational Education and Training Development Plan 2021-2025.



National roll-out of the awareness campaign to promote technical and vocational education and training programmes in the tourism and hospitality sector.

### 11

Development and revision of 11 technical and vocational education and training programmes/courses in tourism and hospitality and skills development. These programmes/courses now provide a qualification pathway from C1 certificate (basic skills) to C4 diploma (technician) in the formal technical and vocational education and training sector.



Development of the domestic tourism marketing campaign "Lao Thiew Laos" and the hygiene programme to counter the negative effects of COVID-19 on the tourism and hospitality sector.

\*Non-exhaustive list

Laos has experienced rapid macroeconomic growth over the past decade. However, economic development has mainly benefited the urban and lowland populations. In the hills and mountains, people are increasingly lagging behind lowland populations in terms of income, education, health, nutrition and other social indicators. This programme is designed to help reduce poverty in the most disadvantaged areas and contribute to strengthening local governance, decentralisation and policy dialogue for the development of disadvantaged areas. The main beneficiaries are approximately 150,000 people from 229 target villages selected according to poverty rates, which, due to the demographic situation, are mostly ethnic minority groups.

## GLOBAL OBJECTIVES

- **REDUCE POVERTY;**
- **END HUNGER AND MALNUTRITION;**
- **IMPROVE ENVIRONMENTAL PROTECTION AND SUSTAINABLE NATURAL RESOURCES MANAGEMENT.**

### SPECIFIC OBJECTIVE

To improve the standard of living and get over the poverty line in the target villages.

### AREAS OF IMPLEMENTATION

- strengthening governance to fight poverty;
- promoting community self-development;
- improving access to socio-economic infrastructure.



**Project duration**

2017	2018	2019
2020	2021	2022

 **Budget**  
EUR 30,000,000

## HIGHLIGHTS\*

**25,000**

households received rice support and hygiene protection as part of the COVID-19 response.

**218**

community-led activities were implemented.

**126**

additional rural infrastructure projects were completed.

**69**

additional target villages now have access to a clean water supply.



The programme's interventions contributed to Bolikhamxay being declared the first province free of open defecation.

**27**

An additional 27 villages have gained access to lower secondary education. Since the start of the project, the percentage of villages targeted by the project with access to lower secondary education has increased from 40% to 52%. So far, six lower secondary schools have been built (in addition to eight dormitories). Also, several of them benefit several villages.



A partnership on climate change and environment-related activities has been concluded with the Swiss Agency for Development and Cooperation and the United Nations Capital Development Fund.

\*Non-exhaustive list

## LAO/030

LOCAL DEVELOPMENT PROGRAMME FOR BOKEO,  
BOLIKHAMXAY, KHAMMOUANE AND VIENTIANE PROVINCE

## A NEW SCHOOL MAKES CHILDREN HAPPY

THE STORY OF THE CONSTRUCTION OF A PRIMARY SCHOOL IN THONGKAE,  
KHAMKERT DISTRICT, BOLIKHAMXAY PROVINCE

Laos faces a major challenge in providing quality school facilities in rural areas. This is partly due to the small number of classrooms available, which forces schoolchildren of different grades to share a room and operate in a multigrade school environment. In addition, many schools are located far from the villages and, during the rainy season, the roads are often muddy. In addition, the lack of teaching materials and inadequate learning discourage many children from attending school. Female students face even greater obstacles. In some ethnic groups, the value of attending school is often underestimated, especially for girls. As a result, many children in rural areas are illiterate and do not value the importance of education.

Aiming to improve access and quality of primary education in Laos, the LAO/030 programme contributes to the objective of the National Socio-Economic Development Plan. Since 2017, 13 primary schools, two lower secondary schools, three dormitories for lower secondary students and a kindergarten have been built in Bolikhamxay.

Thongkhæ is one of the target villages of the Local Development Programme - LAO/030, located in Khamkurt District. It is far from any town and only a rough road leads to the village. Thongkhæ consists of 209 households with a population of 1.198 people (601 women), mainly ethnic Lao-tai.

In 2017, the village was proposed and identified by the district authorities as a target village for the LAO/030 programme, as it had experienced several years of struggle in the face of a relocation plan. Indeed, a mining company working in the vicinity almost had the village relocated to another area. The negotiation process lasted almost five years and had a considerable impact on the villagers' income and access to basic needs.

The first activity in Thongkhæ village was a participatory village development planning session. The LAO/030 programme assessed the priority needs of the population and the construction of a primary school was identified as a top priority. The new school has five classrooms and accommodates 152 students. The result is a better quality of education, higher levels of concentration, increased academic interest and greater participation. This change is also reflected in the improved grades of the students, some of whom have even won prizes in district study competitions.

## « I am lucky to go to school, even though my family is not rich »»



**THE STORY OF MAIMONE XAYYABOUD**  
A STUDENT AT THONGKAE SCHOOL

My name is Maimone Xayyaboud, I am 11 years old and in grade 5. I have been studying at Thongkae School for five years now. My family and I live in Thongkae village and my parents are farmers. We depend on planting rice and cassava to make a living. After school, I have to help my parents by cutting and drying cassava. I still remember the day the village got a new school, I was so happy.

The old school was totally dilapidated. The roof leaked and the floor was not paved, so during the rainy season it was muddy and made studying difficult.

When the new school was built, my friends and I were very excited, we had a big new building and new tables and chairs.

Fortunately, I am lucky to go to school, even though my family is not rich. My parents work hard to support my younger brother and me and encourage us to study. So I always focus on my homework and reading. Last year, I participated in a study competition in our district and won the first prize in literature.

I will finish high school in Thongkae and continue studying at university. I want to become a nurse because it is difficult to find someone here to take care of us when we are sick.

I want to help others!

## « This is the beginning of a new era »»



**THE STORY OF YEIXONG PAYENG**  
TEACHER AT THONGKAE PRIMARY SCHOOL

My name is Yeixong Payeng, I am 30 years old and I have been teaching in Thongkae for seven years now. Before receiving support from the LAO/030 programme, the teaching and learning conditions were very difficult. In the old building, which was totally dilapidated, I could not teach during the rainy season or when there was a storm.

The new primary school was built in 2018, at a total cost of KIP 730,617,000 (about USD 77,000). An administrative committee was also set up to oversee and manage the school, and the parent committee looks after the welfare of the children.

"After the school was built, we were grateful to have a new facility that would withstand the weather and encourage the children to learn. In recent years, our students' grades have improved dramatically and this year two of our students won a district study competition, which makes me proud.

I firmly believe that this is the beginning of a new era.



# LAO/031

## SUPPORT PROGRAMME FOR LEGAL TEACHING AND TRAINING AND TO THE PROMOTION OF THE RULE OF LAW CONCEPT IN LAOS

In 2009, Laos adopted a Legal Sector Master Plan that positions the development of efficient institutions across the legal sector as the foundation for the rule of law. Furthermore, one of the cross-cutting issues addressed by the 8th National Socio-Economic Development Plan of Laos is to improve the efficiency of governance and public administration. Therefore, there is a strong need to develop a comprehensive, harmonised, clear, reliable and fully accessible legal system. Steps in this direction to strengthen higher education in the legal sector had already been initiated by the Luxembourg-funded project LAO/023 - Strengthening the Rule of Law in Laos through Quality University Legal Education.

### GLOBAL OBJECTIVE

## CONTRIBUTING TO THE STRENGTHENING OF THE RULE OF LAW IN LAOS

### SPECIFIC OBJECTIVE

- strengthen the environment for access to justice;
- continue to strengthen legal education and training.

### AREAS OF IMPLEMENTATION

- build the capacity of targeted 'legal practitioners' and legal officials;
- Strengthen formal/informal legal awareness campaigns;
- Strengthen coordination between academics and practitioners;
- develop new curricula in line with ASEAN standards and requirements;
- improving the skills of targeted teachers;
- improving the management and governance of the Faculty of Law and Political Science at Vientiane National University and the Faculty of Law and Administration at Champassak University.



## Project duration

2017	2018	2019
2020	2021	2022

## Budget

EUR 7,300,000

## HIGHLIGHTS\*

**15**

legal aid offices were established at the district level in the target provinces and 112 legal aid services were provided by officials in the new legal aid offices.

**9**

national conferences, including follow-up sessions on the fight against organised crime and 18 capacity building workshops and conferences were organised throughout the country.

**9**

videos on legal topics were published as part of a campaign promoting legal education and raising awareness against organised crime. These videos reached a total of 134,956 views.

**2,000**

More than 2,000 officials and practitioners from the Ministry of Justice, the National Institute of Justice, the Lao Bar Association, the Supreme People's Court, the Supreme People's Prosecutor's Office, the National Anti-Corruption and Inspection Authority, legal practitioners as well as university professors and students from the Faculty of Law and Political Science of the National University and the Faculty of Law and Administration of Champassak University received capacity building in the form of trainings, seminars and conferences - both face-to-face and online - in response to the COVID-19 restrictions.

**142**

legal partitioners and officials have joined an online conference group and have access to virtual conferences on legal topics, including human trafficking, money laundering, smuggling of migrants, financial investigations and criminal proceedings.

**478**

civil servants and university professors attended legal English courses.

✓

The Faculty of Law and Political Science at Vientiane National University has completed the draft of self-assessment reports in accordance with the quality assurance requirements of the ASEAN University Network.

**1,002**

Penal Code and Criminal Procedure Law have been disseminated to legal partitioners and civil servants.

**19**

legal information campaigns were conducted, including the dissemination of 16,943 posters, brochures and technical guidelines on legal education and organised crime.

**3**

strategic plans were adopted by the Faculty of Law and Political Science of the National University of Laos and the Ministry of Justice with the support of the project.

**961**

professors from the Faculty of Law and Political Science received training on teaching law and assessing students' skills.

\*Non-exhaustive list



# LAO/032

## SUPPORT TO THE TRIANGULAR COOPERATION IN THE FINANCE SECTOR BETWEEN VIETNAM, LAOS AND LUXEMBOURG

The project aims to strengthen the Lao Securities Commission office in achieving the key objectives of the Strategic Plan on Capital Market Development 2016-2025. Upon completion of the project, it is expected that the conditions for increasing the number of listed companies will be in place, the resource capacity of the Lao Securities Commission office and the professional securities market community will have been strengthened, and the awareness and understanding of domestic investors will have been enhanced.

### GLOBAL OBJECTIVE

## TO CONTRIBUTE TO THE DEVELOPMENT OF THE LAO SECURITIES MARKET

### SPECIFIC OBJECTIVE

To support the Lao Securities Commission office in achieving the key objectives of the Strategic Plan for Capital Market Development 2016-2025.

### AREAS OF IMPLEMENTATION

- developing a path to listing for targeted public companies;
- raising public awareness of securities markets and investment;
- supporting education and training programmes for securities market professionals.

 Budget

EUR 500,000

Project duration

2020

2021

2022

2023

## HIGHLIGHTS\*



A project working group has been formed.



Key personnel of the national counterpart have been identified.



Key elements of the planning process have been completed, including:

- the revision of the technical and financial document;
- finalisation of an overall logical framework, monitoring and evaluation matrix, annual operational plan and budget.

\*Non-exhaustive list



# LAO/033

## STRENGTHENING THE EFFECTIVENESS OF OFFICIAL DEVELOPMENT ASSISTANCE MANAGEMENT IN LAO PDR

Building on the success of project LAO/028 - Capacity Building of the International Cooperation Directorate of the Ministry of Planning and Investment - this four-year project in the governance sector aims to ensure that Official Development Assistance (ODA) effectively supports the implementation of the National Socio-economic Development Plan (NSEDP). More specifically, the project aims to strengthen the capacity of the Ministry of International Cooperation (MCI) to effectively coordinate and manage ODA at the national and provincial levels, and to improve the linkages between the MCI and the Sustainable Development Goals (SDGs) secretariat to ensure that the implementation of the SDGs is better addressed and monitored through ODA interventions.

### GLOBAL OBJECTIVE

**ENSURE THAT ODA EFFECTIVELY SUPPORTS THE IMPLEMENTATION OF THE NSEDP**

### SPECIFIC OBJECTIVE

Strengthen the capacity of key agencies in Laos to effectively manage and coordinate ODA.

### AREAS OF IMPLEMENTATION

- develop the capacity of the Department of International Cooperation to effectively manage and coordinate ODA through the provincial International Cooperation sections and line ministries and to report on ODA in a timely manner;
- ensure that cross-cutting issues reflected in the SDGs are adequately reflected in ODA interventions and support the NSEDP.

## Project duration

	2019	2020
2021	2022	2023

## Budget

EUR 1,300,000

## HIGHLIGHTS\*

11

officials (including four women) from the line departments of the Ministry of Planning and Investment and the Ministry of Foreign Affairs were trained in introductory monitoring and evaluation.

71%

of staff in line ministries and provinces have improved their knowledge of Decree 375 on ODA through dissemination workshops provided by the project.



An ODA mobilisation strategy has been developed and successfully promulgated.

14

staff members of the Department of International Cooperation (including eight women) benefited from English language training programmes.



Information material on SDG advocacy was developed and widely shared with the public.



The ISO 9001:2015 certification was successfully renewed for the International Cooperation Department of the Ministry of Planning and Investment.

85%

of officials in the Planning and Investment Section at national and provincial levels improved their knowledge of anti-corruption laws and regulations through workshops organised by the project.



A capacity building strategy has been developed for the Department of International Cooperation and in six target provinces through the International Cooperation Section.

\*Non-exhaustive list

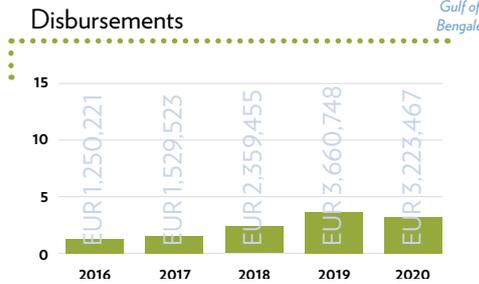


# MYANMAR



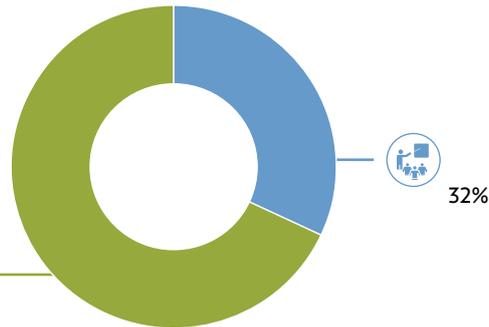
# 2

PROJECTS IN EXECUTION



➔ 52 EMPLOYEES IN MYANMAR

Disbursements by sector



## 2.75%

OF THE TOTAL AMOUNT OF THE AGENCY'S DISBURSEMENTS

} EUR 3.22 million IMPLEMENTED IN 2020





# MYA/001

## HUMAN RESOURCES DEVELOPMENT IN THE HOSPITALITY AND TOURISM SECTOR

The gradual opening up of the economic and political system was expected to lead Myanmar towards steady economic growth and to an increase in numbers of international and regional tourists.

The aim of the project is to provide young professionals, as well as young - and older - disadvantaged men and women, with the skills and technical abilities they need to access a wide range of employment opportunities in the tourism and hospitality sector.

### OVERALL OBJECTIVE

**HELP ACHIEVE THE OBJECTIVE OF THE DIRECTOR OF TOURISM'S PLAN FOR 2013-2020 TO MAXIMISE THE HOSPITALITY AND TOURISM SECTOR'S CONTRIBUTION TO JOB CREATION AND TO GENERATE INCOME IN MYANMAR**

### SPECIFIC OBJECTIVE

To build human resource capacity and promote the quality of services in the tourism sector by focusing on the design and implementation of a long-term human resource development strategy and action plan to meet the sector's current and future needs.

### AREAS OF IMPLEMENTATION

- strengthening the organisational and Human Resources capacities of the Ministry of Hotels and Tourism (MHT);
- strengthening the operational capacity of existing and new education and training service providers;
- improving the skills of the existing workforce within the tourism sector.



### Project duration

	2015	2016	2017
2018	2019	2020	2021

### Budget

EUR 8,500,000

## HIGHLIGHTS\*



The roadmap for the strategic revival of tourism in Myanmar (2021-2025) developed - a collaboration between the Ministry of Hotels and Tourism, the MYA/001 project and the World Tourism Organisation.

**98%**

Knowledge improved of trained online officials from the Ministry of hotels and tourism (98%).

**78.8%**

of Bachelor of Tourism and Hospitality Management graduates were in paid employment within six months of completing the programme.

**132**

students completed a certificate programme in tourism or hospitality at the new centre for tourism development in Yangon.

**134**

trainees completed a short basic training programme in tourism or hospitality.

**44**

national occupational standards have been developed and approved by the Hotel and Tourism Sector Committee.

\* Non-exhaustive list

## TESTIMONY



**THET PAI SOE** | STAFF MEMBER OF THE LOWER DIVISION  
OF THE MINISTRY OF HOTELS AND TOURISM

**MYA/001**

### **HUMAN RESOURCES DEVELOPMENT IN THE HOSPITALITY AND TOURISM SECTOR**

#### **THE CONTEXT**

Since 2010 and until recently, Myanmar experienced rapid growth in international tourist arrivals and tourism revenues. This led it to become an emerging tourism destination providing direct and indirect employment to nearly one million people.

The Luxembourg Development Cooperation project, MYA/001, aims to strengthen human resource capacity and promote service quality in the tourism sector.

Therefore, as one of its multiple activities, and in close collaboration with the Ministry of Hotels and Tourism, in 2018, the project set up a small training school in Yangon for the tourism and hospitality sector, Centre for Tourism Development.

To support and prepare for the operational handover planned for mid-2021, the project introduced a set of training of trainers programmes to provide adequate training to the staff of the Ministry of Hotels and Tourism to take over the training at project end.

#### **THE STORY OF PAI SOE**

Thet Pai Soe is a 25-year-old staff member of the lower division of the Ministry of Hotels and Tourism. Originally from the Magway region in central Myanmar, he joined the Ministry in Naypyidaw about four years ago to support his family. He was always interested in cooking, spending hours reading cookbooks, but had to choose a more secure path to ensure a steady income.

In mid-2019, he was selected for the third and final group of trainees targeted by the project.

During his training, Thet Paie Soe and 13 of his colleagues from the Ministry were introduced to the hospitality sector through intensive theoretical training and practical exposure, mainly at the training school run by the MYA/001 project.

They developed skills in housekeeping, room service, reception and catering.

In March 2020, Thet Paie Soe also had the opportunity to participate, together with his colleagues, in an internship in business training in a twin organisation in Vietnam (Hue Tourism College, which had been supported by the Luxembourg Cooperation a few years earlier).

« I never thought that when I joined the Ministry of Hotels and Tourism, I would have the opportunity to fulfil my dream of becoming a real chef »

Unfortunately, due to the COVID pandemic, the training in Hue was cut short and all the trainees had to return to Myanmar. While in Hue, Thet Paie Soe joined the culinary department of the Tourism College and was finally able to learn more about his passion, cooking. With this experience, he joined a well-known restaurant in a Yangon shopping mall - Harris Bar - to continue his in-house training and internship.

When asked about the train-the-trainer programme, Thet Paie Soe says: "I never thought that when I joined the Ministry of Hotels and Tourism, I would have the opportunity to fulfil my dream of becoming a real chef, or even have the opportunity to share my passion with others as a trainer."

After the course, Thet Paie Soe returned to the training school in Yangon and is now - together with the culinary expert appointed by the project - head of the culinary department of the Centre for Tourism Development.

Although the COVID-19 pandemic forced the abandonment of all face-to-face training since April 2020, Thet Paie Soe continued to have the opportunity to improve its knowledge and skills. Indeed, the project, as part of its corporate social responsibility and in collaboration with the Ministry of Hotels and Tourism, prepared food rations for hospitals and quarantine facilities.

"Thanks to the training I have received, I realise that cooking is an eternal learning process," says Thet Paie Soe, announcing that he would like to learn more culinary techniques.

He looks forward to sharing his knowledge and passion with future students enrolled in the Centre for Tourism Development's Catering Certificate.

For Thet Paie Soe, the Centre for Tourism Development plays an important role in Myanmar's future by offering unique training opportunities.

He is confident that tourism will recover after the COVID-19 pandemic and that Myanmar's industry will need and employ well-trained people in the hospitality sector.



*Thet Paie Soe in the kitchen*

## A LOOK INTO THE FUTURE

In view of the ongoing COVID-19 crisis, one of the latest actions of the Luxembourg Cooperation and the United Nations World Tourism Organisation, based in Madrid, was the definition, establishment and drafting of a roadmap for the strategic revival of tourism in Myanmar in collaboration with the Ministry of Hotels and Tourism and the private sector in Myanmar. The aim is to maximise the contribution of tourism to national employment and income generation after the crisis period to boost economic growth and bring the country to a new normal.

The eastern state of Shan is an extreme example of disadvantage in a country facing many cultural, political, economic, and environmental challenges. The project has a specific geographical and demographic focus, with considerable technological development, innovation and piloting. As such, during its first years of implementation, it has applied a method of direct financing via local management structures, technical expertise and facilitation among targeted villages.

One of the main hypotheses of the project’s strategy suggests that the phased cooperation and necessary interdependence in new activities will gradually improve attitudes and practices in social and civic organisation, based on mutual respect, resource sharing, community development and informed governance.

## OVERALL OBJECTIVE

**TO PROMOTE INCLUSIVE, COHESIVE AND SUSTAINED GROUPS, COMMUNITIES, INSTITUTIONS AND SYSTEMS ON BEHALF OF THE RURAL EASTERN SHAN STATE POPULATION**

### SPECIFIC OBJECTIVE

Improve the means, resources and interactions of the local population with respect to legal sources of income.

### AREAS OF IMPLEMENTATION

- ensure access to safe and affordable drinking water;
- expanding access to a reliable supply of electricity;
- increasing the quality and quantity of tracks and roads networks;
- increasing agricultural productivity of land, water, people and capital;
- strengthening formal and non-formal education and developing villages;
- providing modern and affordable telecommunications.



### Project duration

2017	2018	2019
2020	2021	2022

### Budget

EUR 10,000,000

## HIGHLIGHTS\*

**3,276**

people benefited from the practical training on operation and maintenance of village water and electricity systems, production of safe drinking water, solid waste management, agriculture (i.e. basic animal health, livestock and crop production), village development and tailoring.



Successful containment of common animal diseases has minimised the loss of plough-drawn buffalo and other large cattle.

**45**

Additional community animal health workers trained in the identification and treatment of common livestock diseases.

**20**

Establishment of eight reference pig farms and 12 standard chicken farms with selected farmers.

**30%**

civil engineering works carried out for the two main rural access roads with a total length of 29 km.

**771**

additional households with access to a safe water supply in rural areas.

**511**

households electrified through a simple hydroelectric system.

**278**

sets of school benches/ desks provided in five of the 18 government schools in the remote southwestern area of Shan State, five tracts, improving their position in the ranking of benchmark schools.

**3**

Construction on three telecom towers in the remote southwestern area of eastern Shan State, five tracts, one of which was completed and broadcasting and providing network coverage since December 2020.

**8**

basic social infrastructure sub-projects infrastructure sub-projects completed: three school buildings including school water and sanitation systems, two water and sanitation facilities for additional schools and three teachers' houses.

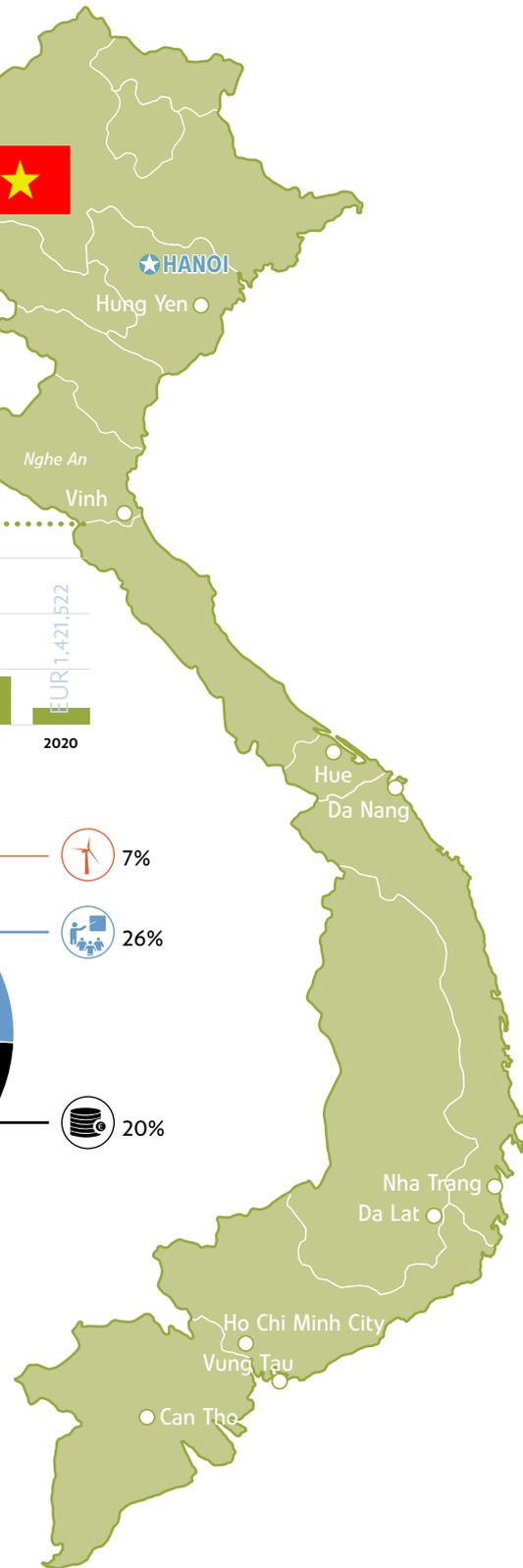
**235**

A community tea farm, 45 tea nurseries, 100 individual coffee farms and over 45 coffee nurseries established with a 95% survival rate of seedling production. In addition, 44 Elephant Foot Yams community farms successfully introduced.

\* Non-exhaustive list

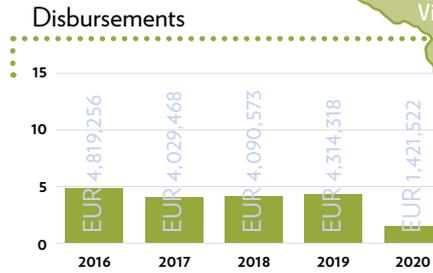


# VIETNAM

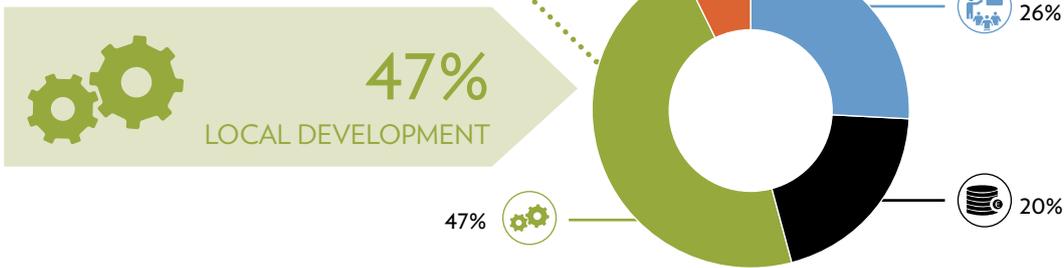


**5**  
PROJECTS IN EXECUTION

**→ 28**  
STAFF IN VIETNAM



Disbursements by sector



**1.21%**

OF THE TOTAL AMOUNT OF THE AGENCY'S DISBURSEMENTS

EUR 1.42 million IMPLEMENTED IN 2020





## VIE/032

# SUPPORT VIETNAM'S SECURITIES MARKET CONSOLIDATION AND IMPROVE TRAINING CAPACITIES

Vietnam has made important progress since 2000, when the first stock exchange, Ho Chi Minh City Stock Exchange, was created. However, the risk profile of the securities market remains considerable.

Project VIE/032 "Capacity Building in the Financial Sector" was defined, in line with the Government's Master Plan for Securities Market Development over the period 2012-2020 - following the success of VIE/026, which made a major contribution to the capacity building of State Securities Commission of Vietnam (SSC).

### OVERALL OBJECTIVE

## TO CONSOLIDATE A DYNAMIC ECONOMIC GROWTH BASED ON A SOUND FINANCIAL SECTOR

### SPECIFIC OBJECTIVE

To support the Vietnamese securities market in line with the Government's Strategy for the Development of the Securities Market for the period 2011-2020.

### AREAS OF IMPLEMENTATION

- an improved legal and governance framework for the securities market;
- training and educational initiatives aimed at a better understanding of the securities market;
- improving the quality of trading and negotiation within securities market.



2016	2017	2018	2019	2020	2021
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Project VIE/032 aims to support SSC and the securities market participants to address some of the tasks of the Sectoral Development Strategy, utilising Luxembourg’s securities and financial sector expertise and the financial training/technology transfer. It will subsequently consolidate Luxembourg’s footprint on the local emerging market, deepen institutional and personal relations and improve prospects for finding mutually attractive business opportunities, thereby reinforcing the development of the Vietnamese financial sector and economy.

## HIGHLIGHTS\*



Development of a code of conduct for members of the Securities Business Association, detailing ethical conduct and standards. It’s a guide for securities practitioners working in securities companies in Vietnam.

4

SSC technical staff certified in eXtensible Business Reporting Language (XBRL). This is a first in Vietnam and will enable the SSC to lay the foundation for moving forward and establishing an XBRL consortium in Vietnam.

489

trainees (regulators, trainers, people from the private sector and other market players) benefited from 10 training programmes, of which 154 participants via online courses.



Organisation of the first ever online training course on the “Securities Law and Stock Market” in Hanoi as an immediate response to the impact of the Covid-19.

51

SSC officials followed an advanced course, delivered by the House of Training, on derivatives for regulators.

3,000

Development of an online tutorial on the operation of the information disclosure system in a timely manner as an alternative to face-to-face training for users in 3,000 public enterprises.

4

decrees finalised. This new legal framework, which guides the implementation of the new securities law, aims to promote a stable legal environment, gain confidence in the integrity of the market and attract more indirect investment funds from foreign investors to the local market.

\* Non-exhaustive list



## VIE/034

# BAC KAN, TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING - PHASE II

Project VIE/034 is the second phase of the Luxembourg Cooperation's support for the the Bac Kan Vocational College (BKVC). The aim of this project is to:

- build on the achievements of the first phase;
- improve the management of the school through income-generating activities that will help ensure financial sustainability;
- provide an educational programme that meets the needs of the labour market.

### OVERALL OBJECTIVE

**TO HELP CREATE JOBS AND DEVELOP MEANS OF SUBSISTENCE BY FACTORING IN ECONOMIC OPPORTUNITIES AND THE SOCIO-CULTURAL CONTEXT IN THE NORTH OF VIETNAM**

### SPECIFIC OBJECTIVE

To make Bac Kan Vocational College an attractive, properly managed and financially sound institution that provides vocational education and training meeting both the demands and opportunities of the regional labour market as well as the socio-cultural aspirations of the local population.

### AREAS OF IMPLEMENTATION

- improving the overall management of Bac Kan Vocational College;
- creating an attractive, customer-focused educational programme for the Bac Kan Vocational College.



### Project duration

2015	2016	2017
2018	2019	2020

### Budget

EUR 3,400,000

## HIGHLIGHTS\*

**84%**

of employers are satisfied with the skills of the graduates of the Bac Kan Vocational College.

**88%**

graduates from two courses of the Bac Kan Vocational College employed or self-employed (the baseline value is 82%).

**98%**

of final year students of the two-year degree programme satisfied with their education.

**427**

students recruited (35 students for three-year programmes, 241 for two-year programmes and 151 for short courses).

**4**

training programmes (hotel and tourism, planting and plant protection and solar energy) offered to companies and communities.

**43**

memoranda of understanding signed between Bac Kan Vocational College and companies.

**2**

new income-generating interventions (English Galaxy Centre and mushroom house) operational.

**38.8 kW**

Installation of a photovoltaic system of 38.8 kW on the campus, and used as an educational tool for the trades in electricity. The system can accommodate 158 students in practical classes.

**300**

Renovation and equipment of the veterinary clinic to facilitate student learning. Each year, approximately 300 students train at the clinic.

\* Non-exhaustive list



**VU XUAN NGHIA** | GENERAL ADMINISTRATOR OF THE FACULTY OF ROADS AND MOTOR VEHICLES AND TEACHER OF ELECTRICITY

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### VIE/034

## BAC KAN, TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING - PHASE II

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### INTRODUCTION

The VIE/034 project is the second phase of the Luxembourg Cooperation's support to Bac Kan College. The objectives are to:

- consolidate the achievements of the first phase (VIE/021 project);
- improve the school's management and thus enhance its financial strength through its income-generating potential;
- establish a market and a customer-oriented educational programme.

**Can you tell us briefly about the support received by the VIE/034 project?**

The project sponsored my training on the Programmable Logic Controller software, pneumatic control and solar energy in Hanoi and Ho Chi Minh City. In addition to covering the tuition fees, the project covered the travel and daily expenses, and allowed me to develop and create equipment that works on solar energy. After completing the training, I applied my knowledge for research and to teach Bac Kan College students more effectively.

**You are recognised as a pioneer in green initiatives. The VIE/034 project accompanied you in the development and creation of an electric car and boat, powered by solar energy. The solar boat was used on Ba Be Lake - a nature reserve and tourist attraction in Vietnam. It sent a strong message about environmental protection. Could you share with us the motivation and history of your initiatives?**

The urgent need to protect the environment and to raise awareness is my main motivation.

Climate change is having adverse effects on resilience or reproducibility of the ecosystem and socio-economic activities, such as health and livelihoods. In addition, weather conditions have become more extreme, the industrial process increased the emission of gases into the atmosphere leading to atmospheric disturbances, the greenhouse effect, global warming, drought, sea level rise, etc. Therefore, to mitigate the effects of climate change, certain measures must be taken. These include, first and foremost, reducing the consumption of fossil fuels and increasing the consumption of clean and renewable energy.

In Vietnam, the use of clean and renewable energy received much attention.

## « My dream would be to turn all boats on Ba Be Lake into solar boats »»



Guided by my awareness of climate change and my responsibility as a teacher, I researched solar energy. With the budgetary support of VIE/034, I created an electric car powered by solar energy. The car is used as an educational tool for students. It contributes to environmental awareness. I believe that small actions can have an impact on many people.

Based on this success, I continued my research on the use of solar electricity for the motor of the Ba Be Lake tourism boat. The solar boat is an example of new green alternatives for tourism businesses in Bac Kan province. It helps to preserve the beautiful natural environment of the lake by eliminating diesel and carbon emissions, that pollute the air and water of the lake. Compared to diesel boats, a solar boat produces no carbon emissions and makes almost no noise.

In addition, I wanted to change the general concept of tourism to green and clean tourism and reduce environmental pollution, starting with one of the most attractive places in Bac Kan and the region.

In the future, I hope to make a second version of the boat with a composite hull, instead of iron. This would make the boat lighter, faster and more attractive. This new version would also be an excellent educational tool.

In the long term, my dream would be to turn all boats on Ba Be Lake into solar boats. To promote Ba Be Lake, not only through its spectacular scenery, but also through the pioneering use of clean energy to preserve the environment and contribute to the development of green tourism in the region. For a wider application, the participation of government agencies and the awareness of citizens to protect the environment are needed.

I realised that protecting the environment around us is an urgent matter and that no action is too small. In addition to the work, I do at school, in my free time, together with others, I recycle plastic waste and turn it into reusable baskets.

### What impact has the support of the project had on your overall development, and what is your vision for your future development?

I really appreciate that the project has a strong focus on human resource development.

I personally find that I have gained a lot of new professional knowledge and improved my management skills. My responsibility is to continue to improve my own capacities to contribute to the education of Bac Kan College students and promote the school's brand. In the future, I will continue to teach at Bac Kan College and encourage my students to create their own devices and equipment. Life is a learning journey and therefore I will continue to develop my knowledge and skills.

## CONCLUSION

With the support of the VIE/034 project, Mr. Vu Xuan Nghia, an electricity teacher at Bac Kan College, improved his skills. The support enabled him to gain knowledge and skills and, more importantly, to apply them in teaching and solving real problems of the local community.



# VIE/036

## IRRIGATION IN CAO BANG - RATIONAL USE OF WATER AND AGRICULTURE

Project VIE/036 aims to make a lasting contribution to poverty reduction and improved food security in Cao Bang in northern Vietnam. The basic strategy for agricultural development is to strengthen the capacity of service providers to produce and deliver safe, market-friendly speciality agricultural products from Cao Bang and improve access to local and international markets by connecting farmers' groups to key market players. Furthermore, capacity building in participatory planning and implementing small-scale infrastructure (inter-village roads and irrigation systems) for local municipal authorities and government institutions is also one of the cornerstones of improving agricultural production and market access.

### OVERALL OBJECTIVE

**TO SUPPORT SUSTAINABLE SUPPLY CHAINS IN COMBATING POVERTY AND ENHANCING FOOD SECURITY IN THE MOUNTAINOUS AREAS OF CAO BANG PROVINCE**

### SPECIFIC OBJECTIVE

To develop effective management of natural and financial resources with a focus on agricultural production, while meeting the needs of ethnic minorities and other segments of the population in need.

### AREAS OF IMPLEMENTATION

- supporting the development of safe, market-oriented and certified specialty agricultural products that meet market requirements, while improving commercial ties between producers and consumers;
- building small roads and developing irrigation to improve farmers' access to markets and water;
- improving management and service delivery processes targeting the agricultural sector and policy in Cao Bang.



### Project duration

2015	2016	2017
2018	2019	2020

### Budget

EUR 5,500,000

## HIGHLIGHTS\*

**85%**

of targeted farmers continuing to implement safe farming after the project interventions.

**10.3%**

The targeted farmers increased their income by 10.3% due to a better harvest and an improved irrigation system.

**21**

municipalities considerably reduced travel costs and times due to the improved inter-village road network.

**9**

groups of farmers certified by accredited bodies.

**40 km**

of concrete inter-village roads built by the communal people's committees.

**100%**

water users' associations effectively implemented an operation and maintenance plan in line with national regulations.

**136 ha**

Irrigated and supported by the project.

**100%**

Provincial agricultural policies proposed by the Department of Agriculture and Rural Development reviewed by the Policy Advisory Council.

\* Non-exhaustive list



# VIE/401

## ENERGY EFFICIENT LIGHTING NAMA PILOT IN HUE CITY

VIE/401 and its sister project VIE/433, are Luxembourg’s first two projects carried by LuxDev with funding from the Climate and Energy Fund (CEF). VIE/401 is a pilot project in Hue City with focus on energy efficiency and replacing older, traditional lighting systems with LED lighting, so as to contribute to greenhouse gas reductions and climate change mitigation. Apart from this material part, the pilot project will work with partners and communities to build awareness and capacities with respect to climate change, energy efficiency and energy conservation.

### OVERALL OBJECTIVE

## TO SUPPORT NATIONAL AND PROVINCIAL PROGRAMMES ON GREEN GROWTH, CLIMATE CHANGE, AND ENERGY EFFICIENCY IN HUE CITY, THUA THIEN HUE PROVINCE

### SPECIFIC OBJECTIVE

To test an energy efficiency lighting intervention as a Nationally Appropriate Mitigation Action (NAMA) to reduce greenhouse gas emissions, with focus on replacing conventional lighting with LED lighting.

### AREAS OF IMPLEMENTATION

- capacity building and creating an enabling environment for the NAMA pilot project;
- LED demonstration: acquisition and installation in Hue;
- identification and formulation of a major mitigation project for international climate (co-) financing;
- measuring, monitoring, and controlling the impact of the intervention on the reduction of greenhouse gas emissions and formally recording this result as a nationally significant contribution.



## Project duration

2018 2019 2020 2021

## Budget

EUR 2,000,000

## HIGHLIGHTS\*



Good progress made through a comprehensive information, education and communication programme and campaign to raise awareness and understanding of the link between energy efficiency, global warming and climate change, and to induce energy behaviour that saves energy from coal-fired power stations rather than wasting it.

**54**

In the 54 schools in Hue installation of LED lighting, some teachers trained and student energy efficiency action groups set up to work with the school community on energy saving.



Completion of most of the institutional capacity building and technical preparation for measurement, monitoring and control.



It is expected that after a twelve-months measurement, monitoring and control process, the result of the intervention officially registered with the relevant national authorities. This will be the first formal M&E result to be included in Vietnam's biennial nationally determined contribution report showing actions and results of the country's greenhouse gas emissions in relation to international commitments.

**19,000**

Installation of 1,071 streetlights and approximately 19,000 lights in schools.



The project pioneered measurement, monitoring and control in Vietnam and completed a first technical manual in accordance with the requirements of the United Nations Framework Convention on Climate Change.



As a result of the project, Luxembourg continues to be a member of the technical working group on energy efficiency under the GOV-Donor Vietnam Energy Partnership Group (Ministry of Industry and Trade) and to work on measuring, monitoring and control issues in direct consultation with the Climate Change Department of the Ministry of Natural Resources and Environment.

**18**

As a replacement for lighting to conventional high-energy lighting, low-energy LED lighting installed in 18 streets and 54 schools in the city.



Regular measurements of energy savings and greenhouse gas emission reductions will begin as soon as the indoor and outdoor equipment is in place.

\* Non-exhaustive list



# VIE/433

## CLIMATE ADAPTATION AND RESILIENCE IN THUA THIEN HUE PROVINCE

VIE/433 and its sister project VIE/401 are the first two Luxembourg projects implemented by LuxDev with funding from the Climate and Energy Fund (CEF). VIE/433 focuses on climate change adaptation and works closely with communities and government agencies in three districts in Thua Thien Hue province to build the capacity and resilience of the population to cope with the growing impacts of climate change.

### OVERALL OBJECTIVE

TO SUPPORT NATIONAL AND PROVINCIAL GOALS OF BUILDING THE RESILIENCE OF HUMAN AND NATURAL SYSTEMS IN RESPONSE TO CLIMATE CHANGE, AS REFLECTED IN THE NATIONAL TARGET PROGRAMME ON CLIMATE CHANGE AND GREEN GROWTH 2016 AND THE THUA THIEN HUE PROVINCIAL ACTION PLAN ON CLIMATE CHANGE UNTIL 2020

### SPECIFIC OBJECTIVE

To strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in coastal and lagoon communes.

### AREAS OF IMPLEMENTATION

- building the capacity of governments and communities to respond to climate change;
- improving people's adaptation to climate change through resilient ecosystems;
- better protecting people and livelihoods through small-scale infrastructure.



 Budget

EUR 2,961,000

Project duration

2018	2019	2020	2021	2022
------	------	------	------	------

## HIGHLIGHTS\*

**EUR 961,000**

Approval of an 18-month extension of the project and an additional budget of EUR 961,000 from the Climate and Energy Fund.

**14**

The 14 planned small-scale and climate-resilient infrastructure sub-projects completed on time and within budget.



Development of a market for organic farming, with the clear support of farmers and a government supporting food security and environmental protection.



Increased awareness and understanding of the risks associated with climate change and climate throughout society, including students and teachers in all primary, secondary, and tertiary schools, as well as improved capacity of government and communities to cope with the impacts of climate change.



Thanks to Vietnam's pioneering work in the fields of measurement, monitoring and control, good progress was made in building institutional capacity within the provincial government to monitor climate change impacts and measure adaptation and mitigation efforts.

**5,386 ha**

Strengthening the management and the technical capacity of fishermen's associations and the official establishment of 5,386 ha of aquatic resource protection areas in the TT Hue lagoon, because of Vietnam's revised fisheries law which adopted the TT Hue natural resource co-management model.

\* Non-exhaustive list





# OTHER PROJECTS



# MONGOLIA



**1**  
PROJECT IN  
EXECUTION

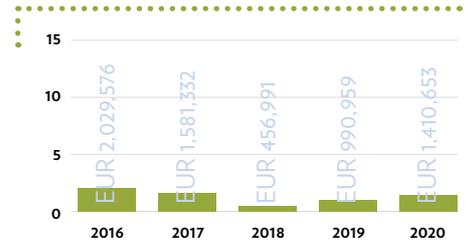
➔ **1** EMPLOYEE  
IN MONGOLIA

**1.21%**

OF THE TOTAL AMOUNT  
OF THE AGENCY'S  
DISBURSEMENTS

} EUR 1.41 million  
IMPLEMENTED  
IN 2020

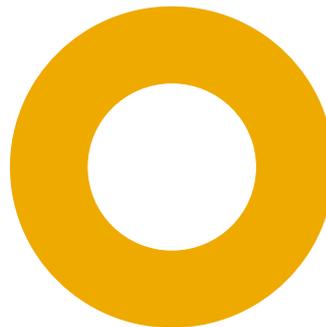
Disbursements



Disbursements by sector



**100%**  
HEALTH



This project, supporting the health sector and in particular the fight against cardiovascular disease, has been designed as the final phase of an intervention that started in 2002 and which had three previous phases. Therefore, the focus is on capacity building ensuring a transfer of responsibility for the management of project activities. In line with the previous phases, the direct beneficiaries are all hospitals involved throughout the country as well as the National Heart Centre. The final beneficiaries are the patients suffering from cardiovascular diseases as well as the entire Mongolian population, who will be able to benefit from the upgrading of the National Heart Centre and all cardiovascular services.

### OVERALL OBJECTIVE

## CONTRIBUTING TO THE HEALTH IMPROVEMENT OF THE MONGOLIAN POPULATION

### SPECIFIC OBJECTIVE

Improving cardiovascular health services throughout the country and, in particular, the National Heart Centre.

### AREAS OF IMPLEMENTATION

- consolidation of the national telemedicine network;
- strengthening of cardiac surgery activities;
- consolidation of diagnostic and preventive activities for cardiovascular diseases;
- developing and strengthening the strategic and management functions of the National Heart Centre.



 Budget

EUR 4,500,000

Project duration

2017	2018	2019	2020	2021
------	------	------	------	------

## HIGHLIGHTS\*

**178**

In 2020, the Shastin's cardiac surgery department performed 178 open heart operations and three major vascular surgeries.

100% of these procedures performed by experienced Mongolian surgeons without support from external surgical missions, due to the Covid pandemic.

**99.4%**

To prevent COVID-19, the supply of materials and equipment for infection prevention in the cardiovascular surgery department of Shastin Hospital doubled, improving the hygiene conditions of the hospital department from 90.6% in 2019 to 99.4% in 2020.

**17.3‰**

The mortality rate from cardiovascular disease decreased to 18‰ inhabitants in 2019 compared to 24.3‰ in 2003, progressing towards the target of 17‰. Although the project's role should be viewed with caution, it is important to note that the MON/006 played a major role in the development of the national cardiovascular disease prevention programme.

**470**

patients with heart failure (end-stage heart disease) enrolled in the dedicated programme and followed up by the specialised team trained in by the project in previous years.

In 2020, development of a national guideline for disease management, approved by the Ministry of Health.

**21**

Through the delivery of equipment of immunoassays in 21 provincial hospitals and two isolated districts, all these facilities are now able to diagnose high-risk diseases, such as heart attack and thrombosis.

**377**

For the very first time, the National Cardiovascular Conference was held digitally, with 377 participants and over 7,000 views on Facebook.

\* Non-exhaustive list



# MAE/013

## TECHNICAL ASSISTANCE TO THE FORESTRY AND CLIMATE CHANGE FUND (FCCF) OF THE LUXEMBOURG MICROFINANCE AND DEVELOPMENT FUND

The MAE/013 project provides technical assistance to the FCCF allowing it to constitute its investment portfolio focused on degraded and secondary forests in Central America.

### OBJECTIVE

**SUPPORTING THE FCCF TO IDENTIFY INVESTMENT OPPORTUNITIES IN DEGRADED OR SECONDARY FORESTS AND STRENGTHENING THE CAPACITY OF FOREST OWNERS TO MANAGE THEIR FORESTS IN A SUSTAINABLE WAY**

### AREAS OF IMPLEMENTATION

- carry out feasibility studies to investigate, among other things, the productivity of forests and existing value chains;
- promoting Forest Stewardship Council (FSC®) certification;
- training foresters in sustainable forestry management;
- learning and knowledge sharing on business models adapted to the specificities of secondary tropical forests;
- development of social and environmental indicators that allow for impact monitoring;
- support the reflection on the necessary evolution of the legal framework;
- contribute to the growing interest in climate finance in Luxembourg and internationally.



## Project duration

2015	2016	2017	2018
2019	2020	2021	2022

## Budget

EUR 2,000,000

## HIGHLIGHTS\*



Development of a guide for the identification and implementation of activities in new FCCF forest areas, thus investment opportunities in Central America.



User's manual for the mobile application "Censo Pro" which allows for the forest census to be conducted in accordance with the principles of the FCCF.



Guide to facilitate the identification and analysis of new woods and their testing, analysis, and proposal of possible product types from secondary and degraded forest woods.



Progress in the development of business plans, promotion of governance, financial management and internal organisation, building a common vision and internal communication on environmental and social benefits, further to the establishment of regional technical support and an administrative management unit.



Focus on promoting synergies between:

- FCCF companies;
- the search for market and export opportunities;
- the acquisition of industrial equipment.



Guide for a fair procurement policy.

\* Non-exhaustive list



## BUSINESS PARTNERSHIP FACILITY

The private sector is increasingly recognised as an indispensable partner in achieving development goals. The MAE/014 project encourages, through a Business Partnership Facility (BPF), the Luxembourg and European private sector to join forces with partners in developing countries to set up sustainable business projects.

Since 2016, the BPF supported 30 projects in six sectors. The projects mainly concern the development of IT applications, but also the development of new agricultural value chains, renewable energies, studies or equipment acquisition.

### OVERALL OBJECTIVE

## CONTRIBUTING TO SUSTAINABLE DEVELOPMENT AND INCLUSIVE GROWTH IN DEVELOPING COUNTRIES

### SPECIFIC OBJECTIVE

Creating value through the strengthening of commercial synergies and the transfer of know-how between private operators in the North and actors in the South.

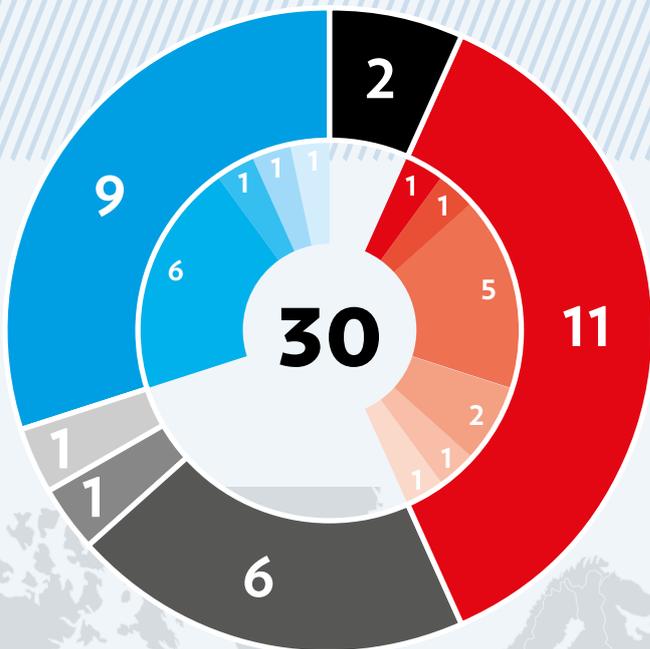
### AREAS OF IMPLEMENTATION

- launch of an annual call for projects with a two-stage selection process;
- selection and follow-up of projects by LuxDev in collaboration with the Ministry of Foreign and European Affairs, the Ministry of Economy, the Chamber of Commerce;
- projects designed, developed, presented and supported by the Luxembourg or European private sector;
- partnerships between the Luxembourg/European private sector and private, public or civil society actors in developing countries;
- six sectors: CleanTech, eco-innovation and circular economy, space, Fintech, HealthTech, mobility and logistics and Information and Communication Technologies (ICT)
- the BPF targets all developing countries eligible for official development assistance, as defined by the OECD Development Assistance Committee;
- the project selection is based on the innovative character of:
  - its economic viability through the presentation of a business plan,
  - the partnership with the local partner, including the formal common interest between the partners and mutual accountability,
  - the expected results and associated indicators,
  - additionality of co-financing by the BPF Facility,
  - neutrality (not creating market distortions),
  - the demonstration of effects and replicability,
  - compliance with social, environmental, and fiscal standards,
  - a formal commitment to human rights;
- co-financing by the BPF in the form of a grant of up to 50% of the project cost with a ceiling of EUR 200,000.

**Budget**  
EUR 7,000,000

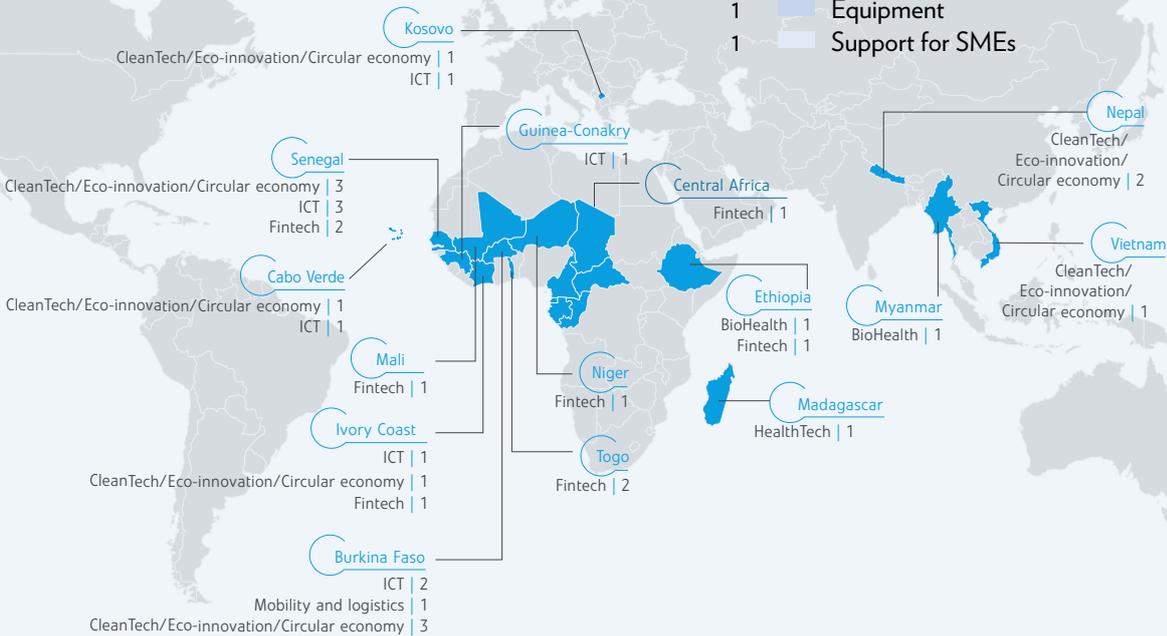
Project duration

2016	2017	2018	2019
2020	2021	2022	2023



**30 projects**

- 2 **BIOHEALTH**
- 11 **CLEANTECH, ECO-INNOVATION AND CIRCULAR ECONOMY**
  - 1 Computer application
  - 1 R&D
  - 5 Agricultural sector
  - 2 Renewable energies
  - 1 Studies
  - 1 Cosmetics industry
- 6 **FINTECH**
- 1 **HEALTHTECH**
- 1 **LOGISTICS**
- 9 **ICT**
  - 6 Computer application
  - 1 Studies
  - 1 Equipment
  - 1 Support for SMEs



The MAE/015 project is the first project of the Luxembourg Cooperation entirely dedicated to the security of field staff of the Ministry of Foreign and European Affairs and LuxDev in Western Africa (Burkina Faso, Mali, Niger and Senegal).

#### OVERALL OBJECTIVE

### FACILITATING THE IMPLEMENTATION OF LUXEMBOURG COOPERATION PROJECTS AND PROGRAMMES IN A DETERIORATED SECURITY CONTEXT

#### SPECIFIC OBJECTIVE

Improving the safety of the teams in the field.

#### AREAS OF IMPLEMENTATION

- establishment of a safety and security policy and procedures;
- strengthening the protection of collaborators through the physical securing of diplomatic missions, offices and residences of expatriate staff;
- protection for employees when travelling;
- improving security management through enhanced training and communication.



 Budget

EUR 749,261

Project duration

2019	2020	2021
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## HIGHLIGHTS\*



Passive security of LuxDev country offices and embassies in Niamey, Ouagadougou and Dakar as well as the residences of expatriate staff (active security, i.e. 24/7 guarding of offices and residences, provided under other budgets than MAE/015).



Implementation of an action plan jointly developed by the Ministry of Foreign and European Affairs and LuxDev headquarters and field teams.



Minimum safety equipment in vehicles including geolocation.



Development of LuxDev's safety and security policy.



Training such as first aid, fire, Hostile Environment Awareness Training, and driving in hostile areas.



\* Non-exhaustive list

The regional Technical Assistance Fund is an instrument for accompanying and monitoring Luxembourg's cooperation projects and funding in Central America.

### Project duration

2020 2021 2022

### Budget

EUR 200,000

#### SPECIFIC OBJECTIVE

Strengthening the capacities of existing development cooperation partners in Central America, with the exception of the three bilateral projects in El Salvador, which already have the technical assistance fund of project SVD/024.

#### AREAS OF IMPLEMENTATION

- strengthening food chains and capacities of vulnerable communities and small-scale farmers to cope with the effects of climate change and natural disasters;
- support for the design and implementation of the South-South and Triangular Cooperation Fund of the Central American Integration System.

### HIGHLIGHTS\*



Financing of technical assistance for climate change mitigation on the Caribbean coast, in partnership with the World Food Programme and the National Disaster Prevention System.



Financing of a technical assistance for the evaluation of the funding mechanisms of the Civil Society Support Fund in Nicaragua (2016-2020).

\* Non-exhaustive list

The BLOC Smart Africa investment fund, which plans to raise EUR 100 million, is the result of a partnership between the Luxembourg-based company Bamboo Capital Partners and Smart Africa, a network of 30 African states aiming to create a single digital market on the African continent.

The MAE/018 concerns the management of a Luxembourg contribution of EUR 5,000,000 to the fund, as a catalyst to attract private investment for the achievement of the sustainable development objectives.

### Project duration

2020	2021	2022
------	------	------

### Budget

EUR 5,000,000

### AREAS OF IMPLEMENTATION

- accelerating the use of new technologies with a focus Africa, to contribute to the fight against poverty and address environmental challenges on a large scale, through more sustainable development, inclusive economic growth, and long-term social impact;
- focus on financial inclusion, agribusiness, access to clean energy, healthcare and education, where innovative technologies can open up new investment opportunities and improve access, affordability and sustainability of essential products and services for low and middle income communities in developing markets.

### HIGHLIGHTS\*



In October 2020, Signature of the commitment agreement to the BLOC Smart Africa Fund. Together with the commitment of Côte d'Ivoire of EUR 5,000,000, it enabled Bamboo Capital Partners to start the first closing period of the fund with capital calls for Luxembourg of EUR 1,500,000 in 2020.



Four other African states signed letters to become founding members.

## 176

With 176 investment opportunities in the pipeline, of which 11 in an advanced due diligence stage (CleanTech in West Africa and FinTech in Central Africa), Bamboo will start investing in the first quarter of 2021.

\* Non-exhaustive list

In the context of the COVID-19 affecting all countries targeted by the Luxembourg Cooperation, the Luxembourg government provides its support, through LuxDev, to the partner governments to fight the effects of the pandemic.

Mandated for two years, LuxDev's role and responsibility are primarily to ensure the management and administrative and financial monitoring/reporting of the programmes.

### AREAS OF IMPLEMENTATION

- agreements with UN organisations and European partners that are well positioned in the health sector;
- Luxembourg programmes that can intervene effectively and directly with beneficiaries, as is the case in Senegal, Laos, and Mongolia.

### HIGHLIGHTS\*



Signature of the implementing mandate on 30 April 2020.



Validation by the Ministry of Foreign and European Affairs of 23 action sheets to combat the pandemic.

### EXAMPLES OF ACTIONS

#### CABO VERDE

Emergency assistance provided to municipalities to support the municipal councils in the implementation of the national emergency plan and social protection measures:

- information and awareness-raising for residents on COVID-19;
- strengthening sanitation and disinfection of localities;
- support for people working in the informal sector, and deprived of income as a result of restrictive measures;
- logistical support for the implementation of governmental measures to mitigate the effects of COVID-19 on the economy and society;
- strengthening of civil protection/municipal guards to ensure social order and to provide support to populations at risk of spreading the virus.

 Budget

EUR 18,500,000

Project duration

2020

2021

2022

*An ambulance from the Northern branch of the SAMU at the Call Reception and Regulation Centre of Saint-Louis, Senegal*



## EXAMPLES OF ACTIONS

### MALI

Support in the framework of the World Food Programme's strategic plan, "Food and nutritional assistance in emergency situations", aiming at the continuity of essential food and nutritional assistance to vulnerable populations through:

- provision of food and nutritional assistance in central and northern Mali for 1.3 million people;
- cash transfers for 14 days to 50,000 people affected by COVID-19 restrictions.

### KOSOVO

Support to the United Nations Development Programme to mitigate the impact of the COVID-19 health and humanitarian crisis by providing diagnostic kits and basic social protection to the most vulnerable groups.

### NIGER

Contribution to the 2020 Support Plan for Vulnerable Populations in Niger in the context of COVID-19, ensuring food assistance to vulnerable populations.

### LAOS

The COVID-19 diagnose and the transmission of results to hospitals and the Ministry of Health were strengthened through support to the Pasteur Institute in Laos.

### SENEGAL

The emergency and intensive care services of the "SAMU performance contract" brought up to standard.

### EL SALVADOR

Twenty-two epidemiological vigilance units created to support the national health system to improve the management of COVID-19 patients and to train 44 health professionals in epidemiology.

\* Non-exhaustive list



MAE/021-721

## SMALLHOLDER SAFETY NET UP-SCALING PROGRAMME (SSNUP)

The UNSFS programme co-finances technical assistance projects carried out by investors in agricultural value chains related to food insecurity and malnutrition. It aims at strengthening the safety nets of about three million small-scale family farms in a sustainable way, improving the well-being of 15 million vulnerable and low-income individuals.

The main target group are agricultural value chain actors who are already beneficiaries or potential beneficiaries of partner impact investors. The objective of the technical assistance is to develop, test and scale up agricultural risk mitigation and adaptation tools to strengthen agricultural value chains.

### OVERALL OBJECTIVE

**SUSTAINABLE STRENGTHENING OF THE SAFETY NETS OF ABOUT THREE MILLION SMALL FAMILY FARMERS, WHICH SHOULD RESULT IN IMPROVED WELFARE FOR 15 MILLION OF**

#### SPECIFIC OBJECTIVE

- three million small family farms are improving their productivity and/or resilience by using improved agricultural risk mitigation and transfer solutions, and by adopting more sustainable and climate-friendly agricultural practices in line with agro-ecological principles;
- strengthening agricultural value chains, adopting more environmentally and socially sustainable business practices, generate improved employment and income, and increased food security;
- increase investments and investors that finance the expansion of agricultural value chains in line with global principles of responsible agricultural investment and that adopt sustainable environmental, social, and good governance standards.

#### AREAS OF IMPLEMENTATION

- access to innovative agricultural financial services and distribution channels, as well as innovative agricultural risk mitigation services and improved agricultural practices for small households and agricultural value chain actors;
- strengthening of actors in agricultural value chains through improved market linkages and access to information on environmentally and socially sustainable business practices, as well as capacity building;
- dissemination of knowledge management tools on agricultural risk mitigation and agricultural finance.

## Project duration

2020	2021	2022	2023
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## Budget

EUR 3,000,000

This support will also promote the adoption of more responsible and sustainable business practices and climate-smart and agro-ecological farming practices. The programme works in low-income countries, as well as in selected middle-income countries in Africa, Asia, Latin America and the Caribbean, with a focus on sub-Saharan Africa. Co-funded for the moment by the Swiss and Luxembourg Cooperations, it is coordinated by ADA. LuxDev advises and/or represent the Luxembourg government in the steering committee and participates in the selection committees of the technical assistance proposals.

# VULNERABLE AND LOW-INCOME INDIVIDUALS, THROUGH A SYSTEMIC APPROACH TO AGRICULTURAL VALUE CHAIN DEVELOPMENT

## HIGHLIGHTS\*



\* Non-exhaustive list



In January 2016, the European Commission invited four agencies (Enabel, British Council, GIZ and LuxDev) to participate in the formulation and implementation of a project aimed at providing partner countries with high-level expertise and tools to deliver inclusive vocational education and training and contribute to employability for all. During 2016 and the first half of 2017, the four agencies developed the concept and methodology of the project, decided on the division of labour and contractual arrangements between them, and signed a co-delegation agreement with the European Commission.

### OVERALL OBJECTIVE

**IMPROVING THE EFFECTIVENESS OF EDUCATION AND VOCATIONAL TRAINING REFORMS TO MAKE THEM MORE DEMAND-DRIVEN AND LABOUR MARKET RESPONSIVE, WHILE PROVIDING INCREASED ACCESS TO (SELF-)EMPLOYMENT, INCLUDING FOR DISADVANTAGED GROUPS**

### SPECIFIC OBJECTIVE

Fournir aux pays partenaires le savoir-faire, les outils et les conseils nécessaires pour améliorer la réactivité face au marché du travail, des réformes, stratégies et plans d'action relatifs à l'éducation et à la formation professionnelle.

### AREAS OF IMPLEMENTATION

- providing tools and advice to the vocational education and training system and to labour market analysis, in order to help local stakeholders improve evidence-based vocational education and training programmes and to provide the basis for informed policy decisions responding to demographic, economic and labour market needs;
- developing and providing tools and guidance for the establishment of sustainable consultation mechanisms and active involvement of the private sector in the education and vocational training sector;
- empowering local actors to promote training in inclusive education and vocational training for the formal and informal sector;
- orienting methodologies and approaches to support the integration of disadvantaged groups in the labour market and in education and vocational training.

### REMARKS

Four results are foreseen in the technical and financial document but LuxDev is only active in the second one.

This report only provides information on the activities and results in which LuxDev has been directly involved.

The activities and achievements of the entire Vet toolbox project can be found in the project's 2020 progress report.

Project duration		
2017	2018	2019
2020	2021	2022

 **Budget** } EU/German Government  
 EUR 933,361

## HIGHLIGHTS\*

### ACTIVITY 1

In response to the health situation, different workshops were organised using webinars. Two webinars on alternative financing of technical and vocational education and training were organised through the following platforms:

- **EC-Archipelago**  
Held in October, the webinar was attended by around 100 participants, made up of employers, workers and government officials from Western Africa. The session focused on examples of training funds and employers' organisations.
- **EC-VET-Toolbox 1**  
Held in December 2020, the webinar was attended by 100 participants, mainly directors of vocational training centres and employers' organisations. The session focused on training funds around the world with examples from Barbados and Senegal.

### ACTIVITY 2

Several instruments related to formal and informal learning were developed:

- adaptation of the quality Learning Toolkit for the Francophone region of Western Africa in collaboration with the International Labour Organisation's Inter-American Centre for the Development of Knowledge in Vocational Training;
- drafting of a guidance note on informal learning initiated;
- video tutorials in French and English, to be used for future training, produced by the Brazilian Industrial Learning Service as a follow-up to the training manual on the management of vocational training centres; and
- development of a tool to facilitate technical and vocational education and training in the form of e-learning in collaboration with the Brazilian Service on Industrial Learning.

### ACTIVITY 3

A South-South twinning was established between the VTC CEFAM-Louga in Senegal and the VTC Mazayaki in Dosso, Niger in August 2020. A first exchange and a visit were organised for a delegation from Senegal to Niger under the coordination of LuxDev. The exchange focused on modules dealing with administrative, financial, material and management aspects, as well as on pedagogical approaches. Welcomed by all stakeholders, the next step is the visit of a delegation from Niger to Senegal.

\* Non-exhaustive list



# EUR/802

## VET-TOOLBOX 2

VET-Toolbox 2 is a joint intervention involving five agencies: British Council, Expertise France, Enabel, GIZ and LuxDev. It builds on its sister programme, VET-Toolbox 1 (details on previous page).

To increase effectiveness, both projects share a common infrastructure and the common goal of improving vocational education and training in their target countries.

The VET-Toolbox 2 aims to provide improved training solutions in support of investments, with a wide range of actors at local level, and to turn concrete investments into engines of inclusive economic growth, social development and job creation.

### OVERALL OBJECTIVE

**SUPPORTING HUMAN CAPITAL NEEDS OF INVESTMENT AND VALUE CHAIN DEVELOPMENT AND SUPPLY CHAIN PROGRAMMES IN SELECTED SUB-SAHARAN AFRICAN COUNTRIES**

### SPECIFIC OBJECTIVE

Demand-driven skills development and vocational education and training services to meet the investment needs of selected sub-Saharan African countries.

### AREAS OF IMPLEMENTATION

- improve the dialogue on both skills development and employment-oriented vocational education and training between vocational training institutions, enterprises, national institutions and relevant associations, benefiting from European investment;
- build capacity and provide training for demand-driven skills development and vocational education and training by, inter alia, supporting local training providers and strengthening internal training;
- stimulate the exchange of knowledge on lessons learned from practical experience of job-oriented skills development and vocational education and training in investment contexts.

### REMARKS

This report only provides information on activities and results in which LuxDev was directly involved.

The activities and achievements of the whole VET-Toolbox project are reported in the project's 2020 progress report.



## HIGHLIGHTS\*



Agreement signed in November.



Exploration phase of the VET-Toolbox 2 in December.



Exchange with the European Union delegation in Dakar for a clear presentation of the intervention through an e-conference. Participants from technical and vocational education and training, the External Investment Plan and the private sector were present and put in relation with the Association of European Chambers of Commerce and Industry as another collaborator.



Online meetings with the head of technical and vocational education and training donors in Senegal and Enabel.



Appointment of the local liaison officer in Dakar for the VET-Toolbox 2.

## PERSPECTIVES 2021

- promotion of employment through skills development, alongside private sector investment, in cooperation with public and private sector actors in 11 countries, including Senegal;
- presentation of the VET-Toolbox 2 issues to the main;
- Active promotion for the participation of key stakeholders to define objectives, methodologies, own contributions and VET-Toolbox contributions in a formal joint proposal, including a timetable;
- channelling the various proposals from counterparts (vocational training centres, companies, etc.) validated by the EU delegation.

\* Non-exhaustive list



# 2020

## SUMMARY OF FUNDS IMPLEMENTED IN COUNTRIES OF INTERVENTION (EUR)

OFFICE BURKINA FASO	Disbursed 2019	Disbursed 2020
Total office	EUR 12,040,967	EUR 14,687,827

OFFICE CABO VERDE	Disbursed 2019	Disbursed 2020
Total office	EUR 9,614,136	EUR 8,199,798

OFFICE MALI	Disbursed 2019	Disbursed 2020
Total office	EUR 14,384,301	EUR 13,436,145

OFFICE NIGER	Disbursed 2019	Disbursed 2020
Total office	EUR 27,212,686	EUR 32,669,778

OFFICE SENEGAL	Disbursed 2019	Disbursed 2020
Total office	EUR 19,450,384	EUR 9,316,593

OFFICE KOSOVO	Disbursed 2019	Disbursed 2020
Total office	EUR 2,843,139	EUR 1,636,446

REGIONAL OFFICE OF VIENTIANE	Disbursed 2019	Disbursed 2020
Total office	EUR 24,014,357	EUR 18,327,065
Laos	EUR 16,039,290	EUR 13,682,076
Myanmar	EUR 3,660,748	EUR 3,223,467
Vietnam	EUR 4,314,318	EUR 1,421,522

REGIONAL OFFICE OF MANAGUA	Disbursed 2019	Disbursed 2020
Total office	EUR 3,773,023	EUR 250,698
Nicaragua	EUR 3,496,392	EUR 2,378
El Salvador	EUR 276,632	EUR 248,320

DIRECT MANAGEMENT	Disbursed 2019	Disbursed 2020
<b>Total</b>	<b>EUR 2,606,040</b>	<b>EUR 18,685,951</b>
Regional Africa	EUR 29,485	EUR -518,360**
Europe	-	EUR 77,783
Mongolia	EUR 990,959	EUR 1,410,653
Others (training, etc.)	EUR 1,585,596	EUR 410,781
MAE	-	EUR 17,305,094

<b>Total</b>	<b>EUR 115,939,034</b>	<b>EUR 117,210,302</b>
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\*Programmes and projects in formulation and implementation phase in 2020  
 \*\* Return of funds linked to the bipartite agreement with the African Union.



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