



# annual report<sup>2013</sup>





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# A Word from the President and the Director

During the 2013 financial year, LuxDev spent a total of 88.3 million EUR on development cooperation projects, which was mainly implemented under mandate from the Luxembourg government. Compared to 2012 (78.7 million EUR), expenditure on development cooperation increased by 9.6 million EUR, or 11.2%. This remarkable growth can be explained on one hand by the increase in the bilateral aid portfolio (+3.2 million EUR), and on the other by a significant growth in delegated cooperation activities (+5.3 million EUR) and activities on behalf of third parties (+1.1 million EUR).

For LuxDev, the increase in delegated cooperation activities and activities on behalf of third parties is a measure of the trust and good reputation which the Agency has among professionals in the sector.

In order to meet the expectations of the Luxembourg government and, in particular, the Ministry of Foreign Affairs, the monitoring system operated by LuxDev since 2008 under the effectiveness agenda has enabled our agency to keep a close watch on the ongoing debates in the field of development cooperation and to anticipate the major changes in this sector. LuxDev has thus been able to build the foundations of its system of strategic orientation, continuous improvement and skills development.

In addition, in 2013 LuxDev was able to add new tools, procedures and guidelines in order to apply the programme-based approach.


In this context, it is worth noting that, in Senegal, LuxDev is using the “budgetised aid” system, which enables an alignment with the sector-based policies and strategies, making its contributions via the Senegalese state’s consolidated investment budget and allows for the use of the national systems for managing public finances and procurement while retaining the ability to track expenditure derived from Luxembourg’s contributions.

In general, it is important to emphasise that the system in place at LuxDev ensures the best balance between meeting development objectives, managing risk and building capacity. Clients such as the European Commission and other donors such as Belgium and Switzerland have recognised this capacity and entrusted LuxDev with the implementation of some of their programmes within the framework of delegated cooperation in Mali, Montenegro, Nicaragua, Niger and Senegal for example.

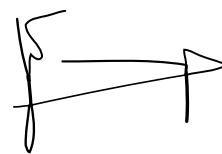
It is also this flexibility which enables the Agency to achieve conclusive results in fragile situations, such as in Mali, or to start up activities such as in Myanmar, by adopting aid modalities suited to these programmes and situations.

In 2013 LuxDev adapted its organisational structure by creating the “Evaluations & Knowledge Management” department. This decision professionalised the business process by strengthening the independence of internal evaluations and guaranteeing the systematic publication of evaluation reports. This reorganisation is also providing LuxDev with the resources to invest more systematically in knowledge management to meet the needs expressed by its collaborators.

Finally, we would like to thank all LuxDev staff for their consistent commitment to the development of our agency.



**Gaston SCHWARTZ**  
Managing Director



**Jeannot WARINGO**  
Chairman of the  
Board of Directors





# Evaluation Feature





# Evaluation FAQ

We constantly strive to make our interventions result-orientated. Furthermore, they must be aligned with national sector-based policies and meet the objectives of our partner countries in terms of poverty eradication and sustainable development. This striving for effectiveness is at the core of our discussions and it is formalised in international fora and commitments. Therefore, we must be capable of measuring and documenting the achievement of our results in a reliable way.

Evaluations measure how far results and objectives have been achieved through the interventions and enable us to identify the lessons learned. Evaluations must also be as impartial as possible. They highlight the actual results achieved compared to the planned results, by examining the links in the results chain, the processes, the contextual factors and their causality.

The Organisation for Economic Cooperation and Development's (OECD) Development Aid Committee (DAC) defines evaluation as

“the systematic and objective assessment, of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.”

## What are evaluations for?

The evaluation is a tool to reflect on our actions. Evaluations enable us to cast a critical eye over our work in order to improve it, by identifying best practices and lessons for the future. This knowledge contributes to improving the effectiveness of development cooperation and enables donors and the partner countries' governments to be accountable for the results of their cooperation (accountability).

It provides information to the various stakeholders and for public opinion on the results achieved. Achieving results is a shared responsibility between a development cooperation agency and its partners. Evaluations are also an excellent opportunity to take stock and strengthen the dialogue between all the stakeholders involved in an intervention in the field. All the actors directly or indirectly involved in the implementation of an intervention want to see their contribution legitimised in the results. Evaluations must as far as possible take account of this dimension.

Some questions which evaluations attempt to answer:

- What are the results obtained by an activity or a project, a programme or a strategy?
- What are the produced effects, direct or indirect, especially in terms of poverty reduction?
- How are the development projects being carried out?
- What are the success factors, obstacles and risks associated with each of these effects?
- What measures need to be taken as a consequence?

The evaluation criteria used are those laid down by the DAC of the OECD: i.e. relevance, effectiveness, efficiency and sustainability (for definitions, see p.11).

### Who are the evaluators ?

Evaluation experts specialised in the relevant intervention sector carry out the evaluations.

The main qualities required by an evaluation specialist are:

- Competency and experience in evaluation;
- Independent judgement;
- Capacity to manage sensitive situations, maintaining independence while ensuring the added value of the criticism;
- Solid analytical skills;
- Capacity to summarise ideas clearly and concisely both orally and in writing.

Justifying the performance and effects of a programme in an increasingly complex context requires multidisciplinary skills as well as sectoral and institutional experience. This is why, increasingly, multidisciplinary teams are being recruited to carry out the programme evaluations comprising several components in complex institutional contexts.



## What is the difference between audits and evaluations?

Audits and evaluations have different, but complementary purposes, to ensure internal monitoring and learning. Audits assess the financial statements, the materiality and the internal controls as well as an entity's organisation, procedures or any of its operations. The audit conclusions complement the results of the evaluations on operational performance and the results.

## What about monitoring?

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds (DAC).

Monitoring systems are the fundament for evaluations and provide the data on which the latter depend.

The conclusions and recommendations of evaluations are discussed with the partner organisations in order to determine their influence on the monitoring systems.

## A credible evaluation?

Independence and impartiality give credibility to evaluations. Independent and impartial means "free of any influence which could distort the conduct, findings, conclusions or recommendations" of an evaluation. It is essential to safeguard these principles in order to ensure transparency and accountability. The credibility of the evaluation depends on the extent to which the findings and conclusions are credible and trustworthy, thus followed up and complied to by the people who have to implement them.

Furthermore, the work must be useful and usable. For the recommendations to be understood and for them to have an influence on the strategic decision-making process, the people carrying out the evaluation must have methodological skills and expert knowledge of the evaluation subject. The evaluator's "independence", therefore, allows him/her to approach sometimes differing positions with transparency and objectivity – above all, the aim is to be useful to the authority which has commissioned the evaluation.

## Are all evaluations the same?

There are different types of evaluation, each with its own particular focus:

- Mid-term and final project and programme evaluations;
- Self-evaluations carried out by the persons responsible for designing and implementing a development action;
- Sector-based evaluations to evaluate a given sector;
- Impact evaluations to measure long-term effects;
- Meta-evaluations, designed to synthesise the findings drawn from several evaluations.

## And after the evaluation?

An evaluation is not an end in itself. It should be of use to the partner organisations and the operational teams responsible for implementing the interventions. The conclusions and recommendations will ideally be fed back to the various stakeholders so that they can be discussed and integrated into the interventions action plans or used for other similar interventions in the future.

Decision-makers must also be willing to draw conclusions from the results of the evaluation. Factual conclusions are as important as the causal links, the recommendations drafted in clear language and their integration into the decision-making process.

## How is it done at LuxDev?

The evaluation process is steered by the Evaluations and Knowledge Management Department, which reports directly to the Director for Expertise and Quality. This structure ensures a strategic, independent approach to evaluations.

The operational stakeholders (geographical advisers, chief technical advisers, technical assistants, regional representatives, partners, etc.), as well as the sectorial and thematic experts give their opinions on the terms of reference and the evaluation report but cannot request any modifications.

LuxDev only carries out “internal independent” evaluations. They are considered as independent due to the fact that they are carried out by experts recruited by LuxDev on the open market. The opinions expressed by the experts in their report are solely the opinions of the author(s) and do not necessarily reflect the official position of LuxDev or Luxembourg Development Cooperation.

“Internal” evaluations are commissioned by LuxDev, in contrast to the external evaluation led by the [Ministry of Foreign and European Affairs](#) or any other donor working with LuxDev. Internal and external evaluations complement one another: generally, external evaluations use the results from internal evaluations.

In contrast, under a programme/sector-based approach, joint evaluations carried out with other agencies or donors must be prioritised. Applying the principles of ownership and alignment, the evaluation is delegated to the partner country responsible for carrying out the programme (usually a technical ministry).

Independent internal evaluations are an integral part of the project cycle (p.14). They are funded from the projects and programmes budgets.







## Evaluation criteria

According to the OECD DAC's Glossary of Key Terms in Evaluation and Results Based Management, evaluations are the systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability.

An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.

Evaluation criteria are defined as follows:

- **Relevance:** The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies;
- **Efficiency:** A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results;
- **Effectiveness:** The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance;
- **Sustainability:** The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time;
- **Impacts:** Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

# International commitments

Since 2003 and the first high-level forum in Rome, Luxembourg has been heavily involved in setting the aid effectiveness agenda. The Paris Declaration (2005) included a total of 12 indicators for monitoring progress through the application of five principles (ownership, alignment, harmonisation, results-based management and mutual responsibility). The evaluation report on the Paris Declaration (May 2011), in its second recommendation, suggests emphasising transparency and mutual responsibility in the monitoring of the results achievement, by focusing on country-led, coordinated action on the ground.



More recently, following the Busan forum in 2011, which led to the Global Partnership for Effective Development Cooperation, a monitoring framework was created around 10 indicators in order to clarify the dialogue between the partners. Our internal evaluation policy and the quality of our evaluations will have an impact on three indicators in particular:

- **Indicator 1:** Development Cooperation is focused on results that meet developing countries' priorities. The degree of utilisation of the national results frameworks by the Development Cooperation providers that must inform us;
- **Indicator 4:** Transparency: information on Development Cooperation should be publicly available;
- **Indicator 7:** Mutual responsibility (accountability) among Development Cooperation actors.

Through its evaluation policy and practices, LuxDev wants to contribute to Luxembourg's international commitments. The Agency attempts to align the logical frameworks of its interventions with the national sector-based results frameworks and systematically publishes the evaluation reports on its [website](#) in order to make them accessible to the public. Increasingly, evaluations are being carried out by our partners (alignment) or within a multi-donor framework (harmonisation).

# Evaluation of cross-cutting themes

As for the priority sectors, Luxembourg Development Cooperation has also adopted strategies for the three cross-cutting issues: governance for development, gender equality as well as environment and climate change. These strategies are directly linked to the international commitments taken by the government, e.g. under the United Nations Convention against Corruption, the United Nations Convention on the Elimination of All Forms of Discrimination against Women and the three Rio Conventions on biological diversity, climate change and desertification.

The evaluation assesses whether these intentions have been translated into practice and if they have produced concrete results. Two types of indicators are used as a reference point for this purpose:

## **OECD Development Aid Committee markers**

For each project or programme, LuxDev is instructed by the Development Cooperation Directorate at the Ministry of Foreign and European Affairs on the importance to be given to the three cross-cutting themes. OECD Development Aid Committee markers are used to put these instructions into practice – they are also used by the Luxembourg government to report to the OECD on the actions carried out. Thus a cross-cutting theme may constitute the project's principal objective (marker 2) or a significant objective (marker 1) but we may also consider that a project does not contribute to any cross-cutting issue (marker 0).

## **Monitoring indicators**

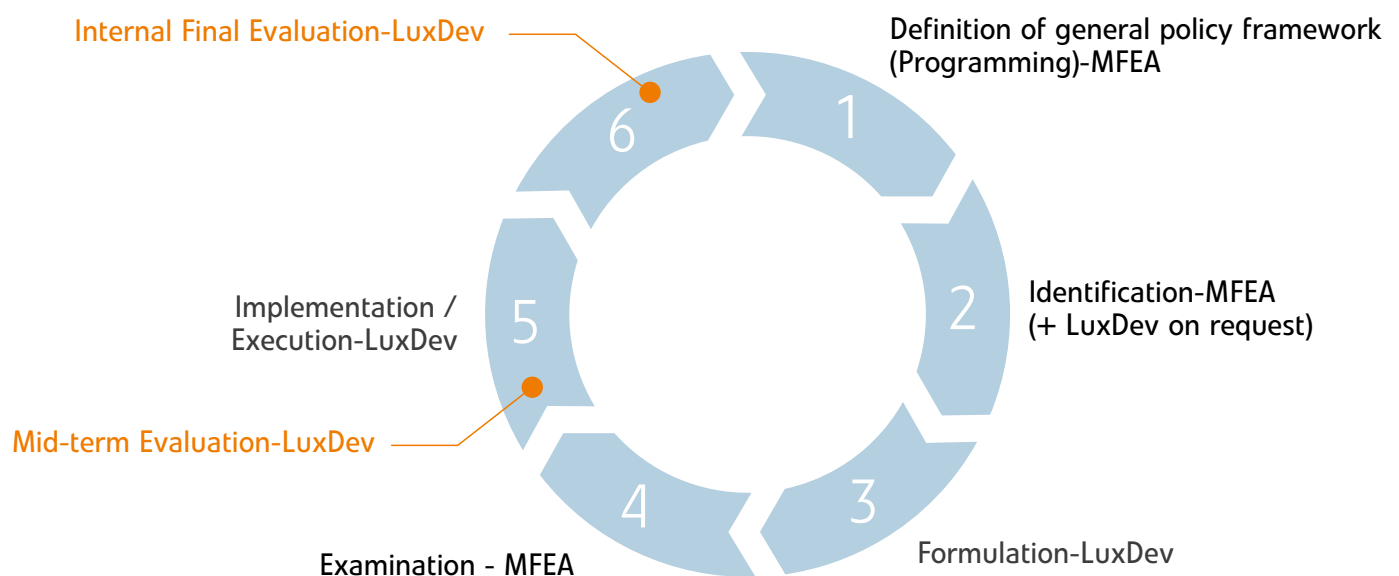
Furthermore, evaluations are based on the indicators selected within the monitoring system. In concrete terms, these may be static quantitative indicators (e.g. school dropout rates men/women), indicators of behaviour change (e.g. change in quantity of waste per capita) or qualitative change, e.g. in the state of natural resources (change in proportion of productive, as opposed to degraded, land). In particular, monitoring indicators enable the comparison between results achieved and the baseline.

The evaluation as a time for exchange and learning should not be reduced to a snapshot of a situation at a given time. On the contrary, it is a fabulous analysis tool for interpreting the indicators and going beyond the apparent realities. Thus, for example, an increase in usable agricultural land in a given region is a positive indicator. Yet it must be put in line with demographic growth in order to verify the sustainability of this state. At the level of gender equality, the increased presence of women in water user committees is certainly important if we are aiming at a better balance between men and women in decision-making. However, we need to ensure that the phenomenon of illiteracy, often higher for women than men, does not seriously hamper the potential of such an evolution.



For an intervention to be analysed from the perspective of gender, environment/climate change or governance, special attention must be paid to the skills available within the evaluation team. Finally, although it is crucial to view things from this perspective, we must also have a long-term view, since our aim is sustainable development and this must not occur to the detriment of the environment, equality between men and women or governance.

### Evaluation in the project cycle





## Biography

Evaluation and  
Knowledge  
Management  
Department

### Christine Karasi-Omes

is a pharmacist by profession and grew up in Luxembourg. In the first part of her professional career, she worked in a pharmacy looking after patients' needs and drug management. In 1997, she started the second part of her professional life, going on short missions to Cape Verde and Ethiopia with *Pharmaciens sans Frontières*, then in 1998/99 she moved to the Democratic Republic of Congo to set up a pharmacy for the Red Cross in a paediatric hospital in Kinshasa.

After working in the Development Cooperation Directorate at the Luxembourg Ministry of Foreign Affairs in 2000/2001, she started working for LuxDev in October 2002 as Chief Technical Adviser on an HIV/AIDS project in Rwanda which ran until 2007. This experience had a great impact on her, especially the activities which involved psychosocial care of children infected with the virus.

She took on a new challenge in 2008 when she was appointed as Geographical Adviser at head office for the projects run by LuxDev in Asia (Vietnam, Laos and Mongolia). Numerous monitoring missions enabled her to gain a better understanding of implementing modalities in the projects and programmes in Asia. With particular interest, she got involved in the health projects in this region.

Since January 2013, with the creation of the Evaluations and Knowledge Management Department, Christine specialised in "Evaluations", for which she is the focal point at the LuxDev head office.

She currently lives in Luxembourg with her Rwandan-Luxembourgish family, made up of her husband, Jean Claude, and her three children, Julie Nikokeza, Ineza Nicolas and Hirwa Leo.



## Biography

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Evaluation and  
Knowledge  
Management  
Department

### Liliane Berhin–Naniwe

is a Belgian of Burundian origin. After going to kindergarten and primary school in Bujumbura, Liliane split her secondary education between Brussels, Rome and Bujumbura. She then studied at the *Centre universitaire de Luxembourg* and the *Université libre de Liège*, where she was awarded a degree in economics. Liliane was naturally drawn to LuxDev, where she has been working since 2000 in a variety of posts in the External Affairs and Operations Departments–Namibia, South Africa and the Balkans.

She joined the Expertise and Quality Department as an assistant in Evaluations and Knowledge Management in July 2013, ready for new challenges. Close to her roots, Liliane is also working with her mother on a humanitarian cause, developing projects to help disadvantaged children in Burundi.

Liliane currently lives in Belgium with her Belgian-Burundian family, made up of her husband, David, and their two daughters, Marie Gakima and Jade Keza.



LuxDev is a member of



## **A network of practitioners...**

The network is an open-platform for exchange, coordination and harmonisation between practitioners in the field of European Development Cooperation. Our ultimate goal is to improve and promote harmonised and joint activities between all the European actors, on the implementation level.

## **...a European initiative**

We represent European Donor Agencies and Administrations who are directly involved in implementing development aid. We share experiences, good practices and tools and aim at developing joint operations, in order to deliver a specific European contribution to achieving higher levels of effectiveness in poverty reduction. Thereby, the EU, who is already the world major donor, will also be collectively a more efficient and innovative actor. The guiding principles, working methods and organisational structure of the network are described in the Charter.

**Progress in Development Cooperation**

<http://www.dev-practitioners.eu>

# Evaluation-Capitalisation- Knowledge Management



# Evaluation-Capitalisation-Knowledge Management

Capitalisation can be defined as “the transition from experience to knowledge that can be shared<sup>1</sup> ». It is a process whereby an experience is valued not only because it enables persons going through it to develop their skills and enrich their knowledge, but also because it enables the institution where they work to develop its fields of expertise/knowledge. Besides, experience capitalisation is the transformation of knowledge (individual and institutional) into capital in order to change an institutional, collective practice. It is part of the wider framework of the company’s Knowledge Management—a conscious strategy which aims to make relevant knowledge available to the right people at the right time<sup>2</sup>.

## Evaluation for capitalisation or capitalisation instead of evaluation?

The links between evaluation and capitalisation must be defined according to the needs of the intervention and the specific challenges to be addressed. Evaluations may be a source of information for capitalisation through the production of information synthesised and analysed using a number of criteria and the evaluator’s interpretation. Evaluations may be part of a capitalisation exercise or be a preliminary. However, capitalisation can occur without an evaluation phase. If there is a relevant link between these two types of activity, it is essential not to confound them, since they are by nature different, even though they have the same general objective, i.e. the improvement of the quality of our actions.

LuxDev’s [Vision 2020](#) places special emphasis on knowledge management and, in particular, capitalisation through evaluations. A first assessment of some of the Agency’s major interventions gives us lessons learned and some recommendations which are described below.

## Evaluate and capitalise: when, how and with whom?

Over and above the rule of systematic evaluations, at mid-term and prior to closure, we need to be flexible to identify opportunities and moments that are conducive to capitalisation. The following example shows that one can reasonably schedule the sequence of capitalisation and evaluation exercises in order to value them as a learning source.

1 De Zutter, 1994.

2 Glossary on Knowledge Management and Capacity Development of the SDC-Swiss Agency for Development and Cooperation, referring to *Probst, Raum, Romhardt: Wissen managen. Wie Unternehmen ihre wertvollste Ressource optimal nutzen*, Frankfurter Allgemeine Zeitung GmbH, Frankfurt am Main, 1997; W&F.



The overall objective of [project AFR/017](#) is to consolidate the microfinance sector in the West African Economic and Monetary Union (UEMOA) area. The project has two components, both complying with the regional decentralised finance support programme (PRAFIDE): the first branch aims to consolidate supervision of the microfinance sector in the UEMOA area under the new regulatory framework (carried out by the [Central Bank of West African States-BCEAO](#)) and the second branch aims to support decentralised finance systems (carried out by a project management unit).

The evaluation-capitalisation exercise progressed in two phases. It started with the capitalisation of the second branch, which enabled us to draw lessons and recommendations, such as:

- Maximise the accessibility of databases for service providers (implementing agents, accounting experts, trainers, etc.), as well as guidelines and study reports, in order to ensure that they can be used;
- Establish a system to continuously evaluate the compliance of the UEMOA regulations on microfinance information and management systems;
- Disseminate the internal control guidelines, update them and ensure their implementation;
- Make the e-learning platform accessible and visible;
- Accompany the *Association professionnelle des Systèmes financiers décentralisés* (AP-SFD) to ensure it is sustainable and provides a better service to its members.

One year after the capitalisation process for the second branch, two independent experts carried out the final evaluation of the entire project. As part of this evaluation, the review of the capitalisation and the sustainability of second branch was done.

This two-phased approach should have been an opportunity to make the knowledge acquired sustainable and plan its handover/takeover before the end of the project. The approach should also have encouraged ownership of the knowledge acquired by the various stakeholders, especially the BCEAO.

However, the success was only partial. Even if the BCEAO, as national counterpart, should have been ensuring that the monitoring of outcomes (sustainability) and their capitalisation after the self-evaluation phase, we need to admit that, for activities not linked directly to its duties, monitoring has been poor.

From this experience, we have concluded that, for the capitalisation and/or sustainability of achievements, monitoring is required. We must ensure that there is genuine ownership of the capitalisation and/or sustainability activity, especially where many stakeholders are involved. Furthermore, we must take time to evaluate and start the capitalisation when it is useful and not at the end of the intervention, when all eyes are on the closure of the activities.





A second challenge is to identify the person or body responsible for the activity to be made sustainable or to be capitalised. If this is not a responsibility or a direct task of the institution or the person identified, the monitoring might not be carried out in a satisfactory way.

Finally, as a positive effect, we must emphasise that this capitalisation through auto-evaluation one year before project closure enabled us to involve all the partners fully in the exercise, to prepare the actors for the closure and initiate the capitalisation of the results with the BCEAO.

### Capitalisation through peer evaluation

Peer evaluation may be considered as an “evaluation of the work by one or more persons with similar skills and responsibility”. The peers’ statuses are similar and there is no formal or hierarchical relationship between them. They are genuine peers. An examination by peers aims in general at:

- Self-regulation within the profession (quality norms);
- Organisational development;
- The creation of knowledge about the norms as well as performance quality;
- Improved collaboration between professionals.

As part of [project YUG/012 “Forestry Development in Montenegro – Phase II”](#), LuxDev commissioned the Chief Technical Adviser of [project BKF/015 “Second national Forest Inventory”](#) in Burkina Faso to carry out the final evaluation. His intervention enabled us to take stock of 10 years’ support to the forestry sector in Montenegro, but LuxDev was also interested in obtaining, as an additional result of this exercise, a learning effect for Burkina Faso.

There is a chance that peer evaluations could be biased. Peers could indeed tend to be critical of conclusions which contradict their point of view and more indulgent of those which are in line with their points of view. Thus, a Chief Technical Adviser could favour or find an intervention strategy more effective or efficient which he/she has used in his/her own project, whereas in another context this strategy might be less realistic. Another bias in the peer evaluation may be that the Chief Technical Adviser could find it more difficult to be critical of a work colleague with the same responsibilities. An external expert could assess things in a “more independent” way, without fear of being evaluated by a peer or someone whom he/she has evaluated before.

However, when seen from the knowledge management perspective, we must value the learning experience of a peer evaluation. Thus, the three parties involved exchange

experience and learn during the exercise: the Technical Adviser whose project is being evaluated, the one doing the evaluation and the LuxDev team which oversees the evaluation (Expertise/Quality and Operations). In this exercise, the high degree of mutual learning is preferred to the standardisation in line with the recognised international criteria (independence and externality of expertise). This type of evaluation is still rare within LuxDev.

### Restitution of evaluations—a joint learning opportunity

At the end of each evaluation mission, a restitution is systematically carried out with the project/programme team, the partner organisations and the other technical and financial partners involved. This debriefing may be carried out in several stages and with different audiences: firstly, in the form of a simple internal presentation and then in a more formal meeting, at a steering committee meeting and/or a meeting of the sector-based consultation framework. This exercise is a special time for all stakeholders to exchange experience and take stock; it is a joint learning exercise. The involvement of the partner organisations in the evaluations helps to promote the evaluation culture and to strengthen skills and capacities in this area in the partner countries. It gives them the opportunity to progress towards ownership and joint responsibility. The Luxembourg embassies' development cooperation bureaus are systematically invited to participate in the restitutions in the field. The draft reports, are shared with the partner organisations for their opinions and comments as well as discussed/approved within the steering committees.

The debriefing at LuxDev head office involves all Luxembourg Development Cooperation stakeholders, i.e.: the Geographical Advisers, sectoral and thematic experts as well as the LuxDev Evaluations officer. The Geographical Desk and Evaluations Officer from the Ministry of Foreign and European Affairs' are also invited.

The fact that the Expertise and Quality Directorate is in charge of the Evaluations and Knowledge Management Department facilitates the dissemination and use of the lessons learned within the Agency. The reports' final versions are accessible on the intranet, one of LuxDev's internal knowledge management tools and [summaries are published on the website](#). In the end, the reports' final versions are systematically communicated to the partner organisations in the partner countries and to the Ministry of Foreign Affairs or any other donor involved.

### Final evaluation of the programme in Mali, a learning experience

A significant, multidisciplinary team of seven experts (sectoral and thematic) carried out the final evaluation of the programme, made up of five projects, i.e. (i) [Primary Health](#)



Care, (ii) [Water, Sanitation and Urbanisation](#), (iii) [Food Security](#), (iv) [Vocational Training and Job Insertion](#), and (v) a [Facilitation Component to the Programme](#). The projects are located in the Ségou region, with some components carried out in the Bamako district and in the Yorosso Cercle (Sikasso region).

The evaluation results were presented in Bamako during a restitution chaired by the representatives of the Ministry of Foreign Affairs of both countries. All the components of the Programme and their sectorial counterparts took part, in particular the representatives of the Yorosso prefecture, the regional Council of Ségou, the national solidarity fund, the agency for the promotion of youth employment, the regional directorate for women, children and families as well as the directorate-general for local authorities.

This exercise gave the teams a perspective on their own performances, strategies, strengths and weaknesses, as well as those of other sectors. An overall analysis of the programme was carried out which presented the outcomes, the joint strengths and weaknesses and responded to questions on the organisation of the programme: consistency, synergy of actions, flow of information, decision-making, operational arrangements, etc. Furthermore, an overall synthesis of the evaluation criteria was carried out which underlined that sustainability is still the major concern of all the programme components.

This overall approach to evaluation is demanding for the evaluation team and requires an excellent understanding and leadership by its team leader. A coherent methodology and moments where the team members can exchange their experience on the key aspects or critical points must be programmed. It is also important to present the results in a homogeneous way in order to facilitate comparison. Under these conditions, the team can obtain a better result, due to the complementarity of the skills of each of its experts, as well as a better understanding of the importance to be given to the cross-cutting themes, which are often poorly addressed when there are no specialised experts available.

The joint restitution exercise of a multi-component programme is certainly more complex to organise, but the learning experience is maximised. The fact that transversal conclusions and an overall synthesis of the programme can be made is crucial as a learning experience for the future.

Finally, as the governments of Mali and Luxembourg are currently working on identifying their next Indicative Cooperation Programme, they can use the lessons learned in their discussions.





## A two-phased restitution in Nicaragua

During the mid-term evaluation of [project NIC/024 “The Coffee Route–Phase II”](#), the evaluation team had identified organisational and conjunctural problems in the performance of the technical programmes at the Nicaraguan Tourism Institute (INTUR). Furthermore, recommendations had been formulated in order to optimise the role of the technical assistance.

The dissemination of the evaluation report and the restitution generated many discussions. LuxDev therefore decided to organise a second mission aimed at deepening the detailed conclusions and recommendations of the report with the partner organisation and the other stakeholders of the project in order to create a joint road-map; this road-map was included in the report and the steering committee at the end of 2013 was held on that working base.

This two-phased restitution was necessary to make sure the stakeholders took ownership of the conclusions and recommendations of the evaluation and approached the second half of the project in partnership. The end of 2013 was both a difficult and crucial stage for the programme.

## Ownership of the evaluation exercise by a national programme in Burkina Faso

[Project BKF/016 “National Programme for Multifunctional Platforms”](#) has a special place in the Luxembourg cooperation portfolio. Under the Burkina Faso Ministry of Economy and Finance, the Programme is being implemented by a national coordination unit. The unit provides support for the activities carried out by the local authorities, especially the communes, and the local service providers of the multifunctional platforms, with the support of the local implementation agencies. The technical and financial partners are also supporting this programme, through an approach aimed at building national capacities.

The programme is financed by several donors and LuxDev’s role is to provide its technical monitoring and the financial contribution from Luxembourg in order to ensure that the programme is carried out in compliance with the quality standards, the principles, guidelines and strategies of Luxembourg Development Cooperation. Applying the principles of ownership and alignment, the evaluation is delegated to the counterpart responsible for programme implementation.

As such, the National Programme for Multifunctional Platforms for the Fight against Poverty, through its steering bodies and the national coordination unit, has been the focal point for the organisation of the mid-term evaluation, especially in terms of drawing up



the terms of reference, the establishment of the shortlist and the management of the tender for the recruitment of the team.

The evaluation report was discussed and approved by the two key bodies in the programme's management and monitoring:

- The Financing Committee, made up of representatives of the government organisations in charge of the programme and the technical and financial partners who represent the operational arm of the steering committee;
- The steering committee – the for decision-making body.

This exercise fitted perfectly with the intervention logic, which is to strengthen national capacities so that they are in a position to carry out the activities themselves. LuxDev assisted with the evaluation process to guarantee its quality but it was the programme, via its coordination unit and the two monitoring and management bodies, which steered it.

Although this type of exercise takes longer, the knowledge sharing and ownership building are better and in the end should lead to genuine capacity building. In the future, this type of evaluation will probably become increasingly common and the Agency will transform its role into that of a facilitator.

### Involvement of a public partner from Luxembourg in a mid-term evaluation in Laos

The mid-term evaluation of [project LAO/023 “Strengthening the Rule of Law through Legal University Education”](#) was carried out by a multidisciplinary team of independent experts. This team was led by an evaluation expert recruited on the market but also included academic representatives of the Faculty of Law and Economics of the University of Luxembourg.

There were many advantages to having the University of Luxembourg take part in the evaluation. This project evolves in an academic environment and on a specialist subject – Law – with aspects linked to the judicial system and governance which make it a very unusual topic for the Luxembourg Development Cooperation.

The fact that the evaluation expert had the support of this academic team, gave the evaluation more credibility towards the partner organisation and other project partners in Laos.

The head of mission was responsible for the overall analysis using the so-called “traditional” evaluation criteria, which enabled the academics to concentrate on understanding the Lao context, producing technical analyses and formulating concrete recommen-



dations for their peers, the academic representatives of the Lao Faculty of Law. Like the Faculty of Law in Vientiane, the University of Luxembourg is a “young” university which has undergone rapid expansion over the last ten years, focusing on academic quality. Since the staff and students come from different countries, the Faculty of Law in Luxembourg is a unique experience which brings together different legal traditions and varying concepts as far as the courses and research projects are concerned.

Moreover, at the end of the evaluation, the representatives of both faculties decided to stay in contact, hoping to develop collaborative relations such as student training or exchanging professors.

This unusual arrangement, which enabled a Luxembourg institutional partner to be associated to an evaluation team, also strengthens the Agency’s credibility, transparency and duty of accountability towards the Luxembourgish public opinion.

### **Evaluation linked with Knowledge Management: what’s next?**

Since the creation of the Evaluations and Knowledge Management Department in January 2013, the priority has been to update the internal evaluation policy and the associated tools. Furthermore, LuxDev’s Knowledge Management strategy has been developed to link evaluations, capitalisation and knowledge management. The strategy includes the establishment of a working group focusing on:

- Establishing permanent exchange of the lessons learned and good practice between the interventions carried out by LuxDev and the various departments;
- Capitalisation methods: what is the best way of doing this? What are the main obstacles? How do we create incentives for colleagues to become involved in Knowledge Management? Which ongoing initiatives need to be supported or developed?

The lessons learned and the conclusions must be captured, analysed and synthesised systematically in order to support the development of coherent policies and operational decision-making.

Knowledge Management, including evaluations and capitalisation, is one of the priorities of Vision 2020 and, among the 2014-2015 work in progress, LuxDev will put special emphasis on:

- Capitalisation methods and tools;
- Extended internal dissemination and sharing of evaluation results;
- Analysis of evaluations in order to draw cross-cutting and/or thematic lessons;
- The development and implementation of tools suitable to evaluate capacity building;
- Development towards an accompanying role in the evaluation processes steered by the national actors.

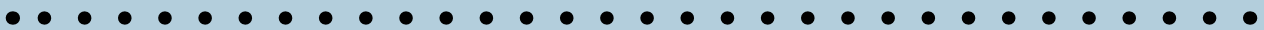
# Testimonials



Peter  
Hansen

LAO/021  
Rural  
Development  
in Laos

***“no Mid-life crisis!”  
Evaluation of a rural development project in Central Laos.”***



Frank  
Kammer

Evaluation  
in Montenegro

## **“Evaluation by a peer”**

“ The projects that I had to evaluate in Montenegro were similar to my project in Burkina Faso. It was, therefore, easy for me to understand the context and to follow the intervention logic with the programmed activities. Furthermore, being familiar with LuxDev’s procedures and way of working, I was able to launch the mission very quickly and confidently. I recommend that LuxDev should make more peer evaluations and trust its internal expertise/knowledge.





Alexis  
Hoyaux

Vocational  
Training

## Lessons learned and recommendations drawn from the evaluations

The evaluation phase is a crucial moment in the management of the intervention cycle; in this phase, we verify whether we are “doing the right things”, whereas, when we monitor in the implementation phase, we are wondering whether we are “doing things right”. The evaluations carried out in 2013 of the projects in the vocational training sector in Kosovo, Nicaragua, Cape Verde and Burkina Faso have produced findings and lessons which can be capitalised and have stimulated passionate debate with a large variety of stakeholders. In particular, the final evaluations have enabled the design and programming of later interventions, while the mid-term evaluations are enabling adjustments to the ongoing interventions.

The lessons learned and good practices highlighted by the evaluations also act as a source of inspiration for the Luxembourg Development Cooperation. However, at the biennial meetings of the network of bilateral agencies active in the sector (LuxDev, GIZ, AFD, CTB), the evaluation reports enable exchange and discussion, as is the case at the annual Academies on Skills Development (ILO Turin), with practitioners from the whole world. Nevertheless, vocational training is a complex sector with a multitude of stakeholders. It is closely linked to the economy, culture and the social context. As a consequence, what works in one country does not necessarily work in another.

Evaluations are key moments for the continued improvement of our expertise in a permanently changing sector which has to adapt to the needs of the local, national and international employment market. There are favourable entry points to apply the lessons learned and the recommendations of the evaluations: in the design of the programmes, the operational system and the job insertion for young people system:

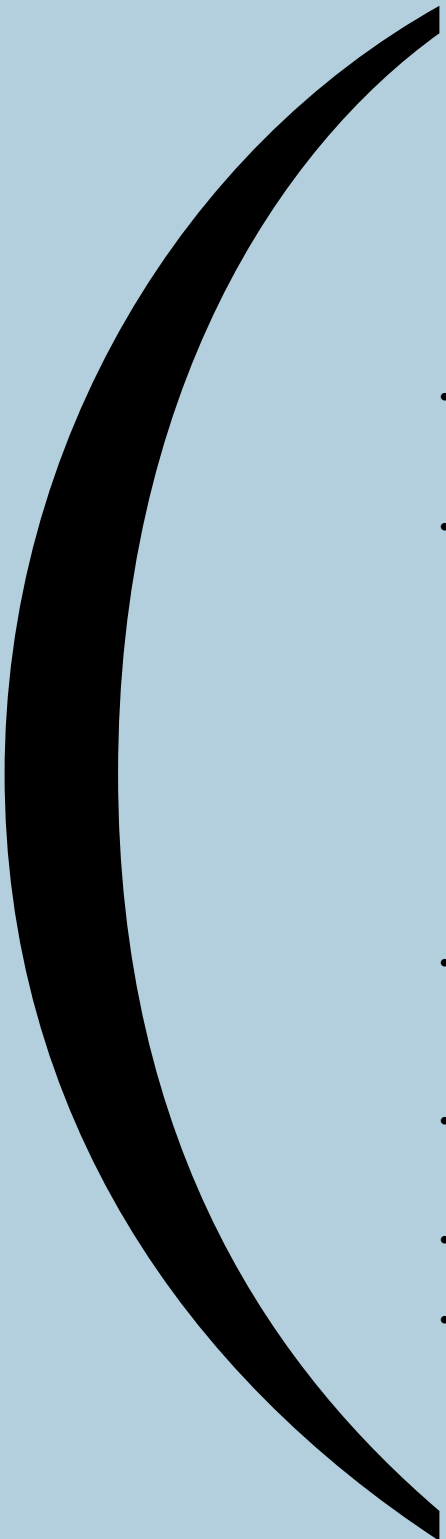


## Design

- Adopt a sector-based approach to support the TVET policies and strategies. In particular, this means supporting the annual action plans and the medium-term expenditure framework (MTEF). This requires a good understanding of the employment market needs in order to provide an adequate response to the expectations of potential employers;
- Involve all stakeholders, including professional organisations, unions and civil society, as early as possible. The participation of the private sector strengthens the feeling of ownership, enables the programme to be highly visible, the programmes to be designed better, the qualification process to be improved (participation of employers in evaluating students, for example in recognising knowledge that is acquired on a non-formal and informal basis) and qualifications acquired to be recognised, to list only the most important aspects;
- Organise an institutional analysis of the sector and an organisational analysis of the partners involved (vocational training centres, technical ministries, financing funds, etc.). This includes exhaustive information on the level of management autonomy and the availability of human resources and management tools. It also involves identifying the “champion” training centres – those which will be able to inspire the others;
- Reflect on the implementation of the competency approach and agree on the concept with all the partners, because there are repercussions on costs, human resources, legislation and on the equipping and construction of the centres;
- Reflect on the establishment of the qualification frameworks;
- Agree on the concept with all the partners; it must be clear that the scope (national or regional level) must be known, including decisions on the coordination units, the associated budgets (national budgets and donors’ budgets) and capacities in terms of national human resources.
- Support the implementation of the competency-based approach and



## Operational Set-up for Training Programmes



the qualification frameworks based on the legislation in place; adapt the qualification frameworks to life-long learning; organise the monitoring of the qualifications administered in the vocational training centres and rationalise the training on offer in order to cover all levels of TVET under one roof, even if different ministries support a particular training centre;

- Consider starting quality management systems (ISO) and ensure that the curriculum has been put in place effectively (system quality control, monitoring by educational committee);
- Develop TVET centres as production centres based on a public-private partnership (building reputation vis-à-vis current and potential clients, genuine work situations). Skills centres go beyond the traditional support for vocational training and offer a large range of services (consultants, coaching, advertising).



## Job insertion for young people

- Draw up a strategy to ensure that qualified people can access the job market through networks to be set up with enterprises and possibly by the creation of a fund to help young qualified people to start their own enterprises (business angels) and create alumni networks;
- Connect young qualified people with potential employers; allocate subsidies/loans to young people who submit a compelling business plan (stages and income-generating activities);
- Give young qualified people the option to access adapted training, i.e. skills improvement or requalification;
- Carry out studies to monitor outgoing students in order to verify the relevance of the training and to supply career advice to the graduates.



# Work in progress

## Harmonisation and alignment

In accordance with Luxembourg's international commitments and the specific instructions in the formulation mandates we receive from the MFEA, LuxDev carries out an analysis enabling it to choose the tasks which can be delegated to its operational partners. The domains examined do not solely relate to financial or administrative management, but also the management of the project in general, following a principle of segmenting the process of implementation into six major components:

- Operational planning and financial programming;
- Technical performance;
- Financial performance;
- Monitoring;
- Evaluation;
- Control.

Evaluation is no exception to the rules that apply when moving from a project approach to national implementation. If the analysis demonstrates our partner's capacity to perform the evaluation process in line with internationally recognised principles, the process may be assigned to them. This is the case for example for the mid-term evaluation of the [National Programme for Multifunctional Platforms \(BKF/016\)](#) which operates under national implementation by the Department for Studies and Planning at the Ministry for Economy and Finance.

Furthermore, LuxDev is increasingly operating, in a multi-donor context. This is the case for sector-based budget support and also for sector-based approaches where we are contributing to multi-donor funds. Here, we are linked with other technical and financial partners to support the implementation of a national sector-based policy. In this case, the evaluation is carried out in a harmonised way, i.e. all donors agree on the terms of reference and the recruitment procedure. They choose a lead organisation which will also be the contracting authority for the evaluation. Together, they create a dialogue with the national partner. These new, harmonised and aligned evaluation approaches will be implemented in Cape Verde and Burkina Faso in the vocational training sector and, of course, in Senegal, in the context of budgetised aid.

## Capitalisation, Communication and Knowledge Management

Evaluations are a specific task carried out as part of the project and programme cycle. The administrators and decision-makers of the interventions are directly interested in the conclusions and recommendations arising from the evaluations, but the latter must also contribute to the creation of a knowledge capital for LuxDev and its partners. This capitalisation attempts to capture and formalise knowledge in order to better maintain it and promote its dissemination through communication. In the future, as well as making all the evaluation reports available, we will also seek to identify the trends and generic lessons. This is why [Vision 2020](#) has an objective linked to a major work in progress: Knowledge Management, which aims to make relevant knowledge available to the right people at the right time. Currently we can say that these efforts must focus on the evaluation criterion which almost systematically receives the lowest marks, i.e. sustainability. Furthermore, it is obvious that the most crucial time to make this knowledge available is during the identification and formulation phases of projects and programmes.

# Evaluations in figures for 2013

# 22

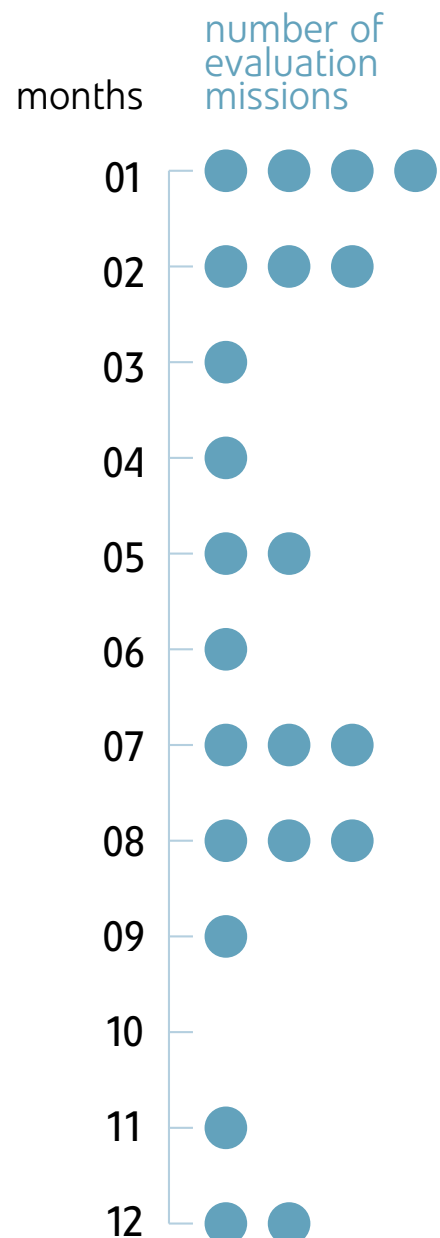
Number of evaluations carried out



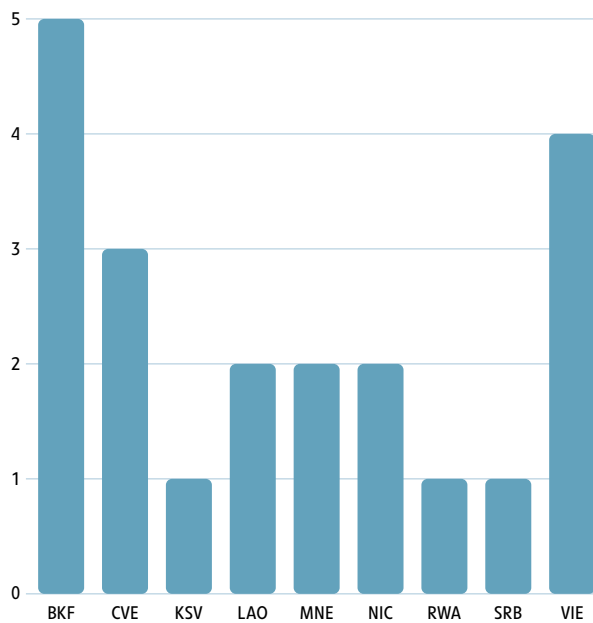
Number of companies invited to tender and their nationality

# 2

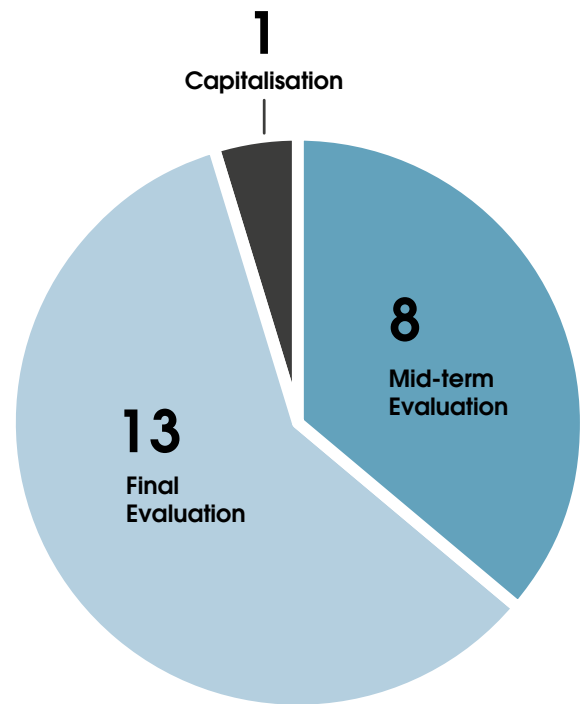
Usual number of experts in an evaluation team, of which one is a local expert



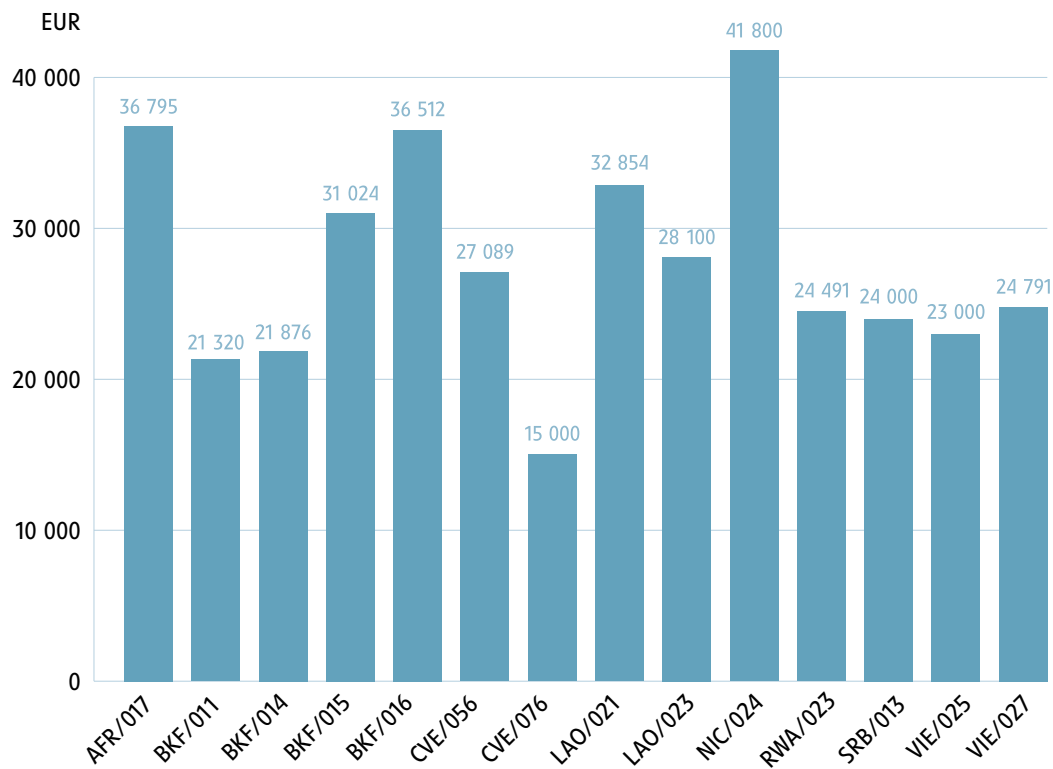
Frequency distribution of evaluation missions



Number of evaluations carried out per country



Distribution by type of evaluation



Total contract values in EUR

LuxDev is a member of

# learn4dev

## JOINT COMPETENCE DEVELOPMENT

The vision of Learn4Dev is to promote improved aid and development effectiveness for poverty reduction through enhanced donor harmonisation in the field of competence development and training.

Learn4Dev's mission is to add value as facilitators of joint learning, open to donors and partners, in areas of high priority for aid and development effectiveness, by attaining the following objectives:

- developing and delivering of joint learning programmes ;

- networking around specific thematic areas by making use of available resources ;
- knowledge sharing and exchanging experiences on effective approaches to training and learning ;
- promoting and sharing open courses within the network.

Learn4dev is an open and flexible network in which all can contribute and personal involvement matters. All jointly developed training material is available as public goods.

**Facilitating competency development together**

[www.learn4dev.net](http://www.learn4dev.net)



# Projects and Programmes



# countries



## Explanation of pictogrammes



Human  
Development  
Index



Capital



Population



Area



Literacy  
rate



Life expectancy  
at birth



Population  
growth rate

## Sectors and sub-sectors



Education-Vocational Training & Access to Employment



Microfinance and Financial Sector



Health



Various



Local Development



Agriculture and Food Security



Decentralisation and Local Governance



Water & Sanitation



Natural Resources Management

# Human Development Index (2012)

United Nations Development Programme (UNDP)

1 Norway	44 Latvia	85 Brazil	125 Tajikistan	168 Côte d'Ivoire
2 Australia	45 Argentina	85 Jamaica	<a href="#">127 Vietnam</a>	169 Comoros
3 United States	46 Seychelles	87 Armenia	128 Namibia	170 Malawi
4 Netherlands	47 Croatia	<a href="#">87 Kosovo</a>	<a href="#">129 Nicaragua</a>	171 Sudan
5 Germany	48 Bahrain	88 Saint Lucia	130 Morocco	172 Zimbabwe
6 New Zealand	49 Bahamas	89 Ecuador	131 Iraq	173 Ethiopia
7 Ireland	50 Belarus	90 Turkey	<a href="#">132 Cape Verde</a>	174 Liberia
7 Sweden	51 Uruguay	91 Colombia	133 Guatemala	175 Afghanistan
9 Switzerland	<a href="#">52 Montenegro</a>	92 Sri Lanka	134 Timor-Leste	176 Guinea-Bissau
10 Japan	52 Palau	93 Algeria	135 Ghana	177 Sierra Leone
11 Canada	54 Kuwait	94 Tunisia	136 Equatorial Guinea	178 Burundi
12 Korea	55 Russian Federation	95 Tonga	136 India	178 Guinea
13 Hong Kong	56 Romania	96 Belize	138 Cambodia	180 Central African Republic
13 Iceland	57 Bulgaria	96 Dominican Republic	<a href="#">138 Lao People's Democratic Republic</a>	181 Eritrea
15 Denmark	57 Saudi Arabia	96 Fiji	140 Bhutan	<a href="#">182 Mali</a>
16 Israel	59 Cuba	96 Samoa	141 Swaziland	<a href="#">183 Burkina Faso</a>
17 Belgium	59 Panama	100 Jordan	142 Congo	184 Chad
18 Austria	61 Mexico	101 China	143 Solomon Islands	185 Mozambique
18 Singapore	62 Costa Rica	102 Turkmenistan	144 Sao Tome and Principe	186 Congo
20 France	63 Grenada	103 Thailand	145 Kenya	<a href="#">186 Niger</a>
21 Finland	64 Libya	104 Maldives	146 Bangladesh	
21 Slovenia	64 Malaysia	105 Suriname	146 Pakistan	
23 Spain	<a href="#">64 Serbia</a>	106 Gabon	148 Angola	
24 Liechtenstein	67 Antigua and Barbuda	<a href="#">107 El Salvador</a>	<a href="#">149 Myanmar</a>	
25 Italy	67 Trinidad and Tobago	108 Bolivia	150 Cameroon	
<a href="#">26 Luxembourg</a>	69 Kazakhstan	<a href="#">108 Mongolia</a>	151 Madagascar	
26 United Kingdom	70 Albania	110 Occupied Palestinian Territory	152 Tanzania	
28 Czech Republic	71 Venezuela	111 Paraguay	153 Nigeria	
29 Greece	72 Dominica	112 Egypt	<a href="#">154 Senegal</a>	
30 Brunei Darussalam	72 Georgia	113 Moldova	155 Mauritania	
31 Cyprus	72 Lebanon	114 Philippines	156 Papua New Guinea	
32 Malta	72 Saint Kitts and Nevis	114 Uzbekistan	157 Nepal	
33 Andorra	76 Iran	116 Syrian Arab Republic	158 Lesotho	
33 Estonia	77 Peru	117 Micronesia	159 Togo	
35 Slovakia	78 The former Yugoslav Republic of Macedonia	118 Guyana	160 Yemen	
36 Qatar	78 Ukraine	119 Botswana	161 Haiti	
37 Hungary	80 Mauritius	120 Honduras	161 Uganda	
38 Barbados	81 Bosnia and Herzegovina	121 Indonesia	163 Zambia	
39 Poland	82 Azerbaijan	121 Kiribati	164 Djibouti	
40 Chile	83 Saint Vincent and the Grenadines	121 South Africa	165 Gambia	
41 Lithuania	84 Oman	124 Vanuatu	166 Benin	
41 United Arab Emirates		125 Kyrgyzstan	<a href="#">167 Rwanda</a>	
43 Portugal				



# Regional Office Dakar

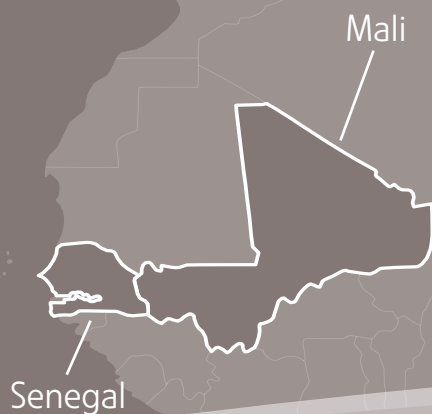
The Dakar Regional Office supervises the bilateral programmes in Senegal and Mali, as well as the AFR/017 programme 'Promotion of the Creation of an Inclusive Financial Sector for the UEMOA Zone'. During 2013, 16.9 million EUR has been invested in the sub-region, made up of 6.7 million EUR in Senegal and 10.2 million EUR in Mali, through 14 projects and programmes, and 1.2 million EUR in project AFR/017. The main sectors of intervention are Technical and Vocational Education and Training; Rural Development, Water and Sanitation; Basic Health Services and Decentralisation and Good Governance. In the two programmes, special attention is paid to the cross-cutting issues of Gender and Environment/Climate Change.

## **Senegal**

In Senegal, 2013 saw the closure of the second Indicative Cooperation Programme (ICP) and the formulation and the launch of ICP III. Organised with a view to achieving continuity with the previous programme, the new ICP has been implemented in accordance with the national execution procedure, through a budgetised aid instrument. This new, innovative approach represents a considerable advance and, of course, involves significant challenges for both partners. The national execution procedure places responsibilities upon the relevant national bodies at all stages in the programmes' life cycles. Budgetised aid consists of allocating and executing the resources of ICP III through the Senegalese State's budget, procedures and tools (integrated system for the management of public finances - SIGFIP<sup>1</sup>). To this end, considerable efforts have been and will continue to be made in relation to analysis and organizational strengthening, operational planning and financial programming, as well as training and supporting human resources.

In ICP III, Luxembourg is taking a sector-based, programme-based and multi-donor approach to development. All the development actions fall within the framework of the Senegalese National Strategy for Economic and Social Development (2013-2017). Of the 20 or so sector-based contexts for dialogue proposed by the Senegalese Government, Luxembourg Development Cooperation is participating in seven as the lead organization in the Vocational Training sector. Luxembourg is also opening up to delegated development cooperation, implemented in partnership with Belgian Development Cooperation, in the sectors of Technical and Vocational Training and Water Supply.

<sup>1</sup> SIGFIP is a software programme installed at the Finance Department to link all the actors who are involved in the preparation and implementation of the general budget and the special Treasury accounts via an IT network.



# Regional Office Dakar

## Mali

Following the political and institutional crisis in the country in 2012, which caused a collapse in the economy and international aid, the French military intervention in February 2013 marked the start of a return to constitutional and democratic order. The retaking of the North which followed, forming part of the objectives of the Malian Government's road map, was the first step along this path.

Subsequently, two rounds of presidential elections (on 31 July and 11 August), which were held without major incident, resulted in the election of Ibrahim Boubacar Keïta, with a large majority. After the president's official investiture at the beginning of September, his government was appointed almost immediately. The stated priority of the new government was national reconciliation, alongside the election of the new national assembly at the end of 2013.

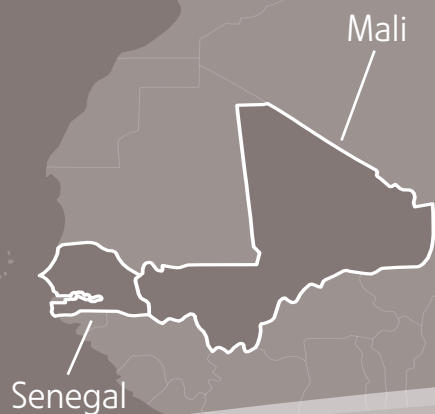
International confidence in Malian institutions has gradually been re-established, and in particular since May 2013 (Brussels donor conference), enabling international development cooperation to be gradually resumed. In this context, the national political and strategic policies are once more relevant, acting as the foundation for all development intervention in the country. Thus, Luxembourg Development Cooperation is participating actively in six sector-based dialogue frameworks proposed by the Malian Government.

Signs of economic recovery are appearing, hinting at a return to growth in GDP from 2014. However, it should be noted that tensions in Northern Mali persist.

During the crisis, Luxembourg Development Cooperation never left the area, which made it possible to maintain investment levels and strengthen its credibility with the partner and the other technical and financial partners.

In this context, and as agreed with the MFA (Ministry of Foreign Affairs), as of 1 May 2013 an 'interim phase' has been put in place, with the aim of consolidating and strengthening the achievements of ICP II, particularly through capacity-building. Within this framework, the ICP II bilateral cooperation programme has been extended to the end of 2014 and its budget increased by 9 million EUR. This extension was also designed to create favourable conditions for the identification and formulation of a new ICP, which could enter into force in 2015.





## Regional Office Dakar

Because of the obvious weakness in State bodies, highlighted by the 2012 crisis, implementation methodologies have been further shifted towards direct implementation of activities by LuxDev rather than delegation to national implementation by the State's technical services. The priority is to keep the actions operational and maintain the speed of implementation, and to ensure accountability to the Luxembourg Government.

In addition, the European Union has entrusted LuxDev with implementing the '[Rapid Support for the Malian Authorities and Essential Social Services in Post-conflict Areas](#)' element of the instrument for stability. The 18-month project was launched in April 2013 and has a budget of 5 million EUR.

Mali

# Mali



182/186

Statistics



Bamako



16.46 million



1,240,192



33%



55 years

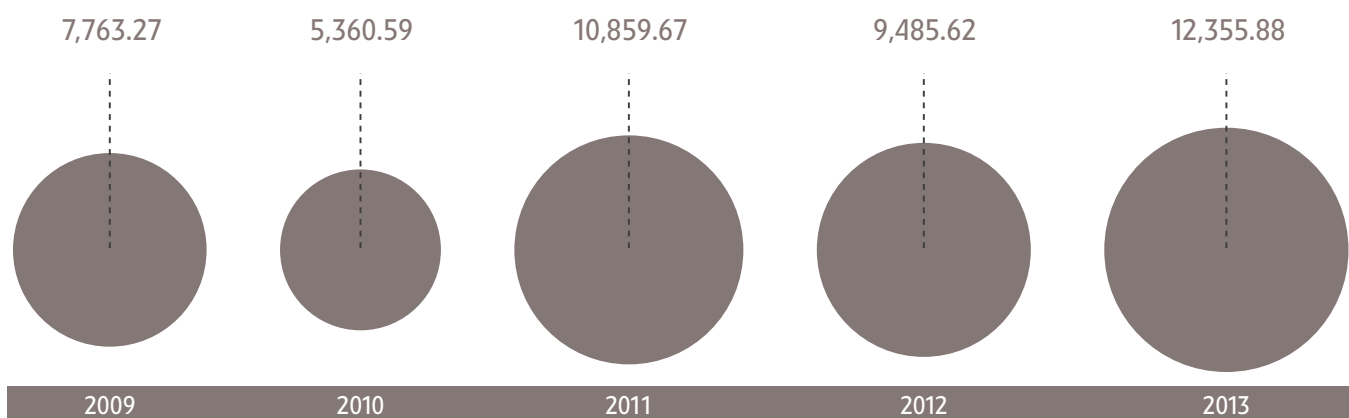
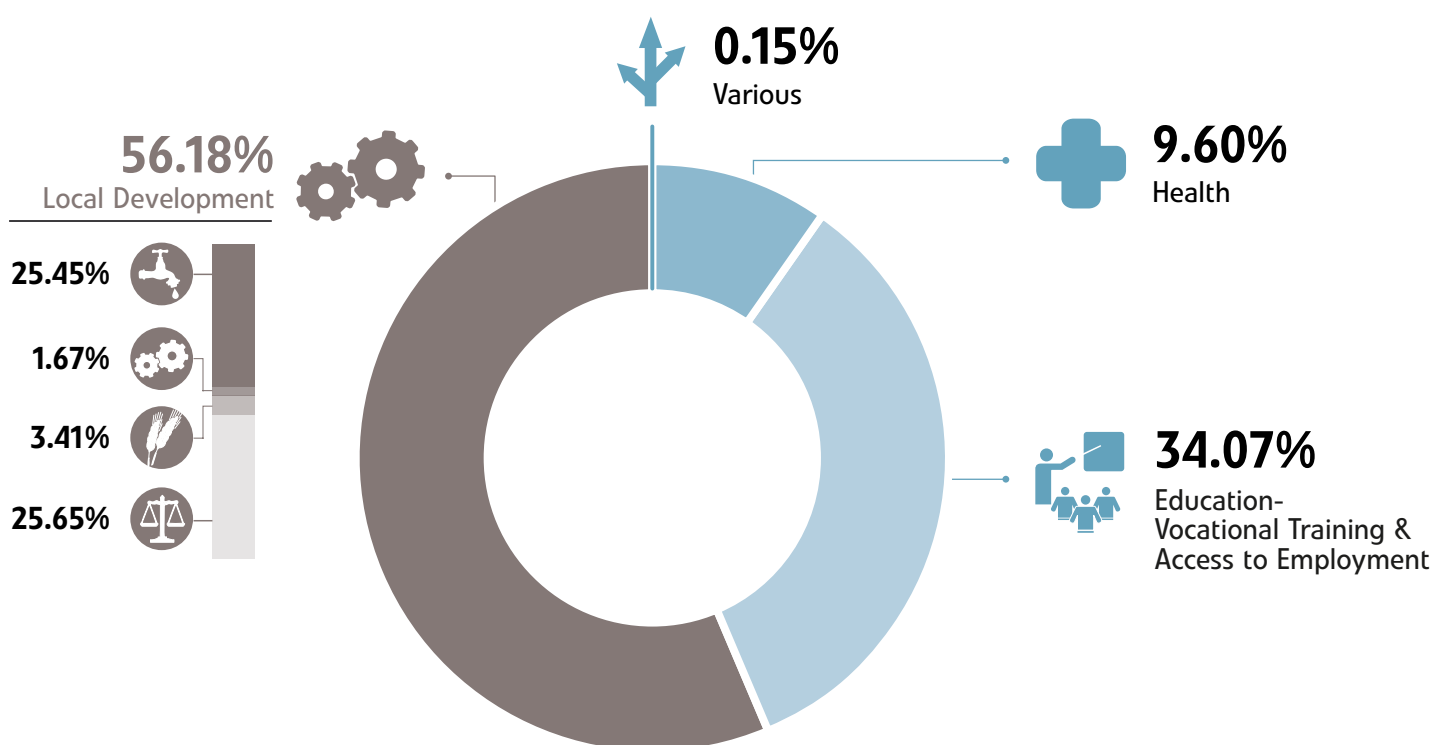


3%



# Mali

Distribution of the 2013 Disbursements by Sector



Evolution of Activities in Mali (in thousand EUR)



# Mali

## | MLI/015

Conservation of Ancient Manuscripts of Timbuktu

Duration: 2009-2014

Total Budget: 4,000,000 EUR

Disbursed 2013: 206,447 EUR



## | MLI/017

Water, Sanitation and Urbanisation in the South

Duration: 2008-2014

Total Budget: 14,772,598 EUR

Disbursed 2013: 3,144,337 EUR



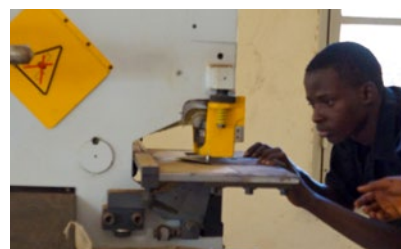
## | MLI/019

Vocational Training and Job Insertion Programme

Duration: 2008-2014

Total Budget: 15,830,865 EUR

Disbursed 2013: 4,208,667 EUR



## | MLI/016

Basic Health Services Support Programme

Duration: 2008-2014

Total Budget: 9,037,238 EUR

Disbursed 2013: 1,186,311 EUR



## | MLI/018

Food Security Programme in the Southern Intervention Area

Duration: 2008-2014

Total Budget: 4,071,587 EUR

Disbursed 2013: 421,813 EUR



## | MLI/020

Facilitation Component for Programmes related to the Indicative Cooperation Programme

Duration: 2008-2014

Total Budget: 8,487,712 EUR

Disbursed 2013: 1,030,296 EUR





# Mali



## MLI/801

Rapid Support to the Malian  
Authorities and Essential Social  
Services in Post-conflict Areas

Duration: 2013-2014

Total Budget\*: 5,000,000 EUR

Disbursed 2013\*: 2,139,171 EUR



\* Stability Instrument of the  
European Commission





# Senegal



Senegal



154/186

Statistics



Dakar



13.64 million



196,722



50%



61 years



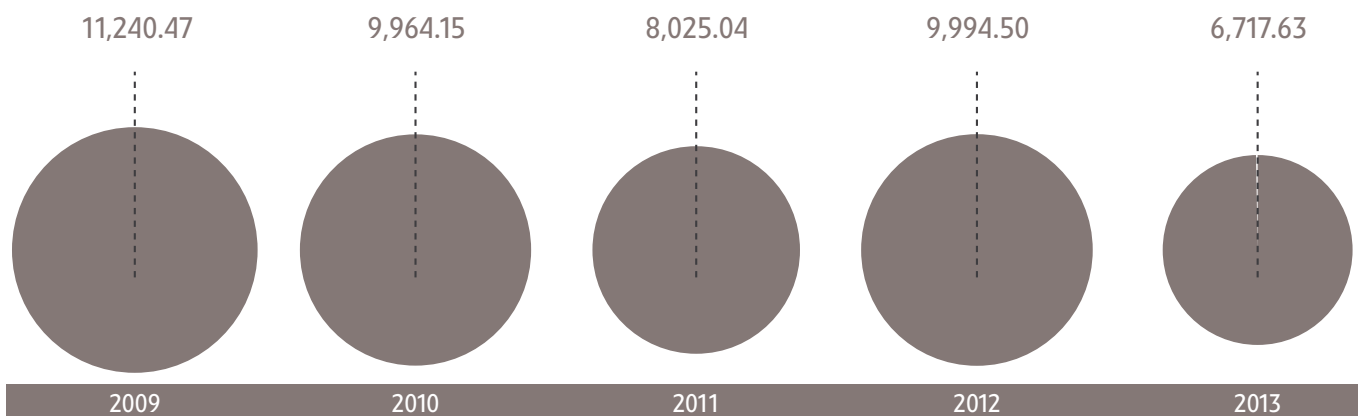
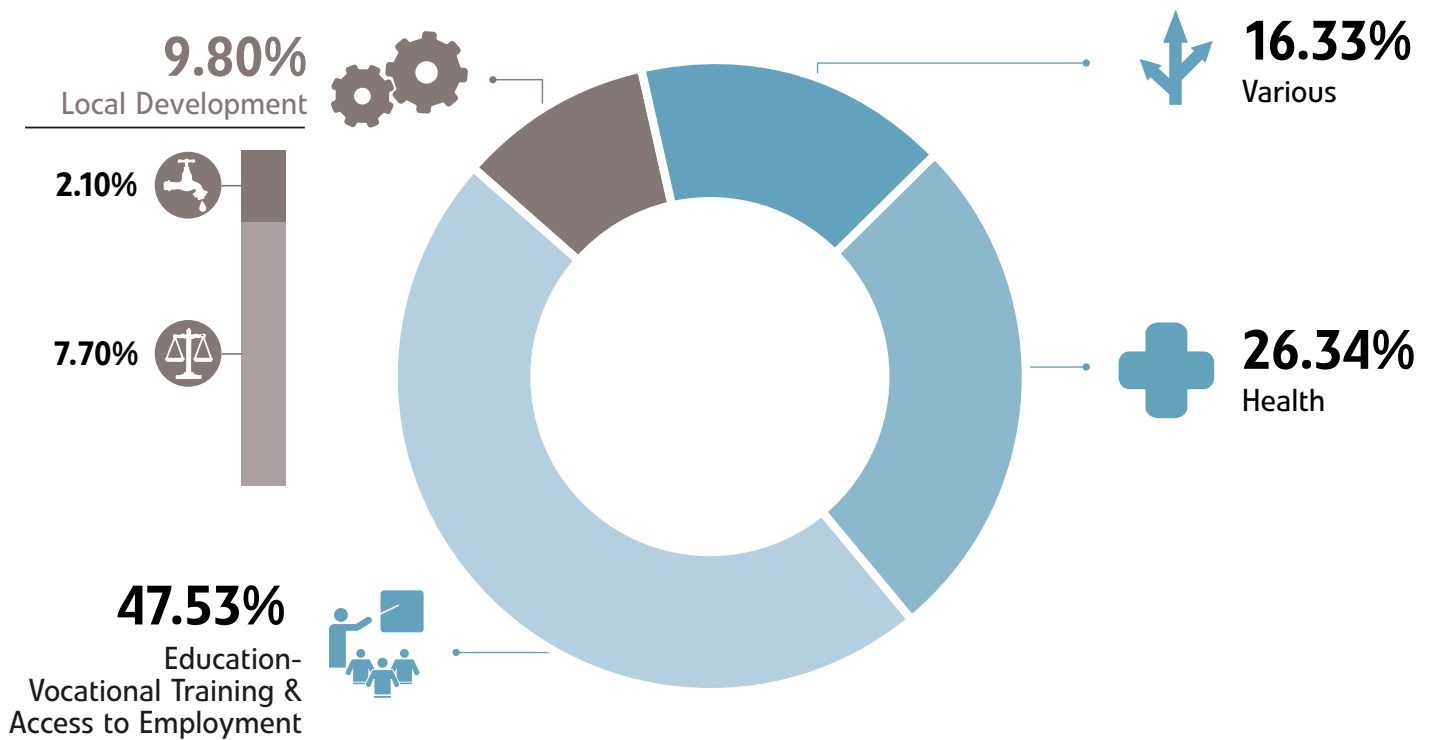
2.48%





# Senegal

Distribution of the 2013 Disbursements by Sector



Evolution of Activities in Senegal (in thousand EUR)

# Senegal

## | SEN/027

Support to the Basic Health Sector of the Indicative Cooperation Programme III

Duration: 2013-2018

Total Budget: 13,930,000 EUR

Disbursed 2013: 1,444,462 EUR



## | SEN/029

Decentralisation and Citizenship Education Programme of the ICP III

Duration: 2013-2018

Total Budget: 8,190,000 EUR

Disbursed 2013: 459,097 EUR



## | SEN/030

Support to the National Implementation of the ICP III

Duration: 2013-2018

Total Budget: 6,450,000 EUR

Disbursed 2013: 1,097,096 EUR



## | SEN/028

Vocational Training and Employment Programme of the ICP III

Duration: 2013-2018

Total Budget: 19,400,000 EUR

Disbursed 2013: 1,946,393 EUR





# Regional Office Ouagadougou

Burkina Faso  
Niger

The Ouagadougou Regional Office coordinates the programmes in Burkina Faso and Niger. During 2013, 18 million EUR has been invested in the region, through 11 projects and programmes in the two countries. The main focus areas are Basic Vocational Training and Education, the Environment (in particular Management of Forestry Resources), Rural Development (Agriculture), including Water and Sanitation, Health (and in particular Blood Transfusion), and the sector of Information and Communication Technologies.

In Burkina Faso, all the development actions now fall within the Strategy for Accelerated Growth and Sustainable Development, for which the implementation period is 2011-2015. Of the 15 sector-based dialogue frameworks proposed by the Government, Luxembourg Development Cooperation is acting as lead organization in the sector of Youth, Vocational Training and Employment in Burkina Faso.

Interventions by Luxembourg Development Cooperation are also set within the framework of the sector-based, programme-based and multi-donor approach, with the launch, in 2012, of a sector policy support programme for Technical and Vocational Education and Training, cofinanced by the French, Austrian, Swiss and Taiwanese Development Cooperation supplemented by the programme to support the Forestry sector, cofinanced by Swedish Development Cooperation and the programme to support the strategic development of Basic Education in 2013, cofinanced by the Canadian, French, Swiss and Danish Development Cooperation and UNICEF.

In Niger, the President's Renaissance Programme is pursuing its operationalization via the Economic and Social Development Plan (2012-2015), the single reference framework for interventions and the implementation of the various sector-based strategies and ministerial action plans. Luxembourg Development Cooperation is directly contributing to the support of various strategic pillars, at the national and regional level, in the sectors of Vocational Training (in partnership with the European Union), Rural Development (Agriculture) and Education (in partnership with the Swiss Development Cooperation), as well as consolidation with the technical and financial partners and the State of the coordination of interventions, improving alignment and harmonisation.



Burkina Faso

Niger

# Regional Office Ouagadougou

Some promising progress is being made, but there is still much to do with regard to support for key processes for the country's sustainable development. While capacity-building occupies a central role in the implementation of support, underlining the importance at State level of optimising the management of human and financial resources, account should also be taken of a rapidly changing institutional and programme-related context, technical and operational arrangements that are currently being developed (particularly monitoring and evaluation) as well as security conditions that remain worrying.



# Burkina Faso



Burkina Faso



183/186

Statistics



Ouagadougou



18.37 million



274,200



29%



55 years



3.05%

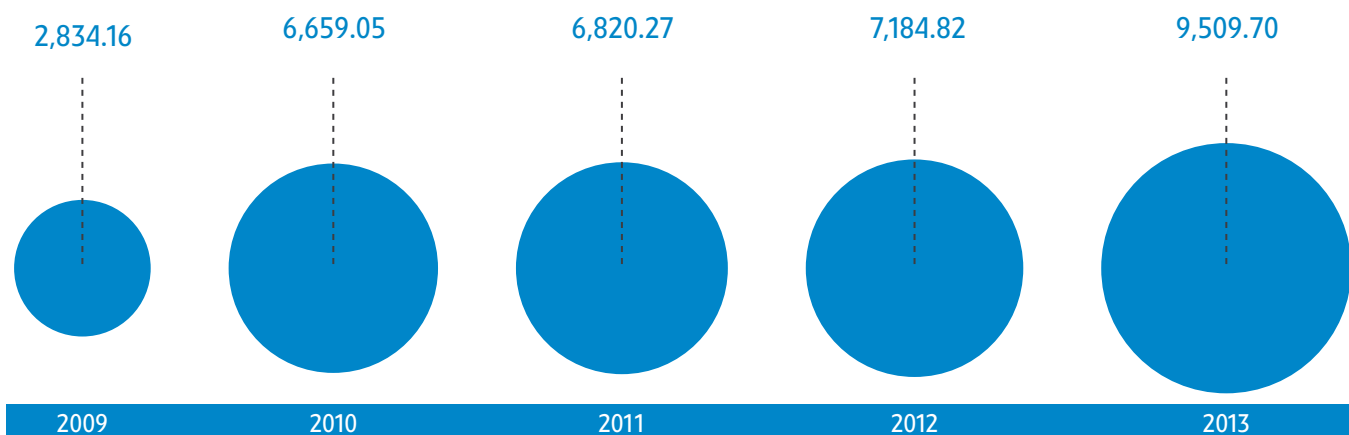
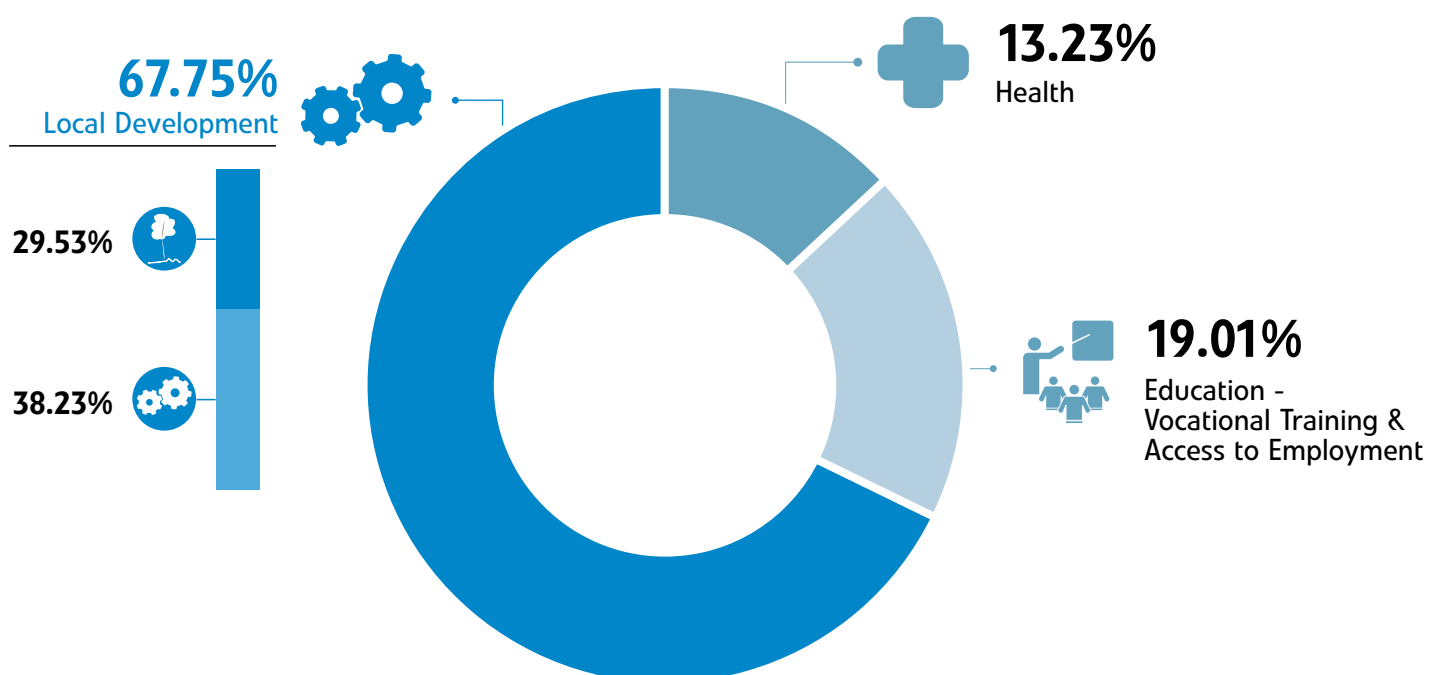






# Burkina Faso

Distribution of the 2013 Disbursements by Sector



Evolution of Activities in Burkina Faso (in thousand EUR)

# Burkina Faso



## | BKF/015

Second National Forest Inventory

Duration: 2010-2014  
Total Budget: 4,619,219 EUR  
Disbursed 2013: 1,060,568 EUR



## | BKF/017

Support for the Dissemination of the Azawak Zebu

Duration: 2010-2015  
Total Budget: 6,000,000 EUR  
Disbursed 2013: 1,074,537 EUR



## | BKF/019

Implementing the National Forest Resources Management Programme

Duration: 2012-2017  
Total Budget: 11,000,000 EUR  
Disbursed 2013: 1,747,325 EUR



## | BKF/016

National Programme for Multi-functional Platforms

Duration: 2010-2015  
Total Budget: 12,000,000 EUR  
Disbursed 2013: 2,418,175 EUR



## | BKF/018

Implementing the National Education and Technical and Vocational Training Policy

Duration: 2012-2017  
Total Budget: 10,000,000 EUR  
Disbursed 2013: 585,671 EUR



## | BKF/020

Support to Blood Transfusion Sector

Duration: 2012-2016  
Total Budget: 7,500,000 EUR  
Disbursed 2013: 1,258,548 EUR





# Burkina Faso



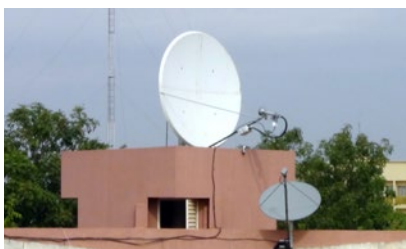
## BKF/021

Support to the Development of  
ICT in Burkina Faso

Duration: Formulation

Total Budget: 15,000,000 EUR

Disbursed 2013: 67,134 EUR



## BKF/022

Basic Education Sector Support  
Programme

Duration: 2014-2015

Total Budget: 15,000,000 EUR

Disbursed 2013: 15,260 EUR





# Niger



Niger



186/186

Statistics



Niamey



17.47 million



1,267,000



29%



55 years

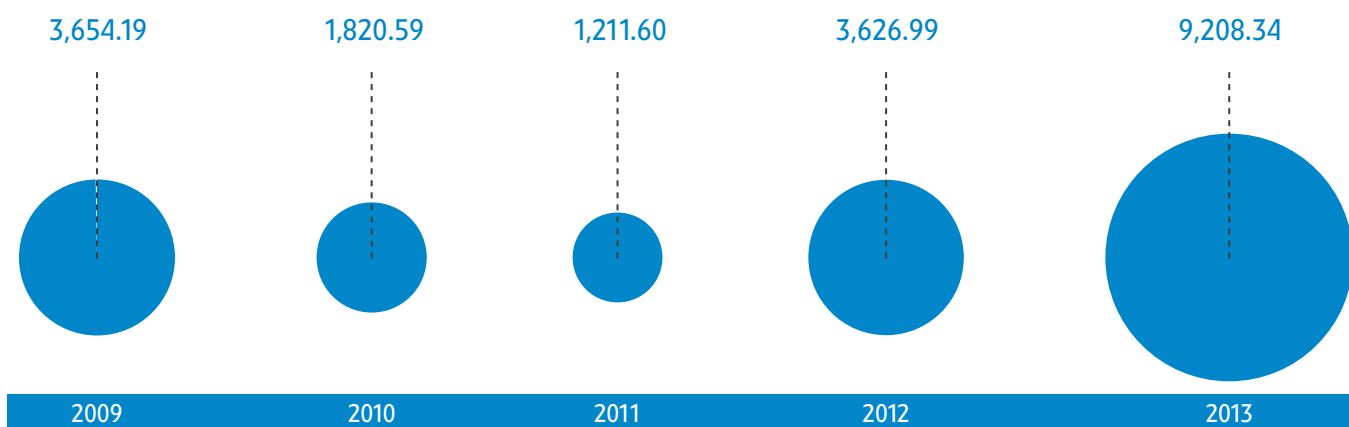
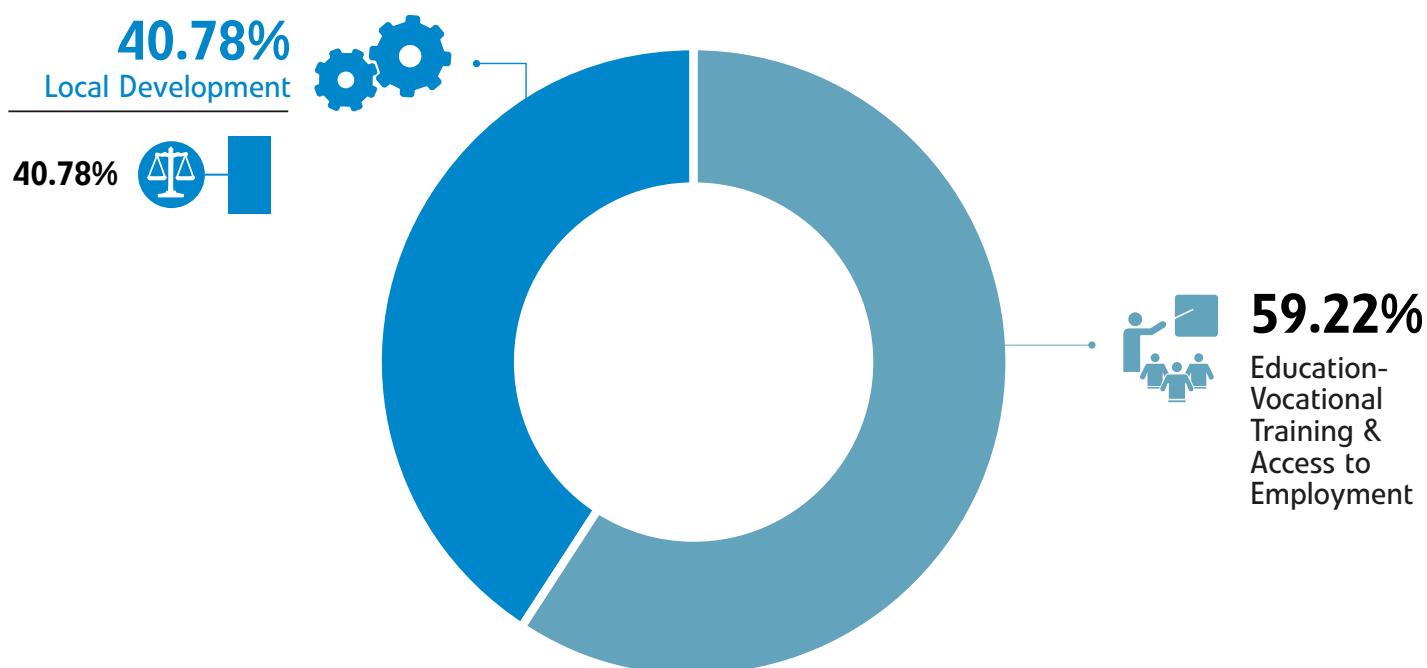


3.28%



# Niger

Distribution of the 2013 Disbursements by Sector



Evolution of Activities in Niger (in thousand EUR)



# Niger



## NIG/017

Support for the National Programme for Technical and Vocational Training and Access to Employment for School Leavers

Duration: 2011-2016

Total Budget: 22,900,000 EUR

Disbursed 2013: 2,617,869 EUR



## NIG/019

Support for Implementing the 10-Year Education Development Plan in the Dosso Region

Duration: 2011-2016

Total Budget: 15,200,000 EUR

Disbursed 2013: 1,961,617 EUR



## NIG/719

Support to the Decennial Programme for Education Development in Dosso

Duration: 2012-2014

Total Budget: 1,382,451 EUR\*

Disbursed 2013: 667,971 EUR\*

\* Swiss Cooperation financed



## NIG/018

Support Programme for Sustainable Agricultural Development in Dosso

Duration: 2011-2016

Total Budget: 11,500,000 EUR

Disbursed 2013: 3,754,738 EUR



## NIG/020

Support to the Public Expenditure Chain in Dosso

Duration: Formulation

Total Budget: 500,000 EUR

Disbursed 2013: - EUR



## NIG/817

Technical and Vocation Education Programme

Duration: 2012-2015

Total Budget: 3,500,000 EUR\*

Disbursed 2013: 206,147 EUR\*



\* European Union financed



A Regional Office is managed by a Regional Representative with one or more Programme Officers who supervise the local office staff as well as the Chief Technical Advisers and Technical Assistants assigned to projects/programmes in the field. The Regional Representative represents the Agency's Management Committee in dealings with the local authorities and national and international development cooperation partners. The representative takes part in formulating and implementing programmes and advises on programmes during the identification process.

The Regional Offices share their premises with the Development Cooperation Bureau of the Luxembourg Ministry of Foreign Affairs (Embassy of Luxembourg).

Development Cooperation relations between Cape Verde and Luxembourg date from the late 1980s. With the signing, on 3 August 1993, of the first General Cooperation Agreement setting out the overall framework for development cooperation in the cultural, scientific, technical, financial and economic spheres, Cape Verde became a privileged partner country for Luxembourg Development Cooperation. In 1998, a cultural agreement was added, complementing the General Cooperation Agreement. In January 2007, a new General Cooperation Agreement between the two countries was signed, replacing the one dating from 1993.

Luxembourg's actions in Cape Verde primarily concern attainment, by 2015, of the Millennium Development Goals. Thus, the main areas in which development cooperation is intervening fall within the social sectors: Health and Education, including Vocational Training and Access to Employment.

Development cooperation in Cape Verde features a strong sense of partnership with the authorities and municipalities. This spirit of partnership, coupled with a will to ensure that the partner country takes ownership of the programmes and projects, is key in the development of multi-annual cooperation programmes such as the Indicative Cooperation Programmes (ICPs).

The first ICP commenced in 2002 and emphasises Education, Health, Water and Food Aid in the islands of Santo Antão, Santiago and São Nicolau. A second ICP commenced in 2006, and this provided for the cooperation between the two countries to focus on four priority pillars of the first ICP, including national contribution this time.



The current ICP, which covers the period from 2011 to 2015, foresees continued support to the Cape Verde Government in three sectors, and forms part of Cape Verde's development strategies through the Poverty Reduction Strategy Paper (DSCR-P-III) 2012-2016. With this third-generation ICP, development cooperation between Cape Verde and Luxembourg is moving from a project-based approach to a multiannual programme-based approach which is more strategic in nature. This allows more structured interventions. In addition, the aim is to facilitate a multi-sector, integrated and consistent approach, strengthened by the quest for synergies between partners and development activities, with each programme having to include the cross-cutting themes: Gender, Environment, Good Governance, Participatory Democracy/Decentralisation/Citizenship, and the Transfer of Know-How.

The Praia Regional Office supervises the bilateral development projects and programmes in the ICP that have been drawn up by the two partner countries (Cape Verde and Luxembourg). For this ICP, covering 2011-2015, they have been grouped into three sectors:

- **Education** - Vocational Training and Access to Employment with project CVE/071 'Support for the National Employment and Vocational Training Programme' and programme CVE/077, 'Education Sector Policy Support Programme' (SPSP). This SPSP policy is also supported by targeted budget aid granted by Luxembourg Development Cooperation;
- **Water and Sanitation** coupled with renewable energy, with project CVE/078, 'Support for the National Action Plan for Integrated Water Resources Management'. The renewable energy aspect is also being developed within project CVE/071 with technical support and the establishment of the new regional centre of excellence for renewable energy and industrial maintenance (ERMI);
- **Health**, with project CVE/075, 'Support for the Implementation of the National School Health Programme-Phase III'. From 2014, this will focus more specifically on support for the design and implementation of the National Action Plan for Health Promoting Schools (EPS) by the Cape Verde Government.



Cape Verde



# Cape Verde



132/186

Statistics



Praia



0.54 million



4,033



85%



72 years

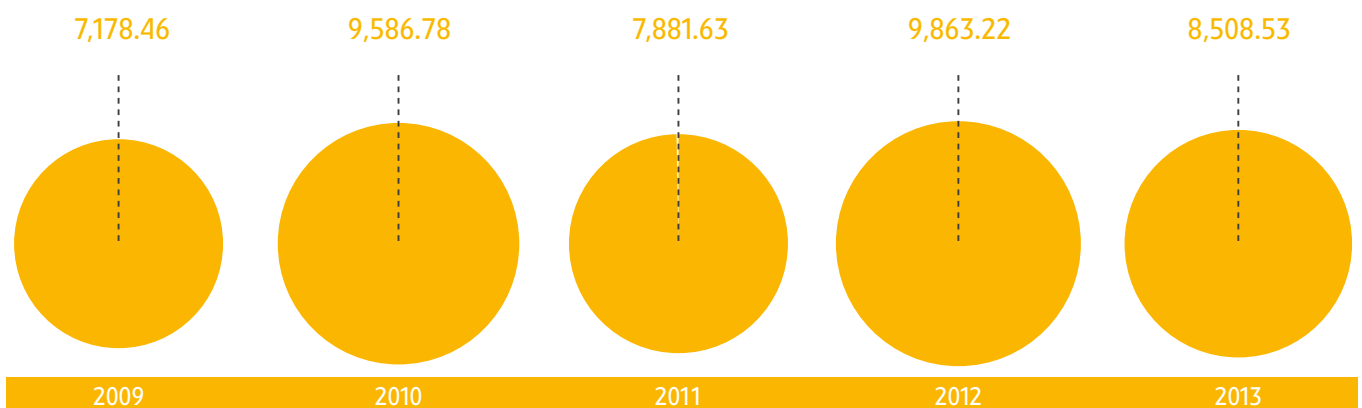
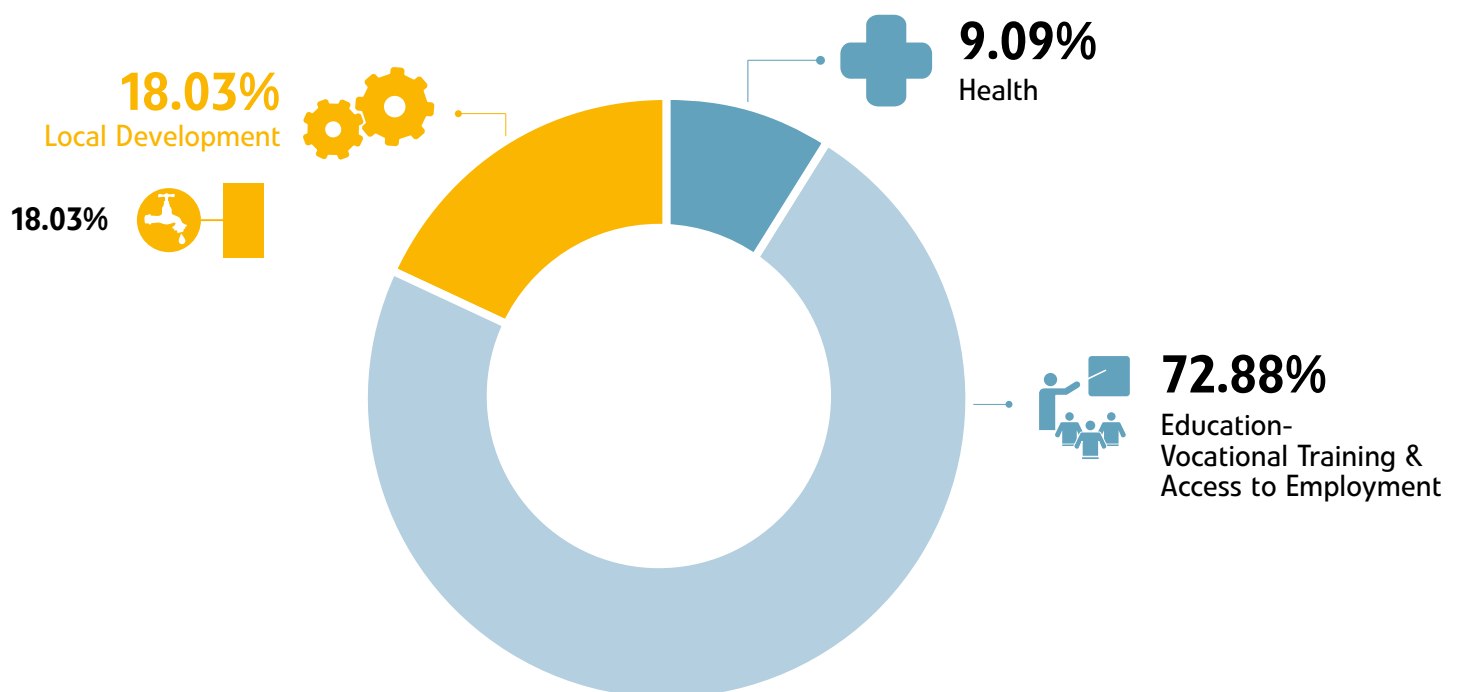


1.39%



# Cape Verde

Distribution of the 2013 Disbursements by Sector



Evolution of Activities in Cape Verde (in thousand EUR)



# Cape Verde

## | CVE/056

Support to the Regional Health Development Plan of the North Santiago

Duration: 2004-2014

Total Budget: 10,948,000 EUR

Disbursed 2013: 21,784 EUR



## | CVE/059

Hotel and Tourism School in Cape Verde

Duration: 2006-2014

Total Budget: 12,412,300 EUR

Disbursed 2013: 683,873 EUR



## | CVE/071

Support to the National Employment and Vocational Training Programme

Duration: 2008-2014

Total Budget: 17,469,716 EUR

Disbursed 2013: 3,700,376 EUR



## | CVE/075

Support for the Implementation of the National School-Health Programme-Phase III

Duration: 2010-2014

Total Budget: 3,200,000 EUR

Disbursed 2013: 751,228 EUR



## | CVE/077

Education Sector Policy Support Programme (SPSP)

Duration: 2014-2016

Total Budget: 2,575,000 EUR

Disbursed 2013: 289,536 EUR

## | CVE/078

Support to the Action Plan for an Integrated Water Resources Management

Duration: 2012-2016

Total Budget: 12,320,000 EUR

Disbursed 2013: 1,534,380 EUR

## | CVE/080

Triangular Cooperation Luxembourg-Cape Verde-São Tomé e Príncipe

Duration: Formulation

Total Budget: 800,000 EUR

Disbursed 2013: 18,800 EUR

# Regional Office Managua



El Salvador

Nicaragua

The Managua Regional Office coordinates the Nicaragua and El Salvador programmes. Within the third Indicative Cooperation Programme, 35 million EUR has been allocated to Nicaragua for the 2011-2014 period, whereas in El Salvador 21 million EUR is available for the 2012-2015 period.

These budget envelopes cover bilateral and multilateral development cooperation projects and programmes, those supporting civil society and microfinance as well as funds allocated to research and the diversification of partnership relations.

Overall, the programme supports Luxembourg Development Cooperation's priority sectors, which are Health, Vocational Training and Local Development (with a focus on Tourism in Nicaragua), with a consistent philosophy of social protection and fighting poverty.

In Nicaragua, political dialogue with the national administration is well-established. Luxembourg Development Cooperation has become one of the country's main donors in these sectors, and enjoys significant confidence from the Government. This has enabled LuxDev to position itself as a leader of the Tourism sector and to be seen as a vital operator in the sector-based coordination in Health and Vocational Training. In addition, and by way of example, recognition of our work in the Tourism sector has led the European Commission to delegate part of implementation of its programme, making it possible to increase the consistency of European interventions and the concept of 'tourism routes', through alignment with the national strategy.

In **El Salvador**, the government has made social protection an important part of its development policy. With five years' experience in supporting the 'Solidarity Network Support' programme, which is the keystone of this social policy, LuxDev is associated with Spanish Development Cooperation and the European Commission in order to jointly strengthen the implementation of the 'Solidarity Network Programme', a multi-sector intervention to combat poverty. This joint effort is an opportunity for the application of new development cooperation modalities in El Salvador. On the one hand, Luxembourg Development Cooperation has chosen, with a focus on aid effectiveness, to join a joint fund, managed by the Government of El Salvador and implemented by about 20 public institutions. On the other hand, it has made available additional technical assistance fund with a view to supporting capacity-building within the counterpart institutions.

# Regional Office Managua



El Salvador

Nicaragua

For four years, the Regional Office has been working with its peers at the Luxembourg Embassy in a major project to monitor and analyse the positioning of our programme in relation to the specific context of the Central American region and probable changes to international development cooperation, with a view to improving aid effectiveness. Thus, various measures have been taken to improve our performance in terms of ownership, alignment and harmonisation in the various focus sectors, in line with our Agency's Vision 2020:

- Review the role of Luxembourg's technical assistance;
- Delegated implementation, with delegation to Spanish Development Cooperation of the remaining elements in the Water sector;
- Active participation in sector consultative frameworks;
- Establishment of an inter-programme focus group on Environment and Climate Change.



# El Salvador

El Salvador

**HDI**  
107/186  
**Statistics**



San Salvador



6.13 million



21,041



85 %



74 years



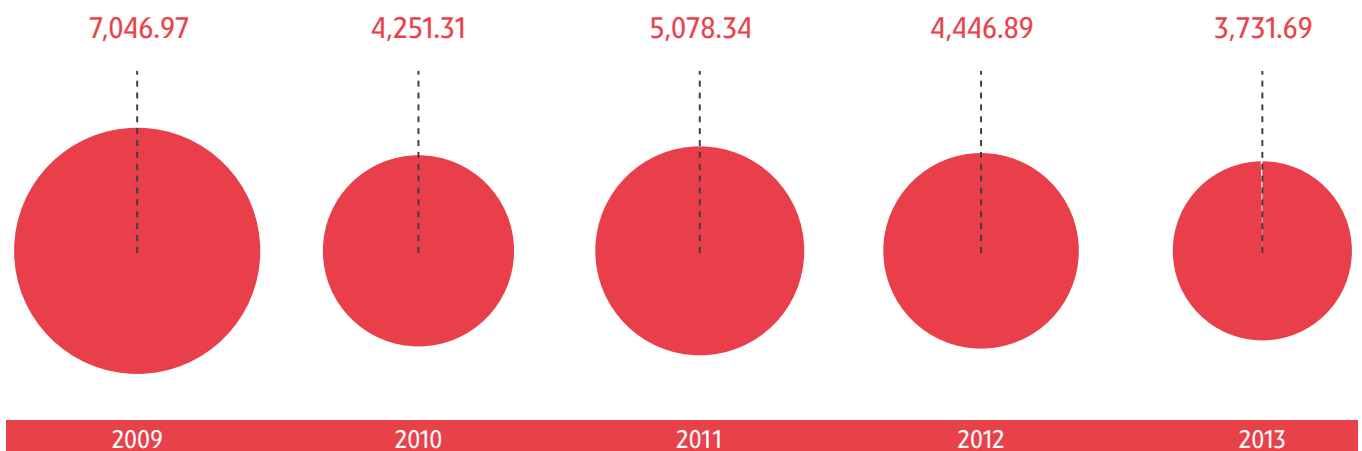
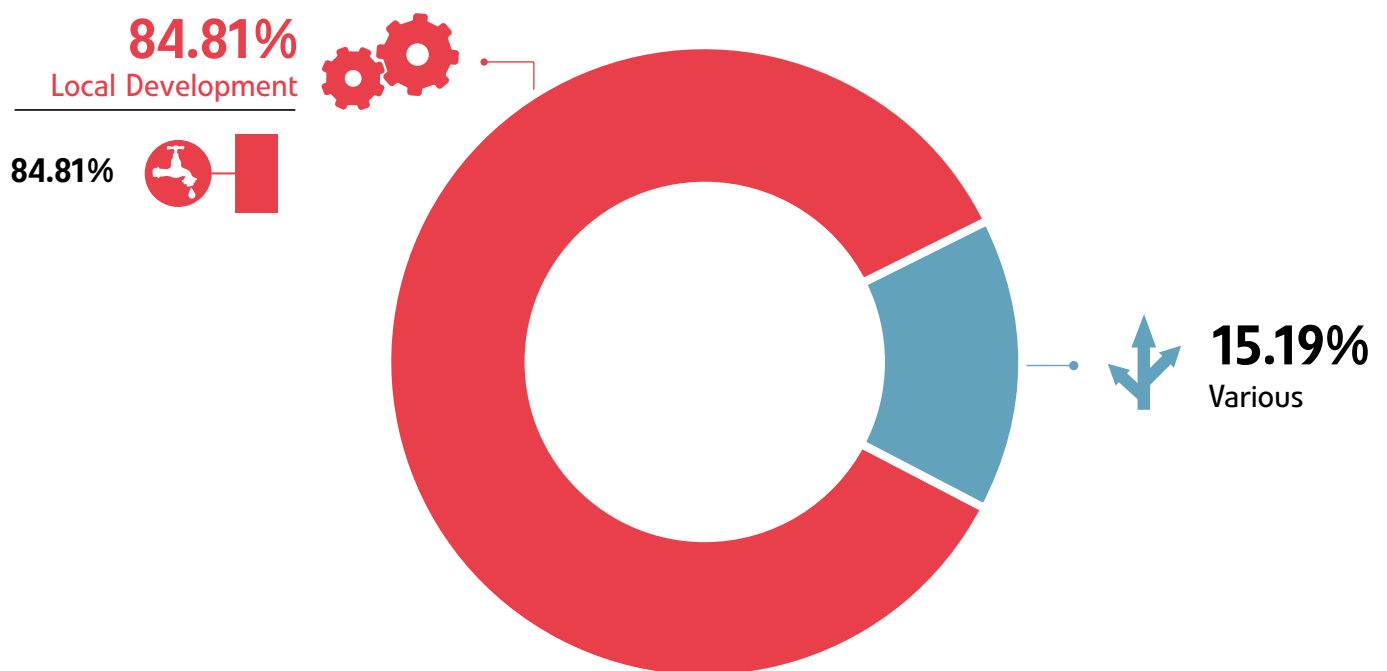
0,27 %





# El Salvador

Distribution of the 2013 Disbursements by Sector



Evolution of Activities in El Salvador (in thousand EUR)



# El Salvador



## | SVD/022

Support to Caring Communities in El Salvador

Duration: 2012-2015

Total Budget: 13,400,000 EUR

Disbursed 2013: 4,165,990 EUR



## | SVD/023

Support to the Implementation of the Aid Effectiveness Agenda in El Salvador

Duration: 2014-2015

Total Budget: 1,000,000 EUR

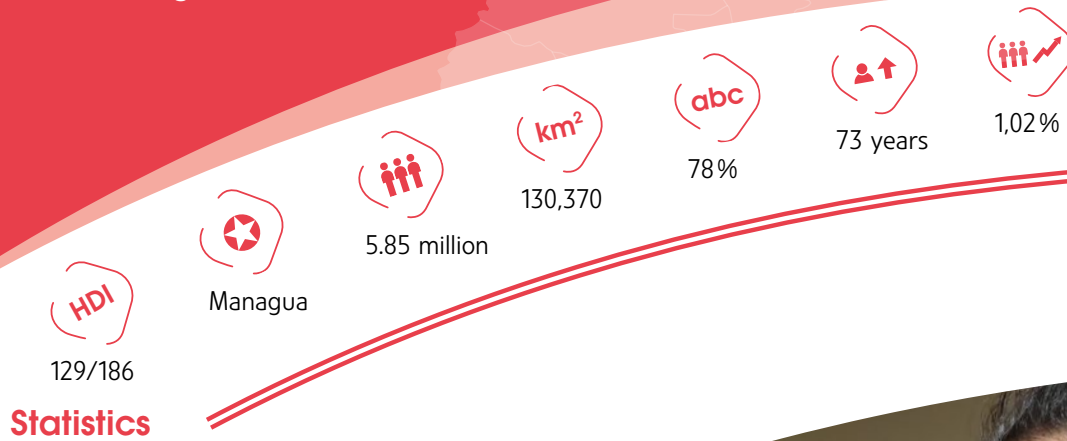
Disbursed 2013: 566,960 EUR





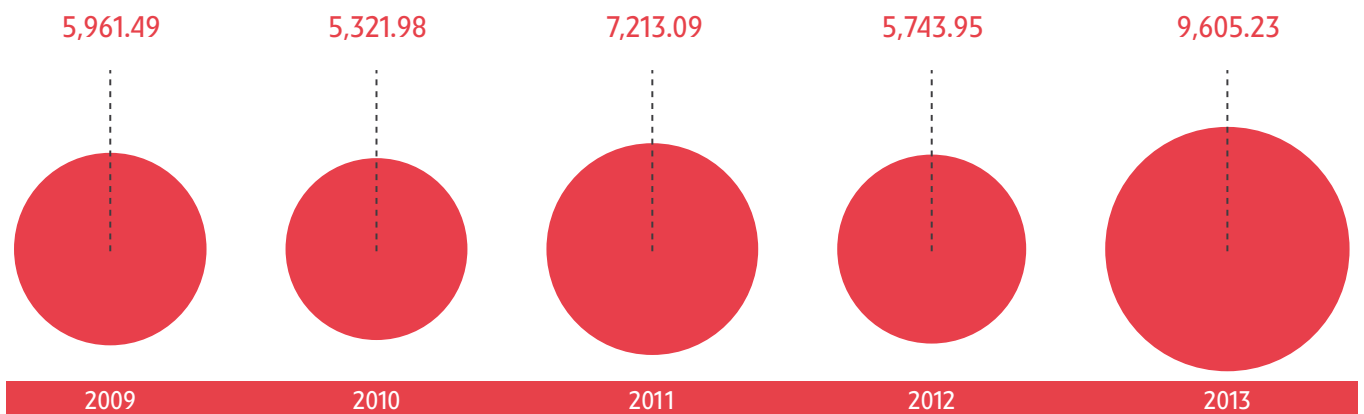
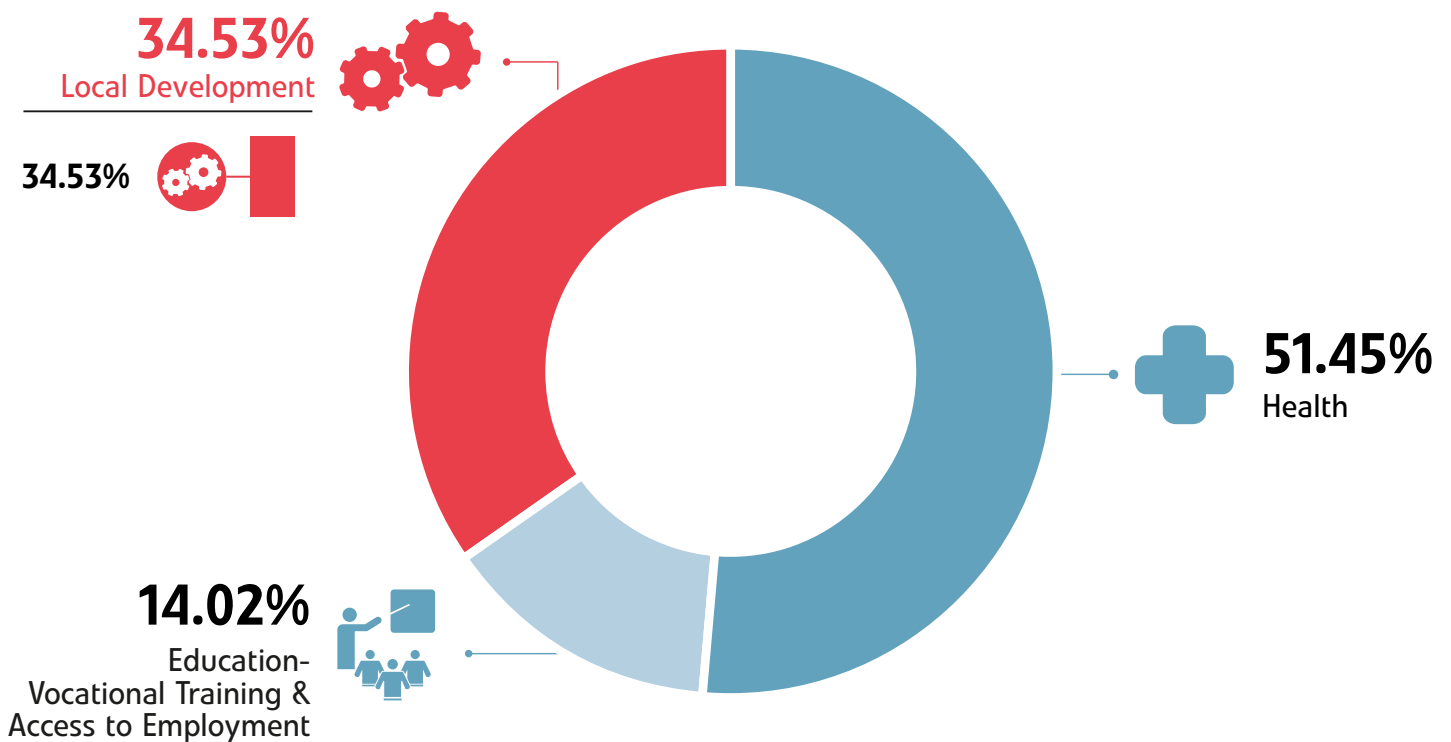
# Nicaragua

Nicaragua



# Nicaragua

Distribution of the 2013 Disbursements by Sector



Evolution of Activities in Nicaragua (in thousand EUR)



# Nicaragua



## NIC/023

Strengthening of Professional and Technical Competence at National Level

Duration: 2010-2014

Total Budget: 5,000,000 EUR

Disbursed 2013: 949,990 EUR



## NIC/025

Support to Nicaragua's Health Sector

Duration: 2012-2014

Total Budget: 10,000,000 EUR

Disbursed 2013: 4,941,741 EUR



## NIC/824

Colonial and Volcanoes Route

Duration: 2012-2016

Total Budget: 6,880,000 EUR\*

Disbursed 2013: 2,861,007 EUR\*



\* European Union funding



## NIC/024

The Coffee Route-Phase II

Duration: 2011-2015

Total Budget: 6,000,000 EUR

Disbursed 2013: 455,458 EUR



## NIC/026

Institutional Support to Vocational Training in Hospitality and Tourism

Duration: Formulation

Total Budget: 4,500,000 EUR

Disbursed 2013: 159,798 EUR





# Regional Office Hanoi



Myanmar  
Laos  
Vietnam

LuxDev's Regional Office has been coordinating and monitoring projects and programmes in Vietnam and Laos since 2002. Myanmar was added to these countries in 2013.

During 2013, the Regional Office supervised over 20 projects, and no less than 13 million EUR was disbursed in the region.

Rural Development and Health are seen as two key sectors for Luxembourg Development Cooperation in the sub-region and, in financial terms, these account for over half the projects implemented in Laos and Vietnam.

## Vietnam

The third Indicative Cooperation Programme (ICP) 2011-2015, with a budget of 42 million EUR, was signed on 2 March 2011 by the governments of Luxembourg and Vietnam. On the one hand, it is designed to consolidate the achievements of the two previous ICPs and, on the other hand, to reduce poverty through support to the key social and economic sectors. This will involve building institutional capacity and developing human resources in the Banking, Financial, Hospitality and Tourism sectors. This ICP is also aligned with the Hanoi Core Statement, as well as the guidelines of the major international agreements on development effectiveness.

Three new projects have been in the formulation phase in 2013, including project VIE/032 on strengthening capacity in the Financial sector, making use of the expertise of the Grand Duchy of Luxembourg in the sphere of the financial markets. We also note the launch, in mid-2013, of project VIE/033, a Local Development and Climate Change adaptation project in Hué Province. This is the largest Local Development project implemented by Luxembourg Development Cooperation in the sub-region, with a budget of 8 million EUR.

## Laos

In Laos, the third ICP, covers the 2011-2015 period and has a budget of 50 million EUR. It is aligned with the National Socio-Economic Development Plan 2011-2015, the national poverty reduction strategy as well as the Vientiane Declaration.

The year 2013 was very full in terms of formulation and implementation in Laos: over 8 million EUR was disbursed for projects being implemented and four projects were formulated. One of these is LAO/027, the second stage in an enormous programme to sup-



# Regional Office Hanoi

Myanmar

Laos

Vietnam

port the Health sector, with funding of 20 million EUR from Luxembourg Development Cooperation. With a duration of seven years, the aim of this programme is to support the Ministry of Health in implementing the reform of the Health sector 2013-2025, with priority being given to access to high-quality maternal, neonatal and infant health care through the strengthening of health care at district level in the provinces of Vientiane, Bolikhamxay and Khammouane.

## Myanmar

Finally, 2013 saw the commencement of collaboration between Luxembourg and Myanmar, with the formulation of a 5 million EUR project to develop human resources in the Hotel and Tourism sector and to build capacity within the relevant institutions.



# Laos

Laos



138/186

Statistics



Vientiane



6.8 million



236,800



73%



64 years

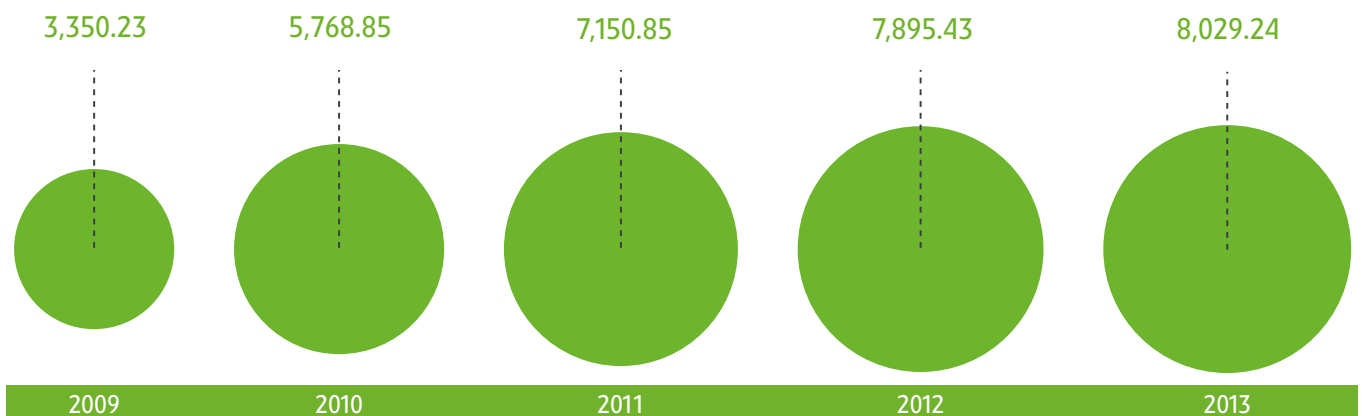
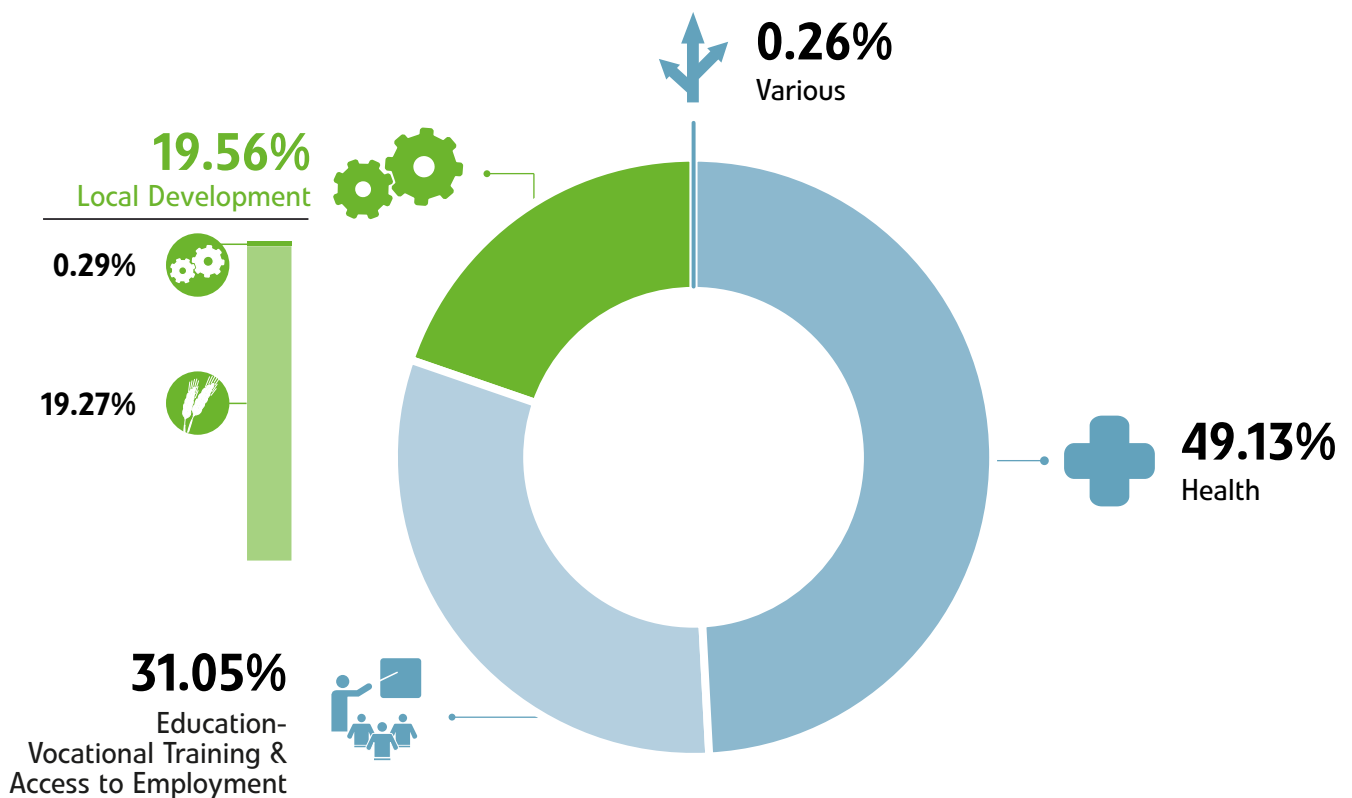


1.59%



# Laos

Distribution of the 2013 Disbursements by Sector



Evolution of Activities in Laos (in thousand EUR)



# Laos

## | LAO/017

Lao-Luxembourg Health Sector Support Programme

Duration: 2008-2013  
Total Budget: 18,850,000 EUR  
Disbursed 2013: 3,852,068 EUR



## | LAO/021

Bolikhamxay Livelihood Improvement and Governance Programme

Duration: 2009-2015  
Total Budget: 6,000,000 EUR  
Disbursed 2013: 1,244,336 EUR



## | LAO/024

Khammouane Local Development Project (KHALODEP)

Duration: Formulation  
Total Budget: 5,000,000 EUR  
Disbursed 2013: 23,069 EUR



## | LAO/020

Strengthening of Human Resources in Hospitality and Tourism Industry in Lao PDR

Duration: 2008-2014  
Total Budget: 9,325,000 EUR  
Disbursed 2013: 981,427 EUR



## | LAO/023

Strengthening the Rule of Law through Legal University Education

Duration: 2010-2015  
Total Budget: 5,000,000 EUR  
Disbursed 2013: 1,511,432 EUR



## | LAO/025

Support to the National Blood Programme

Duration: Formulation  
Total Budget: 4,000,000 EUR  
Disbursed 2013: - EUR





# Laos



## | LAO/026

Soum Son Seun Jai-Community-Based Food Security and Economic Opportunities Programme

Duration: 2013-2015  
Total Budget: 1,700,000 EUR  
Disbursed 2013: 303,052 EUR



## | LAO/027

Lao-Luxembourg Health Sector Support Programme-Phase II

Duration: Formulation  
Total Budget: 20,000,000 EUR  
Disbursed 2013: 93,183 EUR



## | LAO/028

Capacity Strengthening of the Ministry of Planning and Investment's Department for International Cooperation

Duration: Formulation  
Total Budget: 800,000 EUR  
Disbursed 2013: 20,675 EUR







Myanmar

# Myanmar



149/186

Statistics



Naypyidaw



55.75 million



676,578



93%



66 years



1.03%



# Myanmar

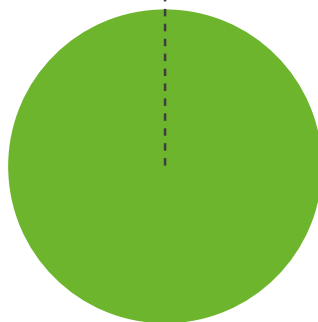
## Distribution of the 2013 Disbursements by Sector



**100%**

Education-  
Vocational Training &  
Access to Employment

118.93



2013

## Evolution of Activities in Myanmar (in thousand EUR)



# Myanmar



**MYA/001**

Development of Human Resources in the Hotel and Tourism Sector and Capacity Development of the Ministry of Hotels and Tourism

Duration: Formulation

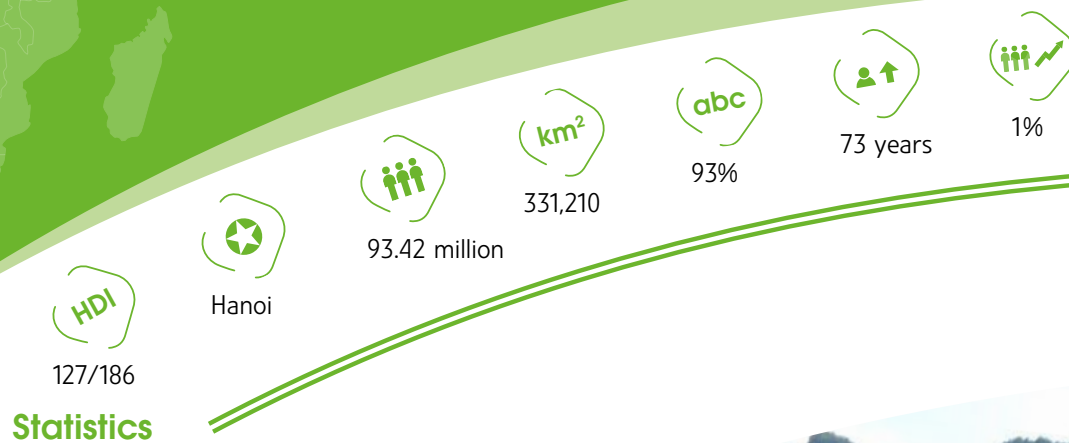
Total Budget: 5,000,000 EUR

Disbursed 2013: 118,934 EUR





# Vietnam

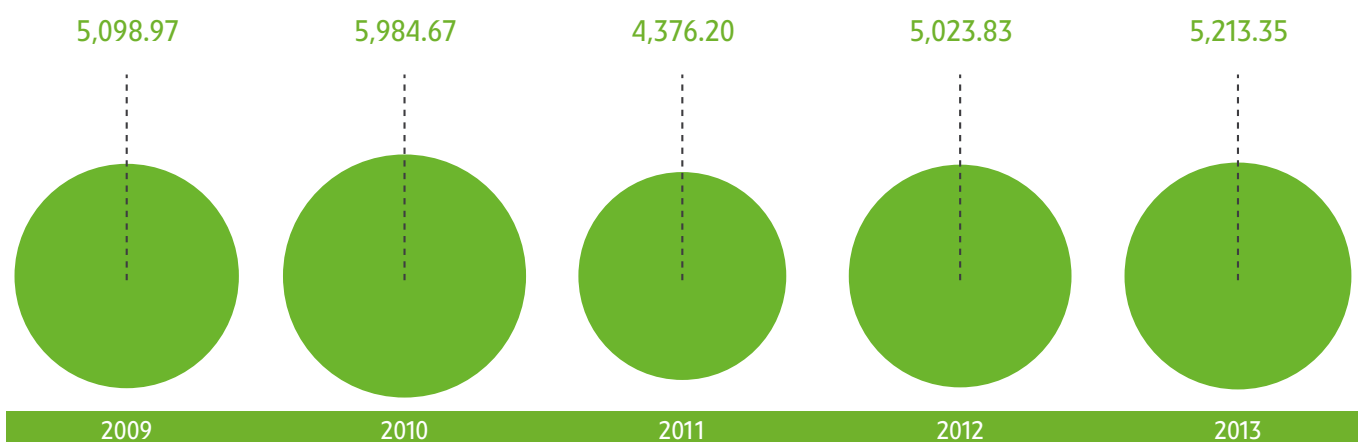
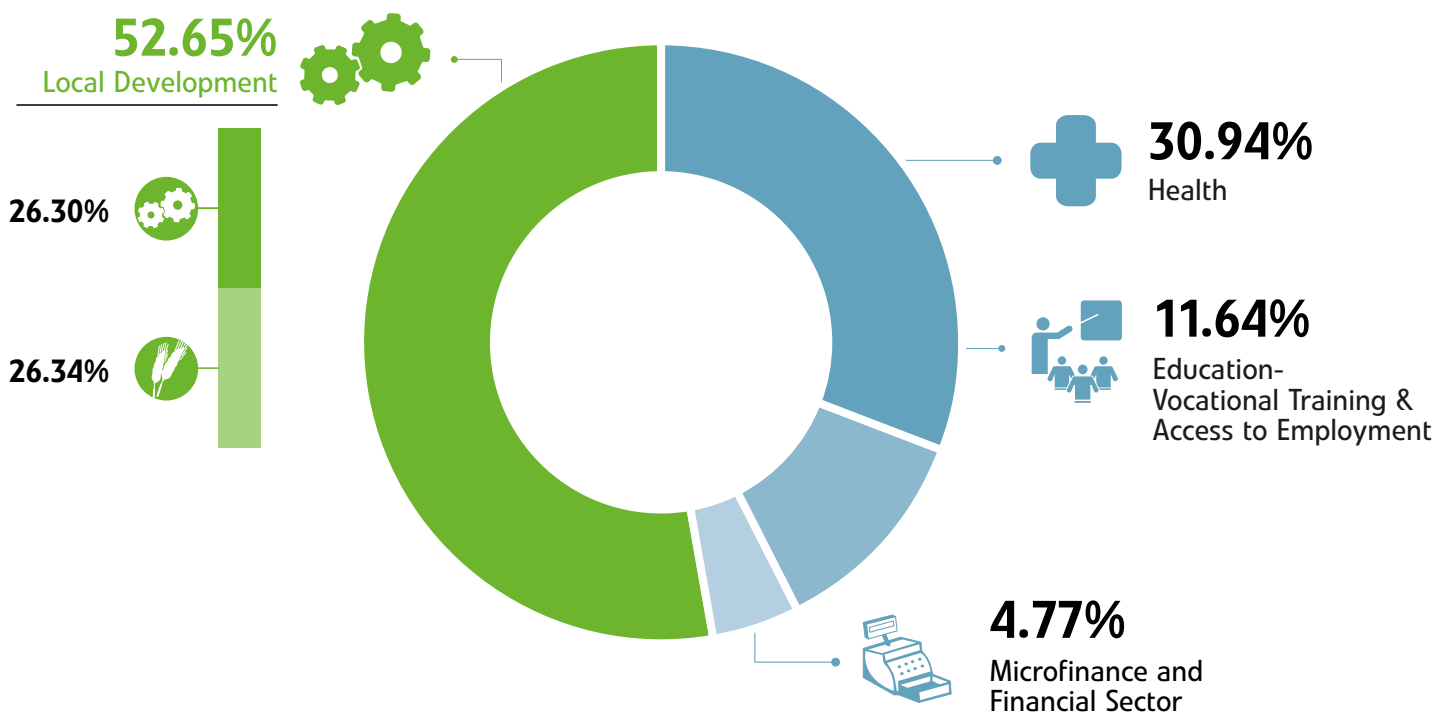


ĐỀ ÁN PHÁT TRIỂN NÔNG NGHIỆP THÔNG MINH TẠI NGHỆ AN - VINH  
TRẠI BẢO VỆ THỰC VẬT HUYỆN CẦN GIANG  
HỆ THỐNG TRỒNG CÂY LÚA CẢI TIẾN (SRI) NHÂN DẠNG  
THỜI GIAN: TỪ VỤ MÙA 2010 - VỤ MÙA 2011  
ĐỊA ĐIỂM: BÀN XUYÊN - HỒN SƠN - CẦN GIANG



# Vietnam

Distribution of the 2013 Disbursements by Sector



Evolution of Activities in Vietnam (in thousand EUR)



# Vietnam

## | VIE/027

Supporting Health Care Policy for the Poor in Cao Bang and Bac Kan

Duration: 2009-2014

Total Budget: 4,999,100 EUR

Disbursed 2013: 1,526,728 EUR



## | VIE/029

"Technical Assistance" towards "Developing Business with the Rural Poor in Cao Bang"

Duration: 2009-2014

Total Budget: 2,475,044 EUR

Disbursed 2013: 466,533 EUR



## | VIE/032

Support Vietnam's Securities Market Consolidation and Improve Training Capacities

Duration: Formulation

Total Budget: 3,000,000 EUR

Disbursed 2013: 65,113 EUR



## | VIE/028

Western Nghe An Rural Development Project-Phase III

Duration: 2009-2014

Total Budget: 6,000,000 EUR

Disbursed 2013: 906,896 EUR



## | VIE/031

Strengthening of Human Resources in the Hospitality and Tourism Sector in Vietnam

Duration: 2010-2014

Total Budget: 3,950,000 EUR

Disbursed 2013: 606,852 EUR



## | VIE/033

Local Development and Climate Change Adaptation in Hué Province

Duration: 2013-2017

Total Budget: 8,000,000 EUR

Disbursed 2013: 1,233,005 EUR





# Vietnam



## VIE/035

Technical Assistance to the IFAD Tam Nong Support Project in Tuyen Quang Province

Duration: Formulation

Total Budget: 2,000,000 EUR

Disbursed 2013: 54,540 EUR



## VIE/036

Irrigation in Cao Bang-Wise Use of Water and Agriculture

Duration: Formulation

Total Budget: 5,500,000 EUR

Disbursed 2013: 83,672 EUR





# Regional Office Pristina

Luxembourg Development Cooperation has played an active role in South-Eastern Europe since the end of the conflict in Kosovo in 1999. This conflict produced an unprecedented number of refugees within just a few days, giving rise to one of the most serious humanitarian crises on the European continent in the recent past. Following these events, a Luxembourg Development Cooperation office was set up in Pristina in October 1999. At first, it focused primarily on the return of the refugees and humanitarian aid and also participated in the large-scale international reconstruction and rehabilitation efforts.

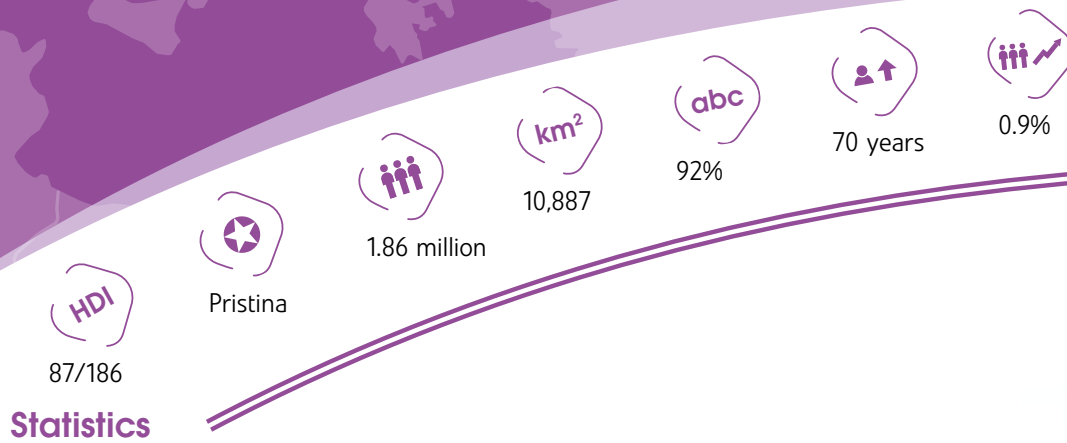
Neighbouring countries were not directly affected by the destruction caused by the war, but nonetheless they experienced the consequences of the wave of refugees, as well as the poverty and economic decline which followed the break-up of Yugoslavia. These wars had a particularly severe impact on some regions of North-Eastern Montenegro and South-Western Serbia. Thus Luxembourg's support has been extended to cover the entirety of the Balkan region. Luxembourg's ODA swiftly changed from being humanitarian aid to genuine development cooperation.

LuxDev provides technical expertise on the ground. It is also the main channel for delivering Luxembourg's aid to this region. The creation of the LuxDev Regional Office in 2008, based in Pristina, Kosovo, was highly significant and followed on from operational analysis carried out to reinforce this commitment. The Regional Office's proximity to the projects and their specific context has certainly helped to create a positive synergy which benefits a high-quality programme in the Balkans in the medium and long term.

In 2013, bilateral aid through LuxDev focused on the sectors of Health, Vocational Training and Water in Kosovo; on Forestry and Vocational Training in Montenegro; and on Water in Serbia. The portfolio is made up of six ongoing projects with a total contribution of 34,422,000 EUR from Luxembourg and disbursements of 8.5 million EUR in 2013. The seventh project being developed is a project implemented through delegated management, financed by the European Union Instrument for Pre-Accession Assistance. Of a total budget of 1 million EUR, 646,217 EUR was disbursed in 2013. The forecasts for 2014 make provision for the closure of all the bilateral projects managed by LuxDev in Montenegro and Serbia and the continuation of activities in Kosovo, with new interventions in the sectors of Health, Water and Sanitation.

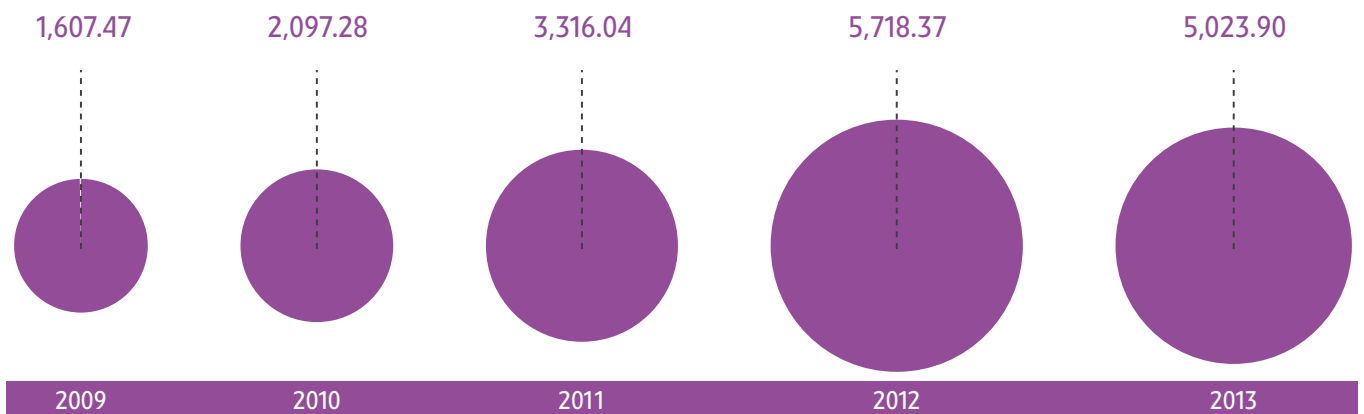
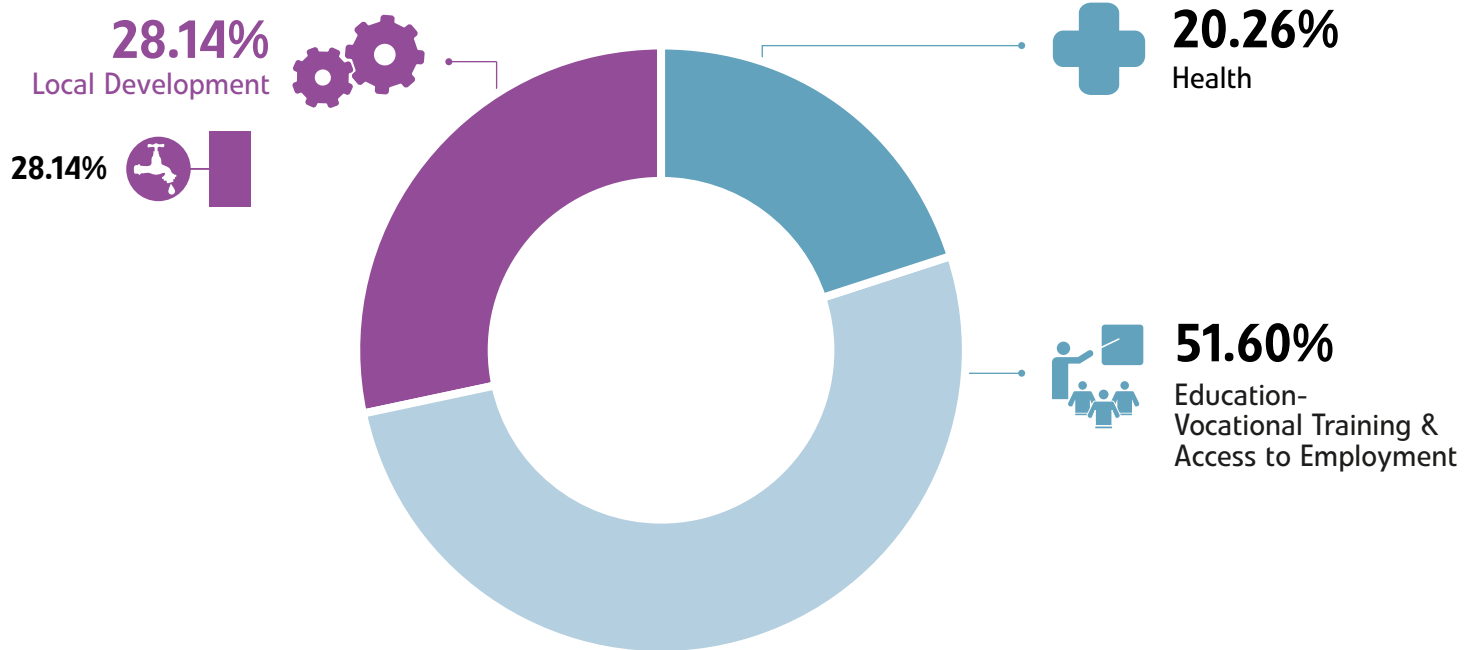


# Kosovo



# Kosovo

Distribution of the 2013 Disbursements by Sector



Evolution of Activities in Kosovo (in thousand EUR)



# Kosovo

## | KSV/014

Health Support Programme in Kosovo

Duration: 2009-2014

Total Budget: 6,500,000 EUR

Disbursed 2013: 1,017,937 EUR



## | KSV/016

Institutional and Technical Support for the Water Supply System, Mitrovica

Duration: 2011-2014

Total Budget: 4,500,000 EUR

Disbursed 2013: 1,387,396 EUR



## | KSV/018

Institutional and Technical Support for the Water Supply System, Mitrovica Region-Phase II

Duration: Formulation

Total Budget: 4,500,000 EUR

Disbursed 2013: 26,104 EUR



## | KSV/015

Support to Vocational Education and Training Reform in Kosovo: Establishment of Centres of Competence in Ferizaj and Prizren

Duration: 2010-2014

Total Budget: 8,000,000 EUR

Disbursed 2013: 2,401,535 EUR



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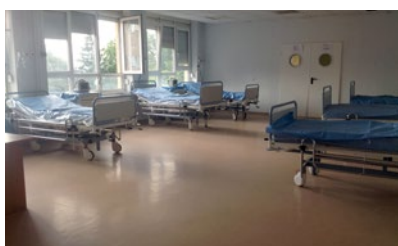
## | KSV/017

Health in Kosovo-Phase II

Duration: Formulation

Total Budget: 6,000,000 EUR

Disbursed 2013: - EUR

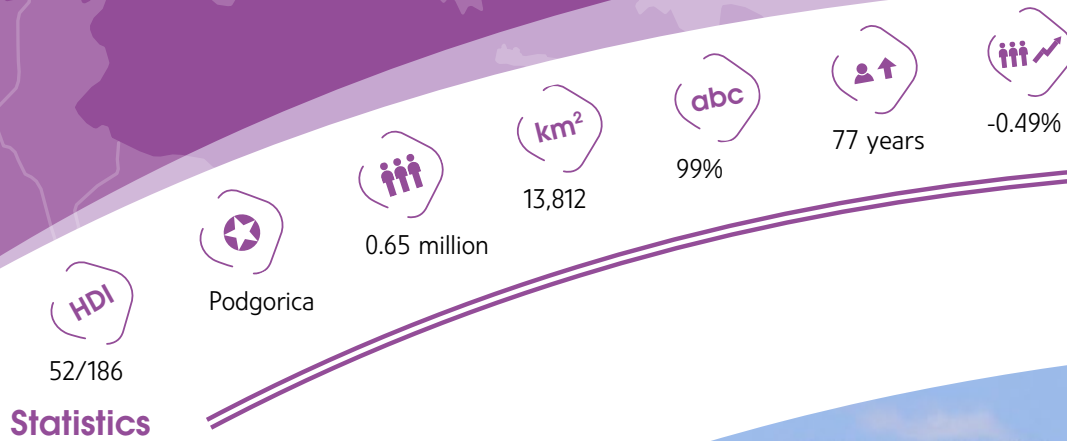


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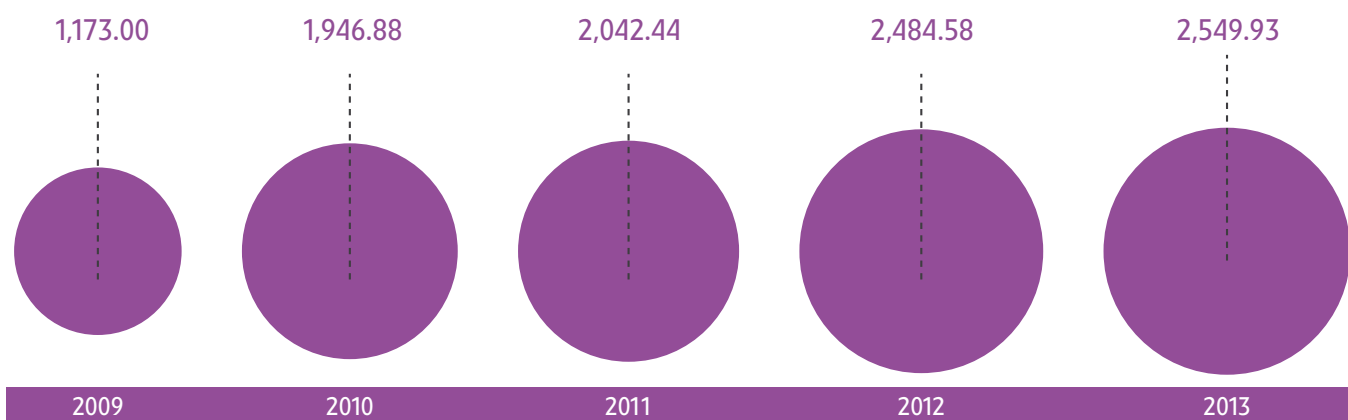
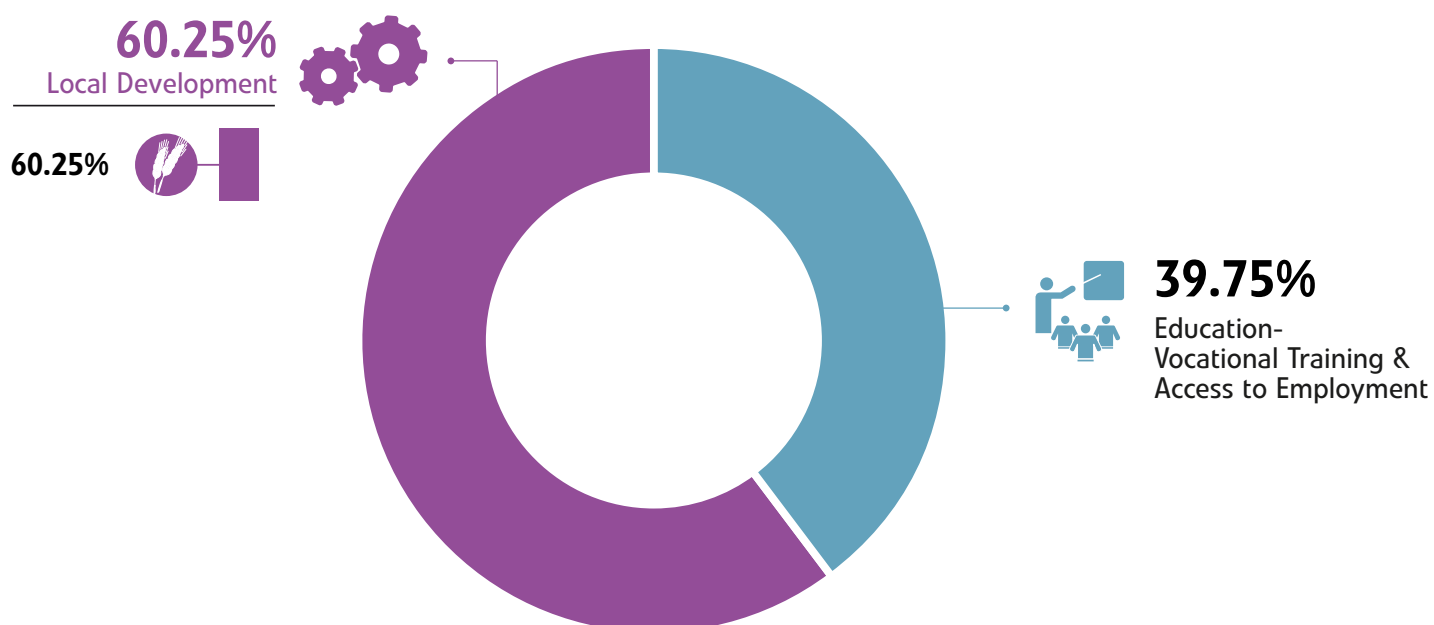
# Montenegro

Montenegro



# Montenegro

Distribution of the 2013 Disbursements by Sector



Evolution of Activities in Montenegro (in thousand EUR)



# Montenegro



## | MNE/011

Strengthening Vocational Training in North-East Montenegro

Duration: 2009-2014

Total Budget: 5,200,000 EUR

Disbursed 2013: 1,013,666 EUR



## | YUG/012

Forestry Development in Montenegro-Phase II

Duration: 2007-2013

Total Budget: 5,722,000 EUR

Disbursed 2013: 890,051 EUR



## | YUG/812

Support to the Capacity Building in the Forestry Sector

Duration: 2011-2013

Total Budget: 1,000,000 EUR\*

Disbursed 2013: 646,217 EUR\*

\* Swiss funded





Serbia

# Serbia



64/186

## Statistics



Belgrade



7.21 million



77,474



98%



75 years



0.46%



## Serbia-Luxembourg Cooperation



REKONSTRUKCIJA VODOZAHVATA NA RECI RAŠKOJ  
JE DEO RAZVOJNE SARADNJE IZMEĐU REPUBLIKE SRBIJE  
I VLADE VELIKOG VOJVODSTVA LUKSEMBURGA SA CILJEM  
POBOLJŠANJA VODOSNABDEVANJA GRADA NOVOG PAZARA

RECONSTRUCTION OF THE RAW WATER INTAKE ON THE RIVER  
RAŠKA IS PART OF THE COOPERATION EFFORT BETWEEN  
THE GOVERNMENT OF THE REPUBLIC OF SERBIA AND THE  
GRAND-DUCHY OF LUXEMBOURG TO IMPROVE  
WATER SUPPLY IN THE CITY OF NOVI PAZAR.



Project SRB/013  
Investments in the Municipality of Novi Pazar  
Institutional and Technical Support for the  
Water Supply System

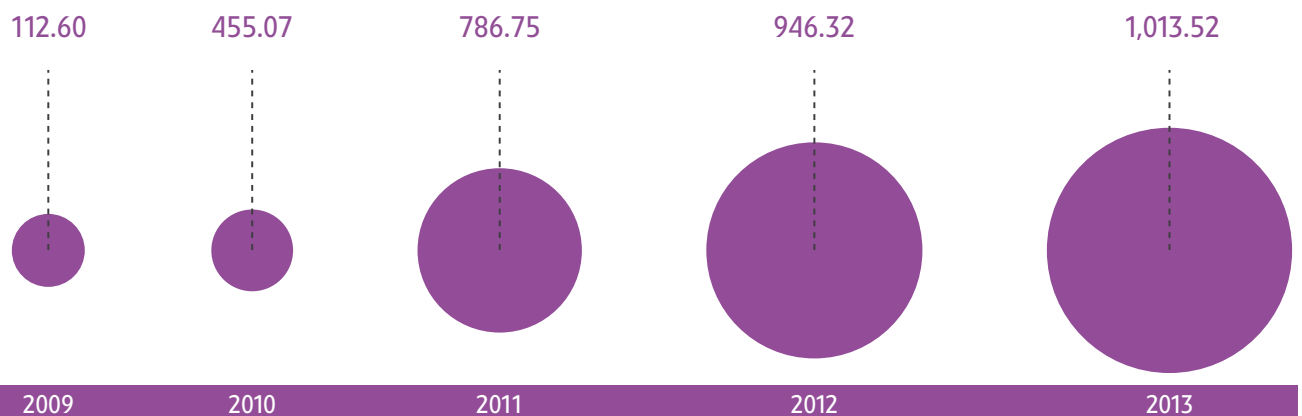
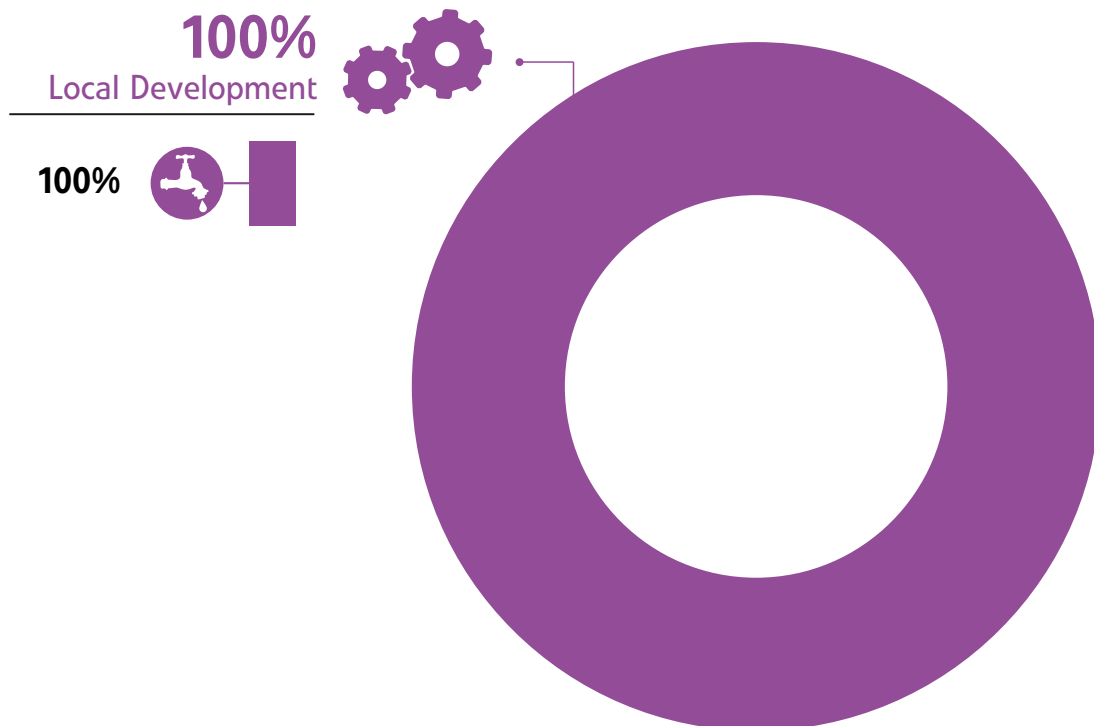


Municipality of Novi Pazar

IZVODAC RADOVA:	Asing d.o.o. Beograd	PROJEKTANT:	Beoinženjering 2000 d.o.o. Beograd
INVESTITOR:	GRAD NOVI PAZAR I JKP VODOVOD I KANALIZACIJA	ODOBRENJE BR.:	IV-07 br. 351-106/11 kat. parcele 3707 ko Sebečevo i 603 ko Zabrđe
OBJEKAT:	REKONSTRUKCIJA VODOZAHVATA NA RECI RAŠKOJ, PAZARIŠTE	POČ. I ZAV. RADOVA:	01.01.2012. - 01.08.2012.

# Serbia

## Distribution of the 2013 Disbursements by Sector



## Evolution of Activities in Serbia (in thousand EUR)



# Serbia



## | SRB/013

Support to Novi Pazar Municipality-Phase II

Duration: 2009-2014

Total Budget: 4,500,000 EUR

Disbursed 2013: 1,013,524 EUR





Mongolia



Countries in the  
UEMOA zone



Rwanda



# Other Countries

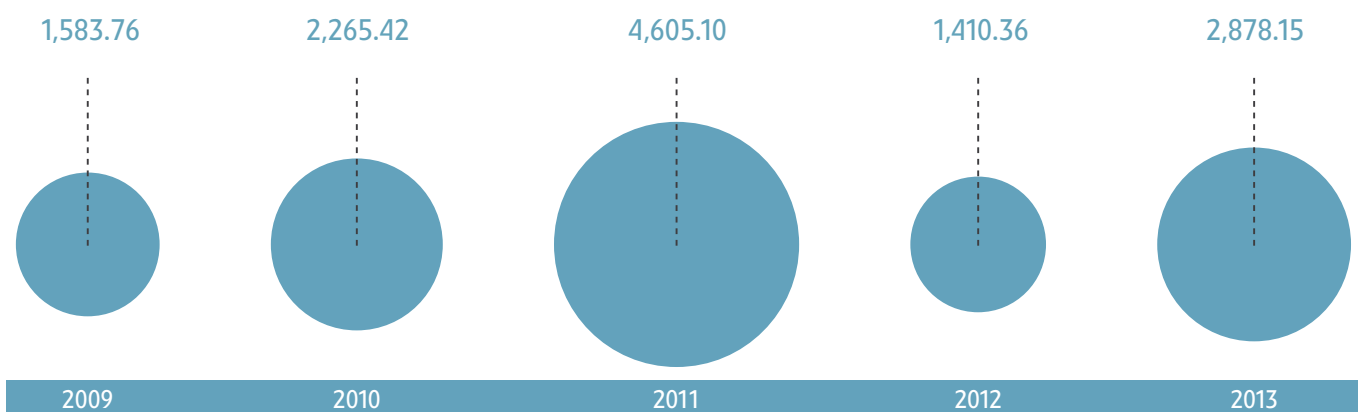
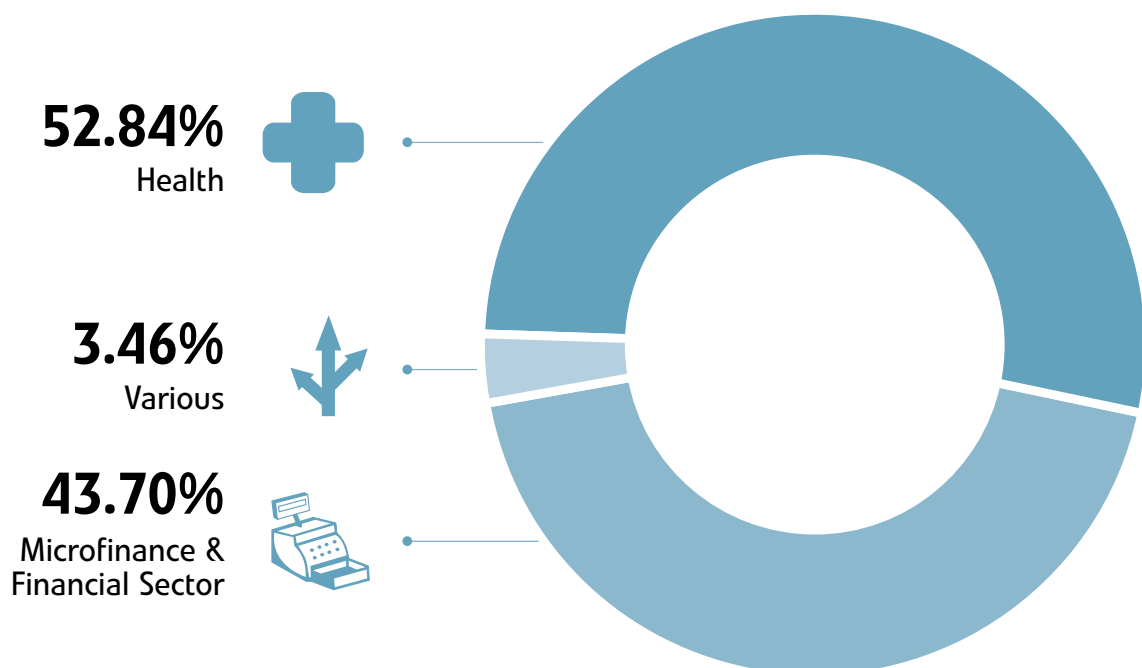


# Regional Africa

Countries in the UEMOA zone



Distribution of the 2013 Disbursements by Sector



Evolution of Activities in Regional Africa (in thousand EUR)



# Regional Africa



## | AFR/017

Promotion of the Inclusive Financial Sector for the UEMOA Zone

Duration: 2008-2014  
Total Budget: 18,825,000 EUR  
Disbursed 2013: 1,257,631 EUR



## | AFR/019

Satellite enhanced Telemedicine and e-Health for Sub-Saharan Africa

Duration: 2011-2014  
Total Budget: 170,000 EUR  
Disbursed 2013: 777 EUR



## | AFR/020

African Internet Exchange System (AXIS)

Duration: 2011-2016  
Total Budget: 300,000 EUR  
Disbursed 2013: 71,831 EUR



## | AFR/021

Support to the Monitoring, Control and Surveillance of Fisheries in West Africa

Duration: Formulation  
Total Budget: 3,000,000 EUR  
Disbursed 2013: 27,782 EUR



## | AFR/819

Satellite enhanced Telemedicine and e-Health for Sub-Saharan Africa

Duration: 2011-2014  
Total Budget: 4,000,000 EUR\*  
Disbursed 2013: 1,520,126 EUR\*



## | AFR/820

African Internet Exchange System (AXIS)

Duration: 2011-2016  
Total Budget: 5,100,000 EUR\*  
Disbursed 2013: - EUR

\* Funding: EU-Africa Trust Fund for Infrastructure

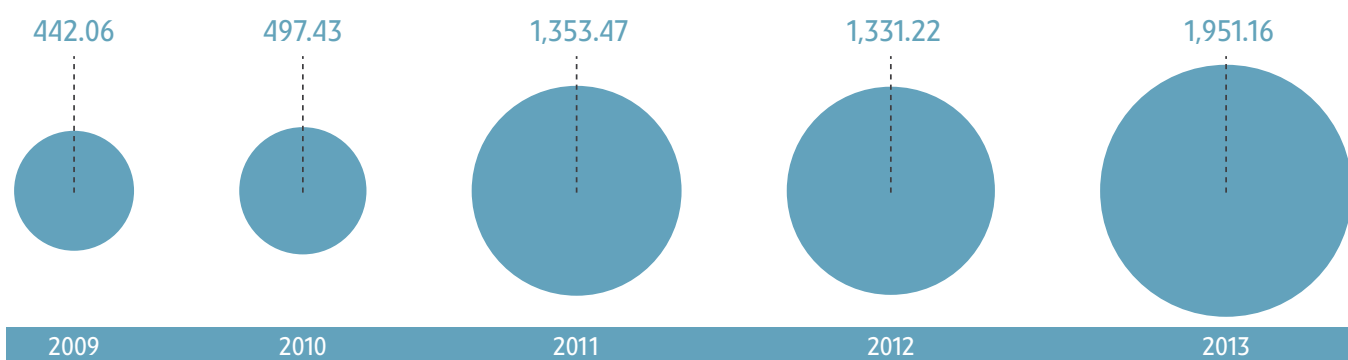
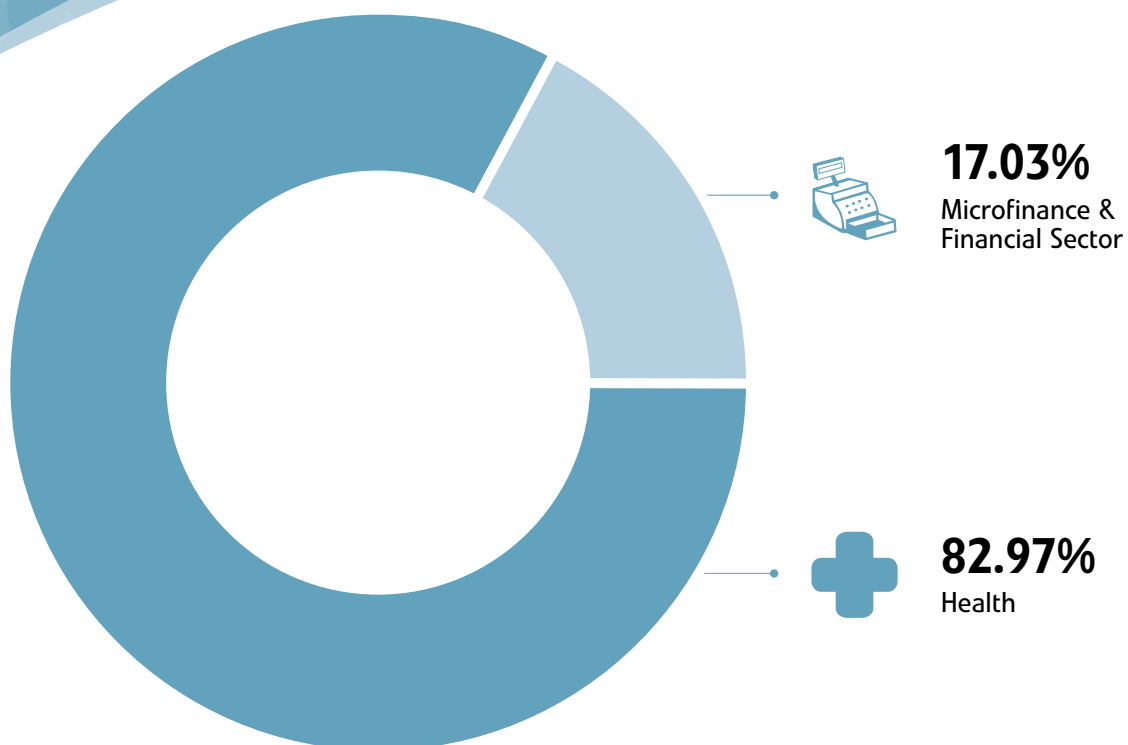






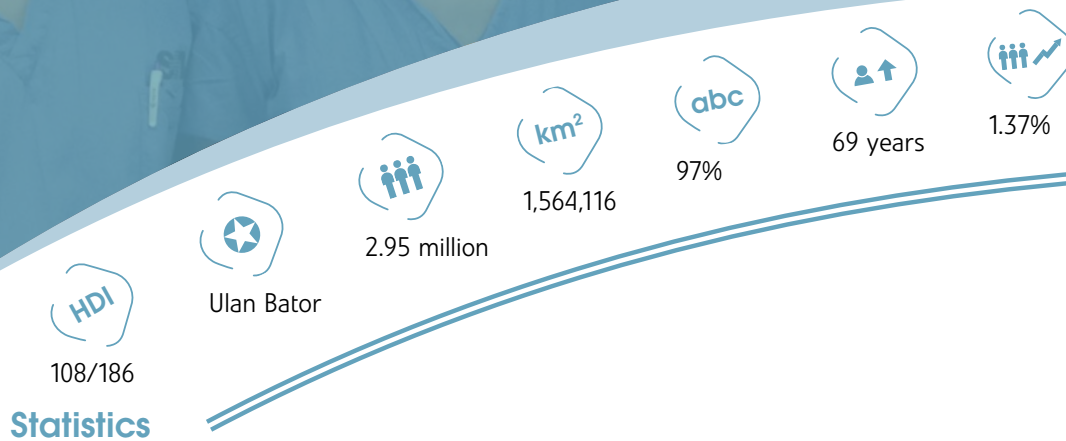
# Mongolia

Distribution of the 2013 Disbursements by Sector



Evolution of Activities in Mongolia (in thousand EUR)

# Mongolia



## MON/003

Cardiovascular Diagnostic Centre-Phase II

Duration: 2007-2013  
Total Budget: 2,431,300 EUR  
Disbursed 2013: 91,910 EUR



## MON/004

Financial Sector Capacity Building and Training Project

Duration: 2010-2014  
Total Budget: 2,000,000 EUR  
Disbursed 2013: 332,360 EUR



## MON/005

Cardiovascular Centre, MCH and e-health Expansion

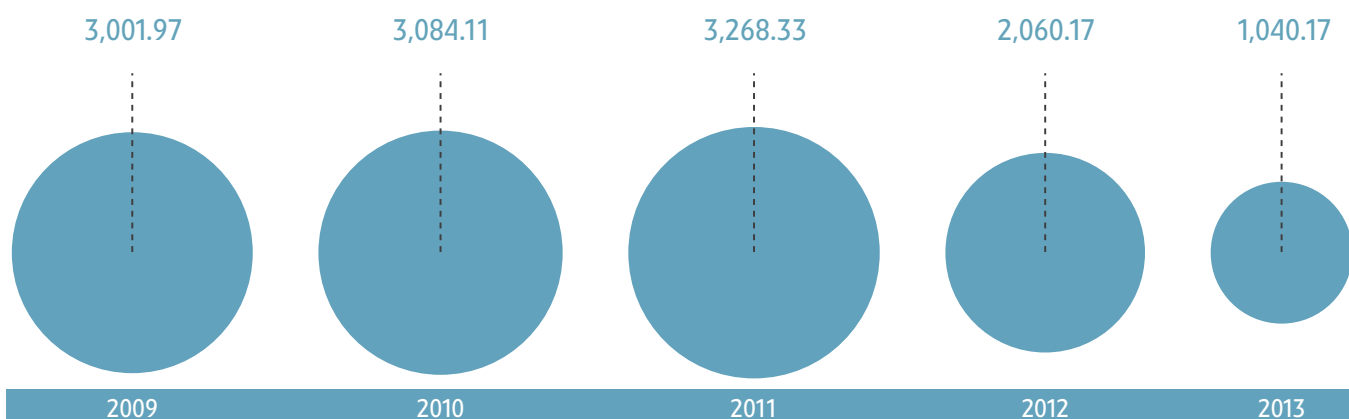
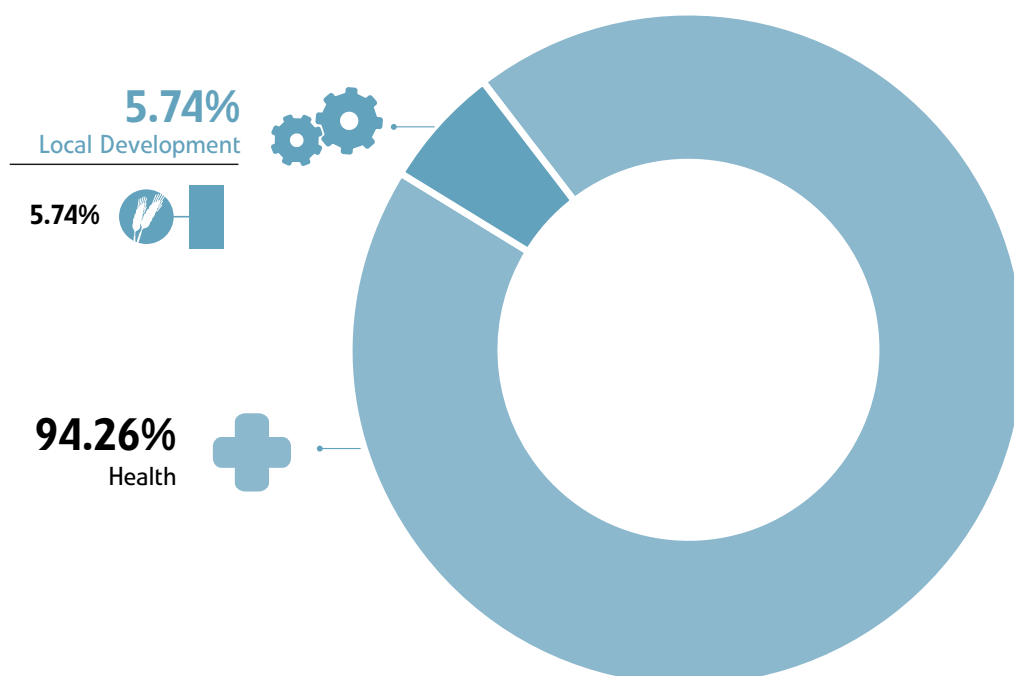
Duration: 2012-2016  
Total Budget: 8,014,000 EUR  
Disbursed 2013: 1,526,895 EUR



Rwanda — 

# Rwanda

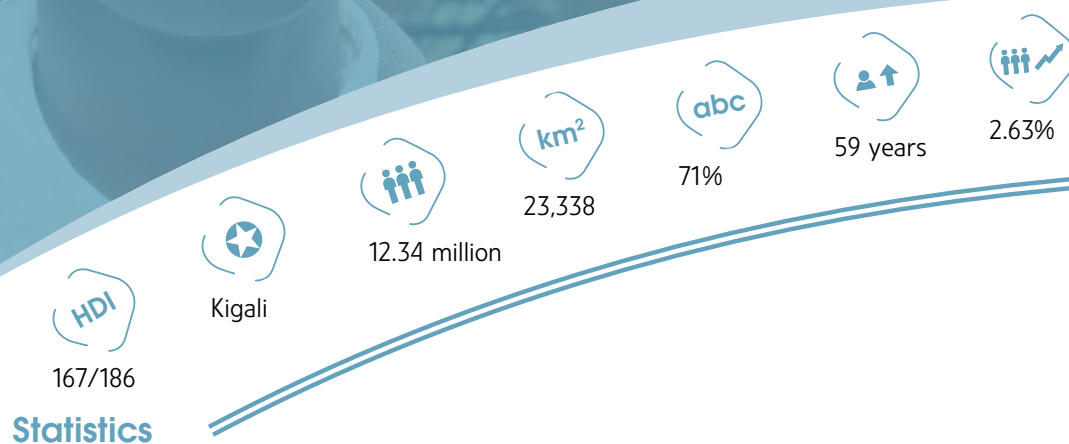
Distribution of the 2013 Disbursements by Sector



Evolution of Activities in Rwanda (in thousand EUR)



# Rwanda



## | RWA/023

Support to the Implementation  
of the 2009-2012 Health Sector  
Strategic Plan

Duration: 2010-2013

Total Budget: 6,550,000 EUR

Disbursed 2013: 980,442 EUR



# Summary of Funds used in Partner Countries

## DAKAR

	Total Budget EUR	Disbursed 2012 EUR	Disbursed 2013 EUR
Total-Office	153,310,981	19,480,123	19,073,515
Senegal	91,949,000	9,994,502	6,717,633
Mali	61,361,981	9,485,621	12,355,882

## HANOI

	Total Budget EUR	Disbursed 2012 EUR	Disbursed 2013 EUR
Total-Office	108,387,992	12,986,328	13,361,530
Vietnam	66,756,698	5,023,828	5,213,353
Laos	41,463,294	7,962,500	8,029,242
Myanmar	168,000	7,962,500	118,934

## MANAGUA

	Total Budget EUR	Disbursed 2012 EUR	Disbursed 2013 EUR
Total-Office	69,664,380	10,190,843	13,336,911
Nicaragua	37,264,380	5,743,954	9,605,226
El Salvador	32,400,000	4,446,889	3,731,685

## OUAGADOUGOU

	Total Budget EUR	Disbursed 2012 EUR	Disbursed 2013 EUR
Total-Office	129,313,188	10,811,810	18,718,042
Burkina Faso	74,827,737	7,184,824	9,509,701
Niger	54,485,451	3,626,986	9,208,342

## PRAIA

	Total Budget EUR	Disbursed 2012 EUR	Disbursed 2013 EUR
Total-Office	73,136,016	9,863,216	8,508,530
Cape Verde	73,136,016	9,863,216	8,508,530

## PRISTINA

	Total Budget EUR	Disbursed 2012 EUR	Disbursed 2013 EUR
Total-Office	41,222,164	9,149,270	8,587,357
Kosovo	24,800,164	5,718,372	5,023,899
Montenegro	11,922,000	2,484,579	2,549,934
Serbia	4,500,000	946,319	1,013,524

## DIRECT MANAGEMENT

	Total Budget EUR	Disbursed 2012 EUR	Disbursed 2013 EUR
Total	53,592,326	6,237,913	6,756,069
Regional Africa	28,579,500	1,410,360	2,878,148
Mongolia	3,445,300	1,331,219	1,951,164
Rwanda	15,980,000	2,060,169	1,040,169
Other (Training, etc.)	5,587,526	1,436,165	886,587

<b>Total EUR</b>	<b>628,627,047</b>	<b>78,719,503</b>	<b>88,341,954</b>
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# credits

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Regional Offices Texts | **Regional Representatives**

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Graphic Design | **Cathy Scheltien**

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