



# ANNUAL REPORT 2018

## SPECIAL DOSSIER 40 YEARS OF LUXDEV

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







A person wearing a white long-sleeved shirt and a purple sash is holding a branch of coffee cherries. The cherries are in various stages of ripeness, from green to orange. The background is a blurred green, suggesting a coffee plantation.

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# A WORD FROM THE PRESIDENT AND THE DIRECTOR-GENERAL

## FROM 1978 TO 2018

Lux-Development was established on 9 August 1978, in the midst of a major economic crisis affecting not only Luxembourg but all of Europe.

The climate following the 1973 oil crisis has major significance since the Agency was originally set up to help struggling Luxembourg companies diversify their activities by identifying new opportunities in foreign markets. At the time, LuxDev's main objective was to serve as a tool for the international promotion of Luxembourg's private sector. While the Agency had been assigned development cooperation projects from its inception, this activity remained wholly incidental to the challenges dictated by the national economy in 1978.

In the mid-1980s, and especially after the early 1990s, both the return to economic growth and a strong political desire to increase Luxembourg's commitment to development assistance led the Agency towards profound change. It subsequently began to curtail activities promoting the private sector to focus more on development cooperation. This shift naturally led LuxDev to adapt, over time, its structure and relationship to the Luxembourg State.

In 1998, LuxDev underwent major restructuring to become Luxembourg's Development Cooperation Agency in which the State is now a majority shareholder, whereas it originally held only a small share. On 17 December of the same year, LuxDev and the State signed the first-ever agreement governing the terms of collaboration between the two entities.

While the Agency is sure to experience numerous operational changes in the future, revisiting its origins testifies to the innate nature of its adaptability. Today, LuxDev's unwavering ability to adapt to an increasingly complex, ever-changing environment and its drive to find solutions to the everyday challenges it faces are undoubtedly its greatest strengths.

Indeed, LuxDev has always adapted to its environment, evolving as necessary and thus becoming a cooperation agency that is respected and recognised by its peers.

However, the biggest challenge in the Agency's history has undoubtedly been making the transition from a traditional agency, which oversees the implementation of cooperative projects from a position of management, to a cooperation agency that supports its partners through the implementation of their own development policies, by guiding them, advising them and contributing to their empowerment and self-governance.

The special dossier in this report (page 7) highlights all the details of this tricky transition process, a process that requires both flexibility and a certain degree of skill. In fact, aside from the technical side of things, this feat requires a shift in mindsets that must come from both the Agency and its employees and from its various partners.

Such major change didn't happen overnight. It was very early on – in the wake of major international conferences in Paris, Accra, Busan and Nairobi, and seeing the quality of aid they generated – that LuxDev resolutely embraced this paradigm shift, understanding the magnitude of it all and the impact it would have on the daily life of the Agency.

In this context, from the early 2000s, LuxDev undertook a major reorganisation and transformation project. This involved a process of decentralisation that took the form of setting up offices, first in regions and then in each country, in order to work as closely as possible with its partners.

This process of decentralisation was just one of many elements that made it possible for the Agency to follow the principles of effective development assistance to the fullest extent possible.

#### 2018 MORE THAN JUST AN ANNIVERSARY FOR THE AGENCY

In 2018, LuxDev prepared or implemented more than 60 projects/programmes on behalf of various donors.

One of the key operational facts of that eventful year was certainly the deteriorating socio-political situation in Nicaragua, where LuxDev was working on three projects/programmes. The tragic events and crisis this country experienced had a significant impact on the Agency's work in the field.

However, despite an often unstable (as was the case in Nicaragua) and increasingly complex environment, 2018 was nevertheless a record year in terms of disbursements. Indeed, with a total of almost EUR 113,000,000, an increase of 13% over the previous year, the Agency has reached a whole new level.

Furthermore, with the publication of the Directorate's new strategy for development cooperation and humanitarian action, 2018 was a landmark year for the Agency's future direction. Indeed, this important document will act as one of the cornerstones for LuxDev's 2030 vision, which is currently under development.



Étienne REUTER  
Chairman of the Board  
of Administration



Gaston SCHWARTZ  
Director-General



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# SPECIAL DOSSIER

## 40 YEARS OF EXPERIENCE

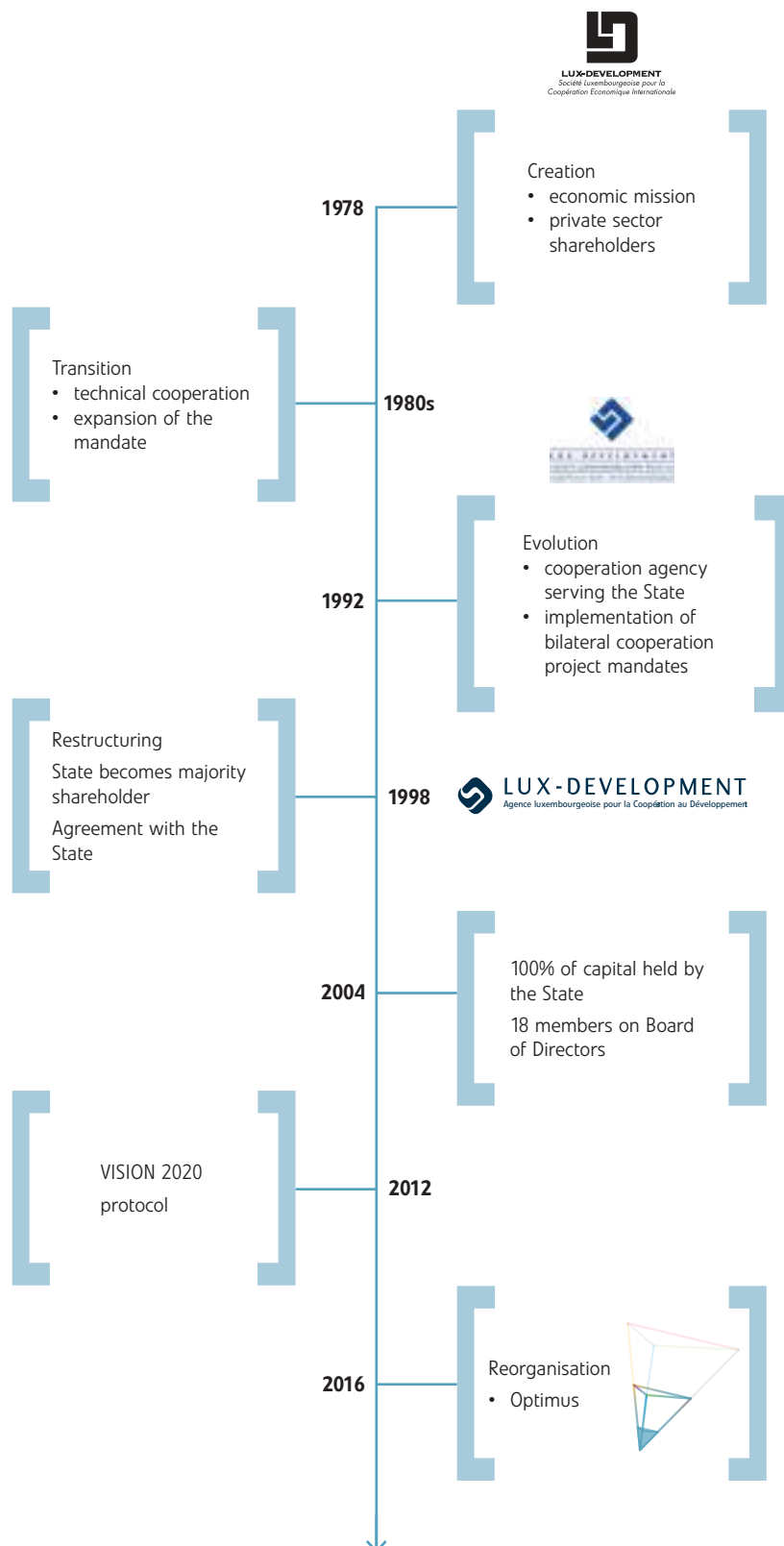
DEDICATED TO DEVELOPMENT COOPERATION



# 07

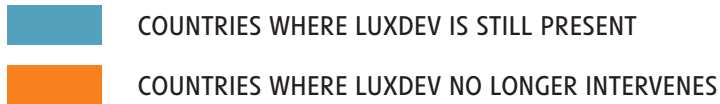


# TIMELINE

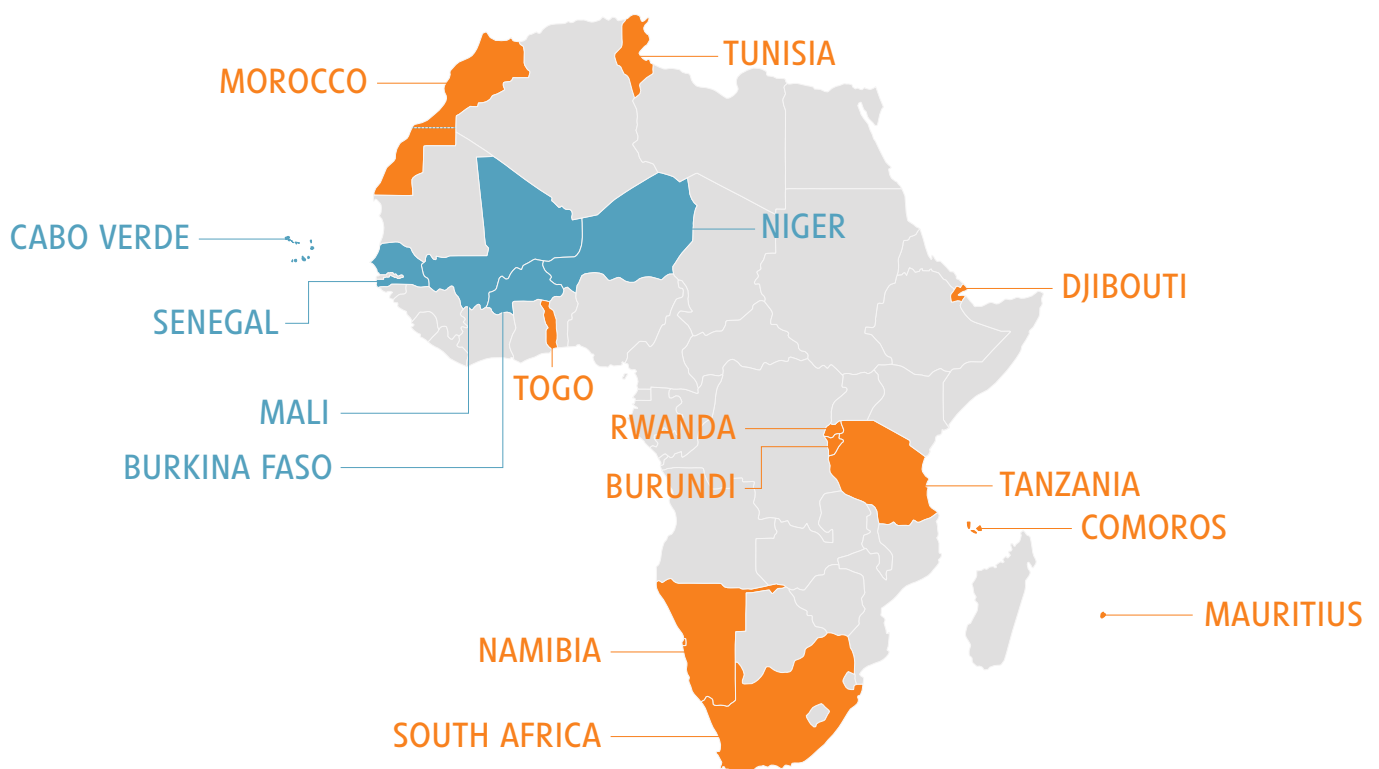




# LUXDEV COUNTRIES OF OPERATION



## AFRICA • 17



# LUXDEV COUNTRIES OF OPERATION

(CONT'D)

## LATIN AMERICA • 4



## ASIA • 5

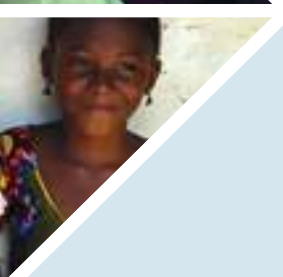


## EUROPE • 4









## CONTINUITY IN THE SECTORAL FRAMEWORK IN SUPPORT OF EXPERTISE

Since its inception, the Agency has established a certain consistency in the choice of its operational sectors. While it is true that LuxDev has ventured beyond its sectoral reference framework (road infrastructures in Cabo Verde and Nicaragua, business infrastructures in Senegal, etc.) on a few rare occasions, it has mainly operated in the following sectors from the beginning:



Local  
Development



Education -  
Vocational  
training and  
access to  
employment



Health



Renewable  
energies

Over the years, this continuity has allowed LuxDev to develop know-how and expertise that is now recognised by all.

# CHANGING APPROACHES, PROCEDURES AND INSTRUMENTS

LuxDev,  
If the rythm  
or the art of being  
of the drum beat changes,  
proactive in a  
the danse steps must  
constantly changing  
adapt as well  
environment



# LUXDEV'S MODE OF OPERATION, ITS CONCEPTS AND THEIR EVOLUTION

The approaches, procedures and instruments form the basis of LuxDev's mode of operation.



## APPROACHES

The approaches set out how to approach Cooperation for development in its entirety.

### PROJECT APPROACH

This approach strives to coordinate and exploit a range of resources (financing, equipment, expertise, etc.), activities and outcomes agreed upon by the donor and the partner country.

It aims to achieve specific objectives within a set time, potentially within an appointed geographical area of concentration and within a pre-defined budget through five successive phases:

IDENTIFICATION	Description of the overarching project framework, situation, needs, form of co-operation, budget and duration of the project
FORMULATION	Detailed description of the project that confirms the findings of the identification, describes the technical and financial feasibility of the project and the quantitative and qualitative data needed to execute the project
INSTRUCTION	Accepting and validating the formulation
EXECUTION	Carrying out the project
EVALUATION	

### PROGRAMME APPROACH

The programme approach focuses on a recipient country's programme in a coordinated way using four distinct characteristics:

The programme's direction lies in the hands of the recipient country

It is a single overarching programme with a corresponding budget

Donor coordination is formalised, and donors use harmonised procedures for reporting, financial management and awarding contracts

Whenever possible, the recipient country's systems are used for the development, execution, financial management, monitoring and evaluation of the programme



## PROCEDURES

The procedures set out how to approach the actions required by the chosen approach.

### LUXDEV IMPLEMENTATION

This method involves implementing the actions agreed upon in the framework of bilateral cooperation under the supervision of LuxDev, which is solely responsible in the eyes of the donor.

### NATIONAL IMPLEMENTATION

The method for national execution, which is established by an agreement signed with the partner, gives responsibilities to the relevant national structures for every stage of the project and programme life cycles.

While the degree of accountability may vary, whether total or partial, the application of national execution is always based on a capability and risk assessment. This analysis, which factors in the desired capacity building objective, may, depending on the various cases, focus on the complete organisation of a department or its ability to implement delegated actions.



## INSTRUMENTS

Instruments are the tools that determine how to implement the actions taken.

### MANAGEMENT

LuxDev's management involves carrying out activities through its own agents, and following its own procedures, without delegating any activity to the entities of the partner State.

### OPERATIONAL PARTNERSHIP AGREEMENTS

These agreements make it possible to delegate implementation to a third party, which may be:

- a central, or decentralised, State partner;
- an affiliated body structure (provided it has ministerial autonomy)
- an international organisation;
- a civil society organisation; or
- another development agency.

### BUDGETED AID

Budgeted aid uses national systems to ensure that both the alignment of aid with the policies implemented by the partner and the latter's ownership can be maintained. In addition, budgeted aid, due to its nature, greatly contributes to the strengthening of these systems and guarantees their sustainability.

### BUDGET SUPPORT

This instrument consists of providing financial aid to the treasuries of recipient countries in order to increase the resources of these States. Budget support allows recipient States to execute their own budgets according to their own procedures. Funds are given directly to partner governments, who then integrate the funds into their allocation, procurement and accounting systems, without said funds being linked to specific programme/project activities.

Whether general or sectoral, budget support consists of a lump sum transfer of foreign currency.



# 40 years of LuxDev



## Evolving practices, unchanging commitment!

Building a metal bridge in Ecuador, a dairy in Kairouan, Tunisia, a market in Niamey, Niger or Rundu, Namibia, a hospital in Santo Antão, Cabo Verde or in Laos, teacher training schools in Nicaragua, and drinking water and electricity networks in various countries: these are the types of projects that LuxDev carried out in the 1980s and 1990s on behalf of Luxembourg Cooperation. We take a certain pride in having delivered well-designed, well-made and well-equipped infrastructures in our designated “target” countries. And naturally we were contributing to the development of these countries by improving access to basic services and amenities.



For proof of the projects' usefulness, simply visit the island of Santo Antão in Cabo Verde and speak with locals and municipal leaders to understand how, and at what rate, quality of life on this island beloved by hikers has changed in under 30 years.

By providing better access to basic services such as health care, primary, secondary and technical education, vocational training, electrical energy and transport, LuxDev can take pride in having contributed significantly to lifting this island and its inhabitants out of poverty. (cont'd p. 22)



## Orlando Delgado

Mayor of Ribeira Grande (currently)  
GTI Coordinator (1993/2004)

### INTERVIEW

#### What was the situation on Santo Antão island before Luxembourg Cooperation's intervention?

Today Luxembourg Cooperation is still the principal development partner for Santo Antão island, thanks to structural investments that were made in the 1990s, especially in social areas.

In 1990, Santo Antão reported the worst development indicators in Cabo Verde: a largely forgotten island, living seasonally from agriculture or labour-intensive work (FAIMO), with an average daily wage of about 1 dollar (USD). The health and education situation was degrading, with no hospitals or high schools, most primary schools were rented houses with no amenities, electricity was only in urban centres (covering less than 15% of the population) and for five hours a day (from 8 p.m. to 1 a.m.), water supplies were provided by fountains or springs without any treatment and environmental sanitation was a luxury, unknown to the majority of the population.

With the beginning of Luxembourg Cooperation's investment in various sectors of activity, Santo Antão went from being a marginal island to having a universally recognised level of social development and now has the country's best living standards indicators, even though there is a population exodus due to a lack of alternatives in the job market and residents' incomes.

## What main interventions from the Luxembourg Cooperation did you take part in and how did they proceed?

Luxembourg Cooperation's priority investment areas in Santo Antão were:

### HEALTH

One of Luxembourg Cooperation's first projects in Santo Antão specifically involved upgrading certain health centres in the municipality of Paul, followed by the construction of the island's largest health infrastructure, the João Morais regional hospital in the city of Ribeira Grande, which was inaugurated in 1995 by HRH Prince Guillaume of Luxembourg, then LuxDev's President. Other key sectoral interventions include the construction of the health centre in Paul and refurbishment of Ponta do Sol's health centre, where Dr Agostinho Neto (former President of the Republic of Angola) worked.

### EDUCATION



Building a network of schools, along with setting up teacher training, was a top priority at the time and within this framework, several organisational infrastructures for the sector were constructed, such as the Porto Novo technical school, Ribeira Grande and Porto Novo boarding schools, Coculi secondary school and several primary schools in the three municipalities.

### RURAL ELECTRIFICATION FOR THE ISLAND

This is probably the largest project financed by Luxembourg Cooperation, not just because of the financial volume it represented, but mainly because it was innovative, even revolutionary, as the country's pioneering project for rural electrification. In four years, Santo Antão went from an electric coverage rate of 15% to 90%, thus making a decisive contribution to ensuring that the entire rural environment can achieve living standards that the population never imagined possible.



### WATER SUPPLY AND SANITATION

In the urban centres (Porto Novo, Ribeira Grande, Paul and Ponta de Sol), this project made it possible to raise the coverage rate from 20% to 85% with the introduction of waste collection and treatment services that had never before existed.

### AFFORDABLE AND SOCIAL HOUSING



Attracting executives in various sectors to the island, namely those working in health and education, was one of the biggest problems we faced. To do this, incentives had to be created that would allow them take up residence there. This was the impetus behind the project to build affordable housing to be sold to employees. Thanks to this transaction, hundreds of homes were built for the most disadvantaged members of the population.



## ECONOMIC INFRASTRUCTURES



At the time, our vision for the island's development involved doing more than simply building up the social infrastructure. There was also a need to create development infrastructures that generated jobs and greater added value to the island's established production and services.

This led to the creation of the cheese factory in Porto Novo, the Caprina processing centre and the acquisition of a drilling machine to generate more water for agriculture. Similarly, a tourism development project for the island was developed, but unfortunately it was discontinued in 2001.

### What impact have these interventions had and what is the situation on the island today?

One of the most important gains, which is not usually quantified, is the fact that Luxembourg Cooperation helped create a technical capability centred around the Inter municipal Technical Office (GTI), which successfully and efficiently managed all of these projects. The GTI coordinated all of the design, supervision and monitoring, and a project planning and management capacity was created to maximise the resources that Luxembourg Cooperation made available to the island.

### What is your vision for Santo Antão's future?

Our vision for the island's development is embodied in the development plan for the island of Santo Antão.

Our main concern is to develop projects that will generate jobs and income for families, which might prevent young people from leaving for the Sal and Boa Vista islands in search of employment in the tourism sector. Our island has enormous potential to develop a tourism product that adds to the national product.

Building an airport on the island seems like the top priority – not for a connection to Cabo Verde, but to connect Santo Antão to the world – otherwise the island's future may well be at risk.

Before concluding, I must absolutely express my gratitude to LuxDev and Prince Guillaume's entourage, namely Marie-France Bacciochini-Koos and the engineer Denis Cridel, who helped take the cooperation between Luxembourg and Cabo Verde towards the height of excellence, as is widely known.

Thanks to the approach of the target projects, LuxDev was able to play a major role in lifting this island from poverty.

But we know that development is not just a matter of infrastructure or services! It entails the fulfilment of a set of conditions that can only be achieved within the framework of a holistic vision integrating sound governance, and the development of institutions, organisations and individual skills.

That's how the international donor community, under the leadership of the OECD, made a strong commitment in the 2000s to a concerted effort aimed at donor harmonisation to begin with (Rome 2003), and then effective cooperation (Paris 2005, Accra 2008, Busan 2011, Mexico 2014), based on five fundamental principles: ownership, alignment, harmonisation, results-based management and mutual responsibility.

Efficiency: achieving substantial, consistent, solid, equitable, sustainable and measurable results! That is, in fact, what development partners are all about. In 2008, LuxDev developed its first Strategic Vision (Vision 2012) based on the findings of these high-level conferences and on recommendations from OECD peer reviews.

This desire to look beyond infrastructure and equipment investment and instead consider structural changes in priority sectors has led us, like our peers, towards the programme approach, particularly since 2005.

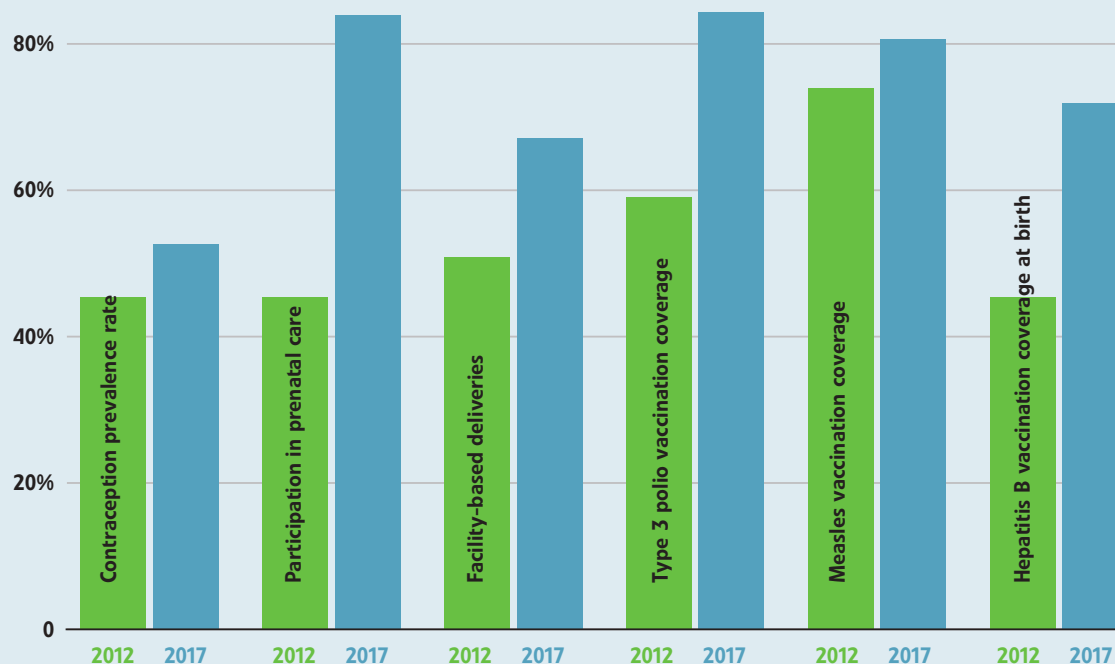
In this approach, LuxDev supports the government of a partner country, and the various players in the chosen sector, to set up, or reform, a sectoral policy, strategy and action plan. It is therefore a question of assisting with structural changes and strengthening the key institutions and organisations involved. This may include revising the legislative and regulatory framework, setting standards, revising tariffs, establishing financing tools, etc.

!! The project has certainly contributed to a better overall use of cooperation resources in El Salvador. The collaboration between the government of El Salvador and Luxembourg Cooperation has created a new paradigm in cooperation management, which is radically different from what it was before 2009, and the country has emerged as a major international player drawing the attention of other Central American countries. !!



It is no longer about completing short-term projects, but rather working directly on institutions, using our partners' systems to achieve sustainable development outcomes. In this approach, management focuses on results more than the use of resources. This therefore requires a special effort to set up information systems that can be used to provide indicators of sectoral results in order to lead interventions jointly with our partners. For example, in the health sector, greater attention will be paid to public health indicators than the number of people trained. (cont'd p. 25)

!! In Laos, the results of a national study conducted in 2017 showed that there were significant improvements compared to 2012 indicators in provinces supported by LuxDev's health sector support programme: !!



!! In Mongolia, following three consecutive phases in the field of cardiology, the use of telemedicine has significantly reduced the number of unjustified transfers of patients from rural hospitals to central hospitals. In addition, the number of transferred complex cases increased over the same period. This reflects better support at the decentralised level, as well as more targeted support at the specialised central level.



For example, the percentage of patients requiring cardiac surgery, percutaneous diagnosis or treatment, and transferred to the national cardiology centre, increased from 30.9% in 2017 to 34.9% in 2018. !!





But what has this shift in approaches meant for a development agency like LuxDev? In fact, LuxDev can no longer be defined as an executing agency (of projects), for its identity is resolutely that of a development agency, with the ability to fully grasp all relevant aspects. It was this new transformation that motivated the Agency to develop its Vision 2020 in 2012.



## “ You don't strengthen organisations by taking their place! ”









Indeed, while the method of directly managed work – i.e. total control by the Agency and using our own procedures – was the rule, LuxDev gradually adopted more closely aligned methods, in particular by developing instruments that delegated execution to our partners. The observation underlying this shift is simple: you don't strengthen organisations by taking their place! On the contrary, in a partnership relationship, LuxDev finds its entire purpose through the role of capacity building.



To make a diagnosis of strengths and weaknesses together, to take and manage risks, to implement capacity building programmes (organisations, systems, staff): these are the actions that allow us to delegate actions to our partners which fall within their competencies.

Thus, over the past 20 years, LuxDev has undergone a profound transformation in order to be worthy of the commitments made by the donor community in terms of the effectiveness of their interventions, which helped it earn the international reputation it currently enjoys. It is no coincidence that donors other than the Luxembourg government now use our skills and know-how to implement their programmes.

### Projects/programmes implemented for third-party donors

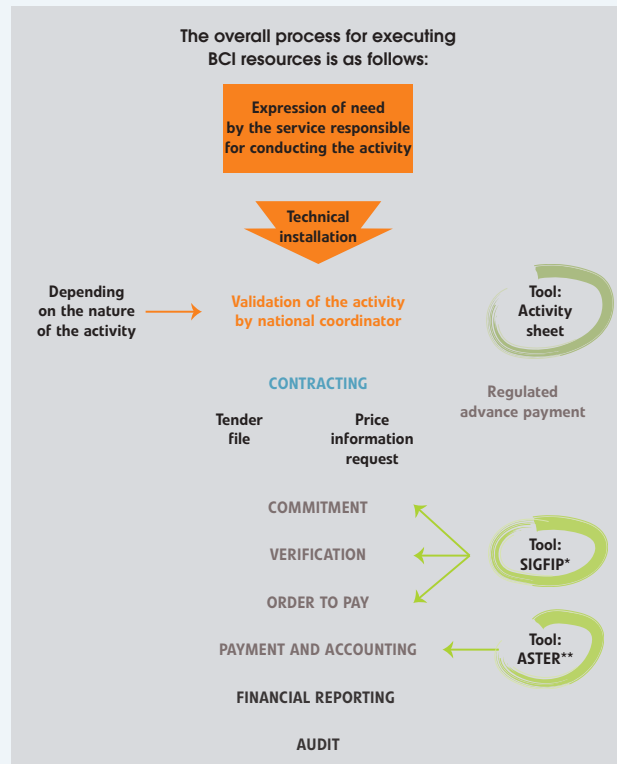
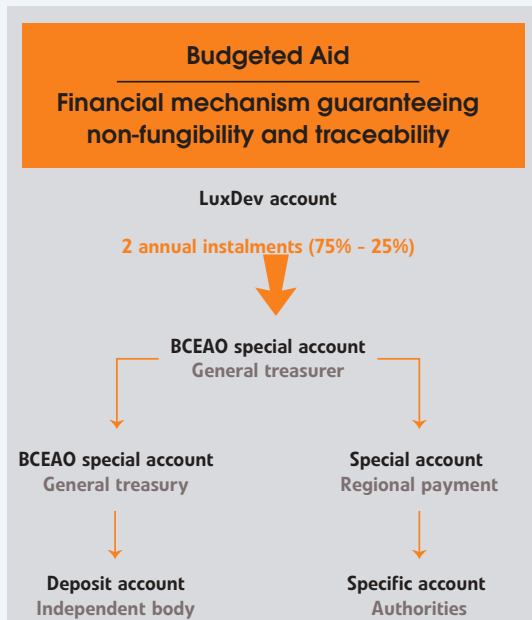
	2011 - 2013	YUG/812	• Support for capacity building in the forestry sector support
	2012 - 2016	NIC/824	• Colonial and volcanoes route
	2012 - 2016	NIG/817	• Support for vocational training and access to employment
	2013 - 2015	MLI/801	• Rapid support for Northern Mali
	2016 - 2018	MLI/802	• Revival of the local economy and support to communities in northern mali
	2016 - 2019	MLI/803	• Recovery of the local economy and community support – phase II (RELAC II)
	2016 - 2019	NIG/801	• Support for vocational training and access to employment
	2016 - 2020	SEN/801	• Equal access - vocational training
	2017 - 2022	EUR/801	• VET Toolbox
	2017 - 2020	CVE/881	• Strengthening CERMI's regional presence
	2016 - 2019	MLI/501	• Support for Sikasso's agro-pastoral sectors
	2012 - 2014	NIG/719	• Support for formal education in Dosso
	2014 - 2018	NIG/702	• Support for formal education in Dosso, Maradi, Zinder and Diffa
	2016 - 2020	LAO/729	• Skills for tourism
	2014 - 2017	NIG/721	• Support for the water, hygiene and sanitation sector

This is especially because we have been able to evolve and adapt, while maintaining our intervention capacities via different approaches, methods and instruments. We have developed the instruments of the future while keeping all the elements of our tool kit, in order to carry out projects and programmes, by direct management and delegation, using all the appropriate instruments.

In 2019, we are still able to build quality infrastructure, but we are also able to pilot a national execution programme thanks to budgeted aid!

## AID EFFECTIVENESS: ANOTHER WAY IS POSSIBLE

The national execution method and budgeted aid instrument designed and tested under the third Senegal-Luxembourg Cooperation Programme.



\* SIGFIP : Senegal's public finance management information system  
\*\*ASTER : Accounting system



### Mamour Ousmane BA

General Coordinator of the Senegal-Luxembourg programme – MEFP

« If I had to identify two highlights from the ICP III programme, I'd first mention the paradigm shift that occurred with the implementation of instruments, which in turn led to successful national execution.

The second highlight is teamwork among national entities. The project approaches we were used to meant that everyone always depended on people who were dedicated to a specific activity, whereas with this new approach, we had to rely on national entities that, in addition to their usual work, also had to conduct activities under this programme. »

# EVOLVE BY ADAPTING TO NATIONAL CONTEXT

**FLEXIBILITY AS BASIS FOR LONG-TERM PARTNERSHIP**

## PRACTICAL CASES

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THE EVOLUTION OF LUXDEV'S MANAGEMENT METHODS  
IN NIGER'S EDUCATIONAL SECTOR  
(1997 – 2018)

THE EVOLUTION OF LUXDEV'S MANAGEMENT METHODS  
IN LAOS' HEALTH SECTOR  
(1997 – 2018)

THE EVOLUTION OF LUXDEV'S ROLE IN THE CONTEXT  
OF SENEGAL'S TRANSITION TO NATIONAL IMPLEMENTATION  
(1986 – 2018)



## CASE: THE EDUCATIONAL SECTOR IN NIGER

Niger is one of Luxembourg Cooperation's five partner countries on the African continent. The relationship between the two countries dates back to 1989. It is one of only two intervention countries in the field of basic education.

There are, in fact, many challenges involved in schooling and training young people. 50.5% of the population is under the age of 15, with an annual rate of increase at 3.9%. The fertility rate – 7.6 children per woman – is the highest in the world.

As a result, Niger is currently experiencing an explosion in the demand for education and training, a demand which it is struggling to meet. The supply-demand imbalance, large number of teachers lacking basic skills, persistence of social norms favouring early marriage and child labour, and high rate of adult illiteracy and poverty continue to hinder the enrolment and retention of children in school, especially girls in rural areas.

# NIGER



### Country profile

Capital NIAMEY

Area population 1,267,000 km<sup>2</sup>

Population 21.5 millions

Monnaie CFA Francs

GDP 2015 4.225 Bn FCFA

Régime Presidential

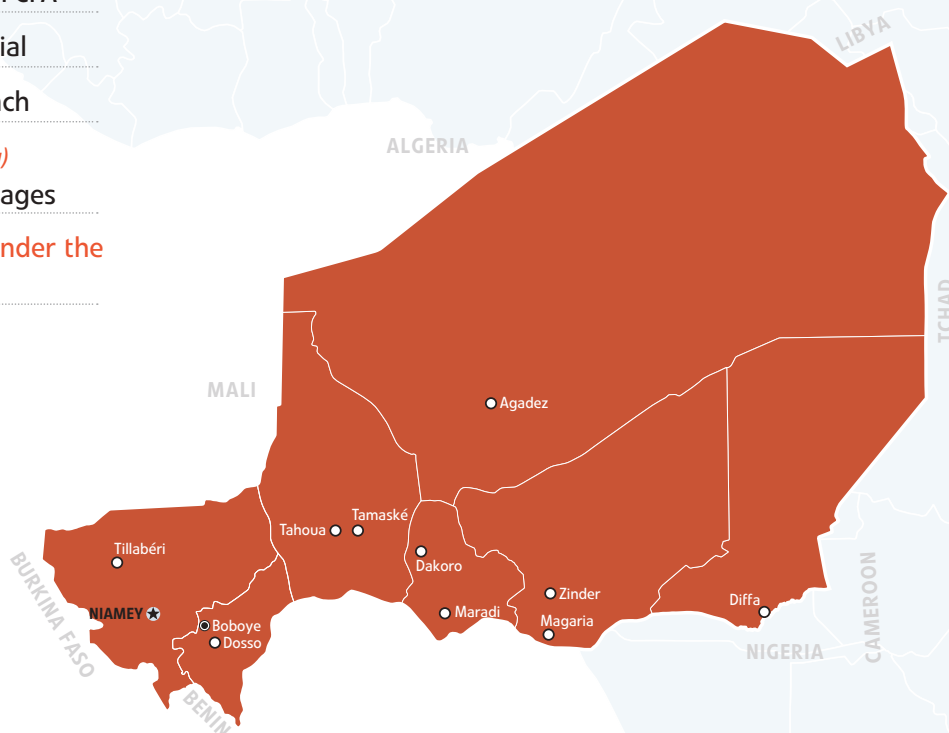
Official language French

Teaching language (Testing)

French and national languages

50.5% of the population under the age of 15




Source: The World Bank






During its 20 years of intervention in the education sector, Luxembourg Cooperation has gradually changed its management methods, in order to adapt to primary challenges and ensure the sustainability of the actions carried out. From the first cooperation agreement signed in 1997 to the last “3rd generation” Indicative Cooperation Programme (ICP) in 2016, Luxembourg has put special emphasis on knowledge transfer and human capacity building. The aim is to enable educators to take ownership of their own development: it is the “common thread” of this long-standing partnership.

## Evolution of intervention within the educational sector

### TARGETED INTERVENTIONS NIG/008, NIG/011 AND NIG/016

-  LuxDev team
-  Municipality of Dosso  
Departments of Dosso and Boboye
-  15.3 millions EUR

### PROJECT APPROACH NIG/019, NIG/719 AND NIG/702

-  Decentralised technical services, 13 municipalities and LuxDev team
-  Dosso region (eight departments)
-  27.6 millions EUR

### PROGRAMME APPROACH NIG/023

-  Institutional partners  
Local authorities  
Communities
-  Country (eight regions)
-  12 millions EUR

## TARGETED INTERVENTIONS

The first interventions took place in the late 1990s as part of the anti-poverty programme implemented by the Government of Niger after a series of socio-economic and political crises. In the early 2000s, Niger developed its first sectoral programme, under the tutelage of the Ministry of Basic Education. At the time, aid was concentrated in the municipality of Dosso and its department. Concrete interventions such as the construction of classrooms, provision of educational materials for the classrooms, and provision of water points and latrines have directly improved access to primary education. The positive impact of these projects over the period of 2000-2010 enabled expansion of the area of intervention.



### THE TRADITIONAL PROJECT APPROACH

In 2011, the project (NIG/019) carried out by Luxembourg Cooperation therefore became part of this overall strategy and was implemented for five years across the eight departments of the Dosso region, in addition to support delegated by Swiss Cooperation (NIG/719 and NIG/702).

In terms of impact, it improved the region's enrolment indicators for girls and boys: the enrolment rate rose from 48.1% in 2007 to 79.2% in 2016.

Regular outreach to communities, local authorities and NGOs has been carried out to promote the retention of children in school, especially girls.



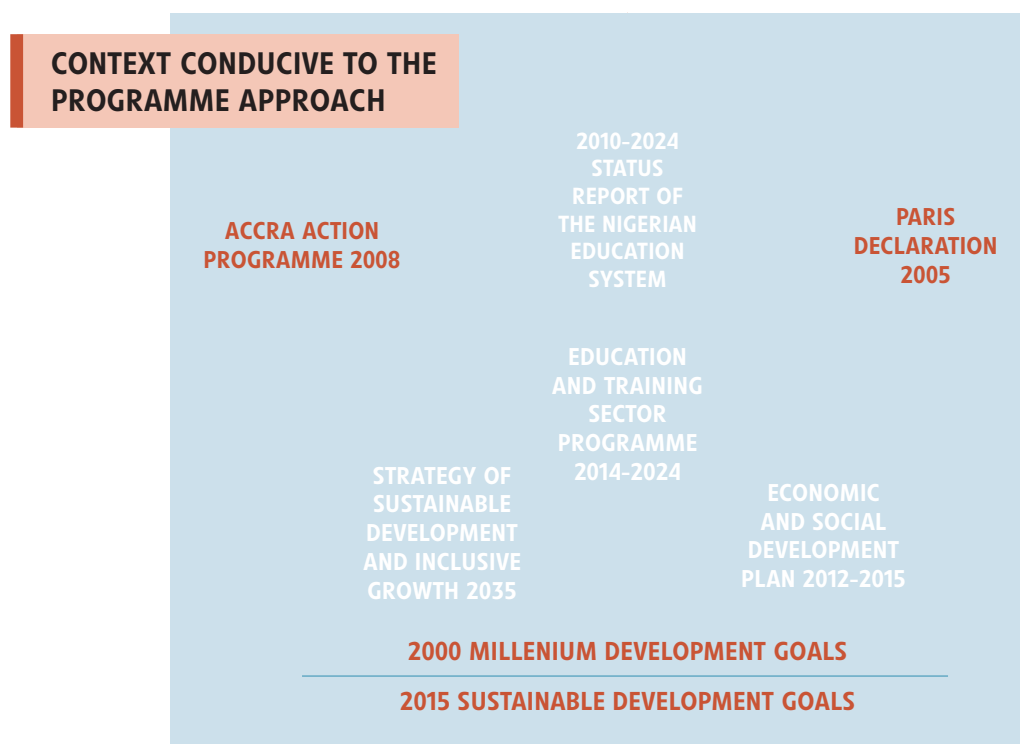
Capacity building is a key focus of the team's day-to-day support. External evaluations have noted an improvement in the operation, productivity and performance of government services, particularly in the areas of programming, piloting, and technical and financial execution and reporting. Mechanisms for the delegation of funds have subsequently been set up, thanks to the level of trust that has been built and the professionalism of national partners.

Dosso's regional office of primary education carried out activities for a cumulative amount of over 4 million EUR with no reported financial issues. In the Department's view, the transfer of skills has been effective. The educational projects carried out in this region are therefore a natural transition to self-sufficient national execution.

### THE CHOICE OF A PROGRAMME APPROACH

The transition to the programme approach in September 2016, which became natural and obvious, was supported both nationally and internationally.

Indeed, based on a diagnosis of the education system in 2010, Niger's government launched its Sectoral programme for education and training in 2013, for the period 2014-2024. Developed with the support of technical and financial partners and the support of civil society, it covers all levels of education and vocational training. Six departments share responsibility for its implementation. This takes international commitments to universal education into account (Paris 2005, Accra 2008, Busan 2011), reaffirmed in the Sustainable development goals in September 2015.



### A NEW INSTRUMENT: THE JOINT EDUCATION SECTOR FUND (FCSE)

In this context, from September 2015, Luxembourg Cooperation has resolutely turned, when formulating ICP III, towards a programme approach and the method of national execution. It chooses to support Niger in achieving its national and regional goals in the areas of education and training. In fact, at the end of 2015, Niger's government demonstrated its desire to create a genuine sectoral fund that would make it possible to finance all sub-sectors - in line with the public expenditure channel - and channel donor contributions more readily. In March 2016, following the review of the Education and Training Sector Programme (PSEF) and recommendations for funding the sector, the government decided to create a joint sector fund to support the various elements of the PSEF. Through his letter dated 8 March 2016, the Prime Minister sought the support of partners in order to prepare and implement this instrument.



The partners responded favourably to this request on 20 April 2016, and some of them expressed their interest in participating in this fund over the coming years, subject to the availability of funding and, in particular: Luxembourg Cooperation<sup>1</sup>, Swiss Cooperation, Norway and the Agence française de développement.

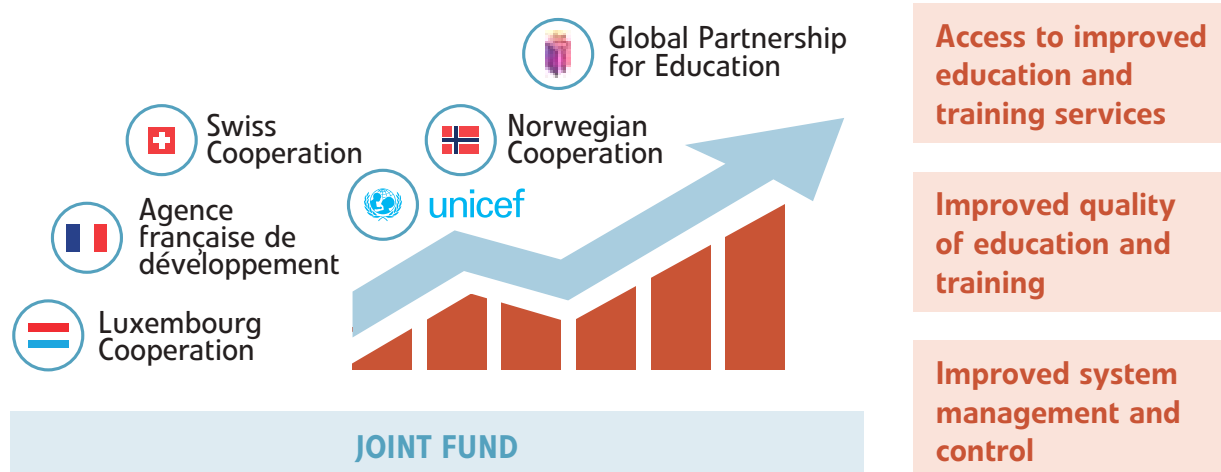
Luxembourg Cooperation has thus been a driving force in the design and operationalisation process for the Joint Education Sector Fund (FSCE), whose characteristics are as follows:

- amounts are recorded in the State budget;
- it is aligned with national mechanisms and procedures;
- it helps optimise donor investment;
- it strengthens Niger as an agent in its own development.

After several years intervening in project mode with a focus on the Dosso region, the Grand Duchy of Luxembourg has offered support to the government of Niger for the operationalisation of its sector-specific policy to carry out comprehensive national reforms.

Since October 2016, it has become a leader of the education sector within the donor community. With other global players (Norwegian Cooperation in 2019 and the Global Partnership for Education from 2021) soon joining the FCSE's original partners, the FCSE must act as a lever to boost the education and training of younger generations. Thanks to this pooling of funds, the government of Niger could ultimately have a budget of nearly EUR 125 million, which will go directly towards achieving its goals.

## Funding for sectoral policy across six departments of education



The desired results include training and employment of young people, local management of the school by direct recipients, schooling for girls, reducing regional disparities, population literacy and prevention of crises that affect the school. It is, however, too early to measure these results in terms of their effects on the final recipients and the impact they have had on the sector's quality, performance and overall efficiency.

<sup>1</sup> The Embassy of the Grand Duchy of Luxembourg in Burkina Faso responded in writing to the Prime Minister's request on 17 March 2016.

!! One of the achievements that best adheres to the integration approach is the establishment of the joint education sector fund. It gives Niger, which has six departments in charge of education, access to a common funding basket from the majority of Cooperation agents, so that the country is able to carry out, at the level of the six departments, activities which have been discussed on a consensual basis based on the government's policies. And this is precisely the element whereupon Luxembourg Cooperation, through LuxDev, has led the way for technical and financial partners.

We moved to the level of Luxembourg Cooperation, from "doing" at the municipal level to "doing it together" at the regional level – and we are now at the national level. Strengthening to empower! !!



**Pr. Abdelkader Galy**

Support Unit Coordinator for the implementation and monitoring of the Education and Training Sector Plan.



## TAKING STOCK AND LOOKING FORWARD

Over the past decade, Niger has seen a marked improvement in access rates at every level of the education system. However, major disparities based on gender and living environment persist. Student retention is unsatisfactory: out of 100 children entering primary school, fewer than 10 end up taking the baccalaureate. In every level of education and disciplines taught, quality indicators remain alarming.

2018 was a pivotal year for the sector, in light of some important sectoral deadlines. There are still huge challenges and efforts to support agents and develop professional capacities must be continued and intensified throughout the country. Given their scale, commitment from all development partners is necessary to consolidate the progress made and continue this process of transformation. Luxembourg Cooperation has already given its commitment.

	2017	2018	2019	2020	TOTAL
<b>TOTAL</b>	<b>5,296,600</b>	<b>5,964,900</b>	<b>6,695,549</b>	<b>6,180,445</b>	<b>24,137,494</b>
Education programme NIG/023	1,932,700	2,045,000	2,745,000	2,428,211	9,150,911
Vocational training programme NIG/024	3,363,900	3,919,900	3,950,549	3,752,234	14,986,583

The programme approach has significantly changed the way Luxembourg Cooperation intervenes. We went from “doing” to “doing it together”, and then to “strengthening to empower”. This evolution belongs to a sectoral, national and international context that will allow us to delegate, in a gradual way, more and more accountability to partners.

Targeted interventions, followed by regional projects, have enabled both Niger and Luxembourg Cooperation to develop their skills and trust each other. The leadership taken on by the government of Niger in education, its commitment to the main principles of education for all, now give it the opportunity to intervene with its own instruments in line with its challenges (mainly demographic and security), its objectives, timetable and methods.

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**Pr. Abdelkader Galy**

Support Unit Coordinator for the implementation and monitoring of the Education and Training Sector Plan

**Kadidja Oujdi**

Senior Technical Advisor of the Education Programme (NIG/023)

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## CASE: LUXEMBOURG'S ACTION FOR HEALTH IN LAOS 1997-2020

Luxembourg's health interventions in Laos date back more than two decades. They have gone through considerable growth and diversification, both in terms of strategy and execution method.

Changing needs in the health sector, regional and national economic development and multi-agency development aid have meant that Luxembourg's interventions in the health sector have converged and evolved alongside the capacities and needs of the Ministry of Health at the national and provincial level.

The early years reflect a typical project-oriented approach. They focus on technical assistance and aim to create a supportive clinical environment, mainly through turnkey hospital infrastructure development projects.

In 2004, a shift in direction was under way that favoured human resource capacity building, both in nursing and hospital management, while prior investments continued to receive support. In this context, a project was launched with the aim to maintain the equipment and infrastructure built at the start of the Laos-Luxembourg Cooperation in the health sector.

Finally, in 2005, the emphasis shifted specifically to public health under the LAO/015 project.

In 2009, the strategy evolved into a comprehensive health system strengthening programme in three provinces, with a particular focus on governance, service provision and the quality of care.

The current programme, which began in 2014, has maintained this focus, while addressing challenges to the sustainability of interventions and including preparatory actions for the gradual transfer to national authorities.

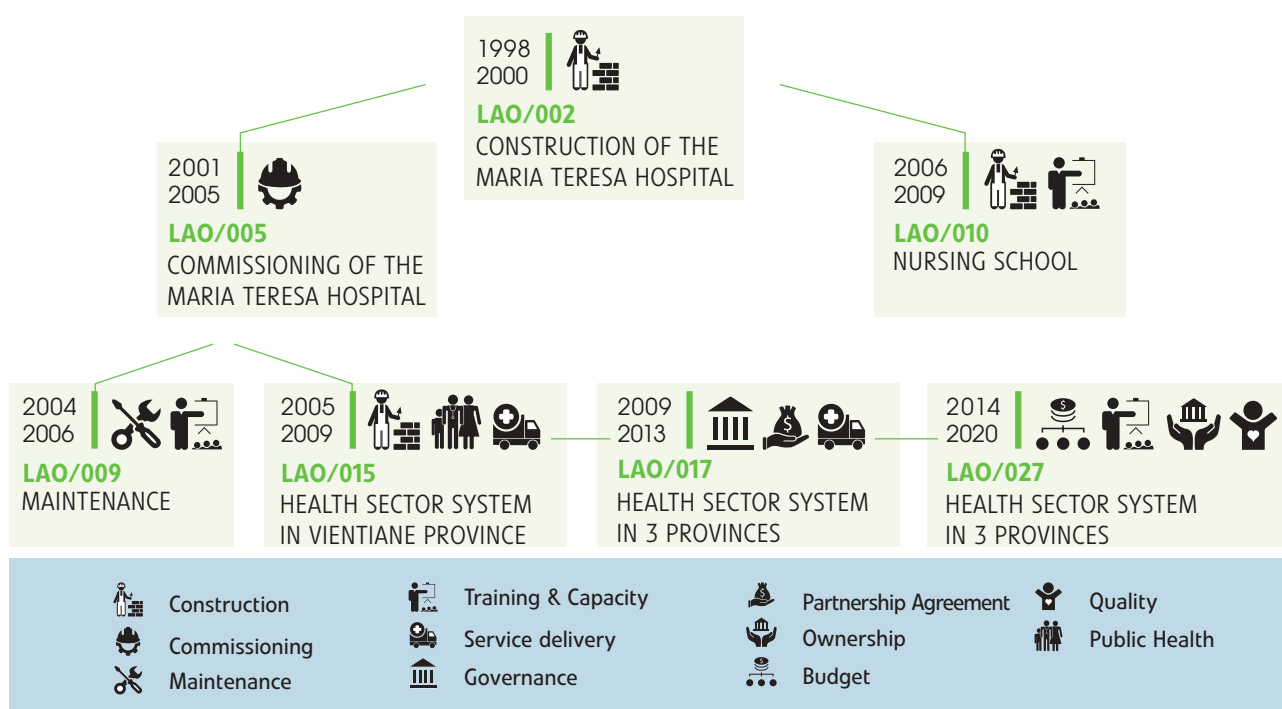


Chart 1: The action landscape and its intervention areas



## 1997 – 2008: PROJECTS

The first health sector intervention of the Laos-Luxembourg Cooperation (LAO/002) was the construction of the Maria Teresa Hospital (HMT). The 60-bed facility, which opened its doors in 1999, was primarily dedicated to child and maternal health care. One of a kind, this was the first health infrastructure in Laos with a waste treatment system and incorporating elements into its architectural design that reduced servicing and maintenance requirements. The success of this approach was recently validated by an assessment of the infrastructure's current state, which was performed at the end of 2018.

1998  
2000

### LAO/002

#### Construction of Maria Teresa Hospital



10 • 1999

Visit to Maria-Teresa Hospital



10 • 1999

Initial reception at Maria-Teresa Hospital

After the construction of Maria Teresa Hospital, two other projects directly related to it were created. In 2001, the LAO/005 project, a logical follow-up to LAO/002, was a commissioning of the Maria Teresa Hospital, while in 2005, the LAO/010 project added onto the first building with the construction of a nursing school directly linked to Maria Teresa Hospital.

2001  
2005

### LAO/005

#### Commissioning of Maria Teresa Hospital



11 • 2000

Commissioning of Maria Teresa Hospital



Early 2004

A patient arrives in the ER

In retrospect, the success of Maria Teresa Hospital can be largely attributed to the fact that there was a project dedicated to its commissioning. This was without a doubt a significant leap forward, as none of the services were previously available. Moreover, thanks to this project, the hospital now has a solid foundation in terms of the quality of health care provided.

The development of standardised procedures for the hospital has been fundamental to providing a qualitative service, placing the patient at the centre of the medical process. It also played a major role in creating a climate of trust for a service that was hitherto unknown.

The LAO/010 project was the first to genuinely address the challenge of human resource development within the health sector. Building the nursing school near Maria Teresa Hospital was an inspired decision that created a training environment within a solid operational framework. This unique training approach in Laos has proven to be extremely effective. In fact, it was such a successful experience that it is currently being reproduced in the new Bolikhamxay Provincial Hospital.

2006  
2009

**LAO/010**  
**Nursing school**



2004 & 2005

Training nurses in Khon Kean and Maria-Teresa Hospitals

It quickly became clear that maintaining the medical infrastructure and equipment was of critical importance. In this context, a project was launched not only to resolve maintenance issues at Maria Teresa Hospital, but also to extend the experience to other provinces. This mainly includes the creation of several maintenance and training workshops and the implementation of basic maintenance services in other Laos medical facilities.

2004  
2006

**LAO/009**  
**Maintenance**



06 • 2005

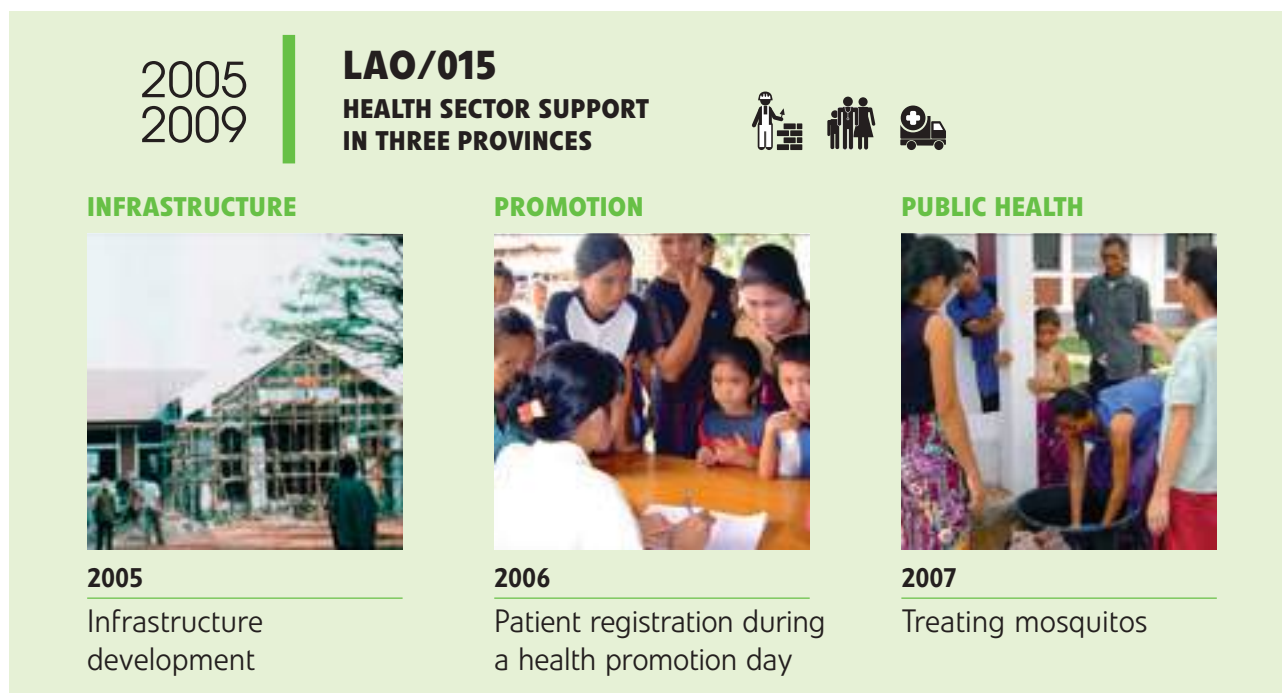
Opening of a maintenance workshop in Bolikhamxay and training session at Maria Teresa Hospital

Unfortunately, as technological equipment has been increasing in number and complexity, the costs associated with maintaining it increase expenses and reduce the financial resources available to the Ministry of Health.

## 2009 -2013: PROGRAMMES

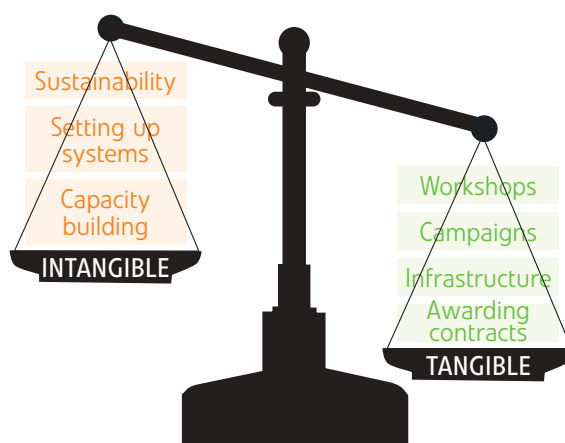
In 2009, the first health systems-focused programme, LAO/017, was launched in the three central provinces, complementing similar approaches from the World Bank in southern Laos and the Asian Development Bank in the northern provinces.

The main difference between LAO/015 and LAO/017 was the fundamental shift from a vertical to a horizontal approach. This meant that dealing specifically with isolated areas of the health system, such as infrastructure, training or maintenance, would no longer suffice; instead, it was necessary to move to a horizontal integration of interventions simultaneously covering all elements of the health systems involved. This required a significant expansion of LuxDev's internal know-how and expertise to provide the necessary technical assistance to the Laos Ministry of Health.



Balancing measures become necessary as intangible elements – i.e., sustainability, capacity building and quality of care – play an important role. Indeed, since tangible results remain a political priority for the Laos Ministry of Health, the implementation portfolio must be balanced. This is especially true because, while they are essential to creating a sense of recipient ownership, intangible results require a great deal of time and effort to be implemented.

## Balancing



Despite the fact that the LAO/017 programme drew upon the experience of previous projects in the area of infrastructure and maintenance, the focus was on service delivery and governance. In the area of governance, the three central provinces, with the support of LuxDev, have implemented a financial management system.

With the provision of operational partnership funds, appropriate planning, budgeting, reporting and quarterly reconciliations over a seven-year period, the provinces are now able to conduct audits without Luxembourg's support.

2009  
2013

## LAO/017

Support for the health sector in three provinces



02 • 2013

Regional maintenance workshop opening in Luang Pra Bang



2013

Neonatal resuscitation



11 • 2013

Field visit to Bolikhamxay

Patient-centred care was at the forefront of service delivery at the time. LuxDev has embarked on the search for integrated regional expertise within the Ministry of Health and hospitals to monitor and improve service delivery and quality of care. This coaching element is now routine and has continued with the LAO/027 programme. With the introduction of integrated provincial advisers, provincial authorities now have the capacity to implement national strategies.



## 2014 -2020: THE TRANSITION

The LAO/027 programme focuses on the development of human capital according to three specific strategies:

- training and skills development;
- long-term workforce planning; and
- human resource planning.

Under the LAO/027 programme, arrangements have been made to address human resource challenges through eight different scholarship programmes, ranging from university education to short-term skills development.

2014  
2020

### LAO/027

Support for the health sector in three provinces



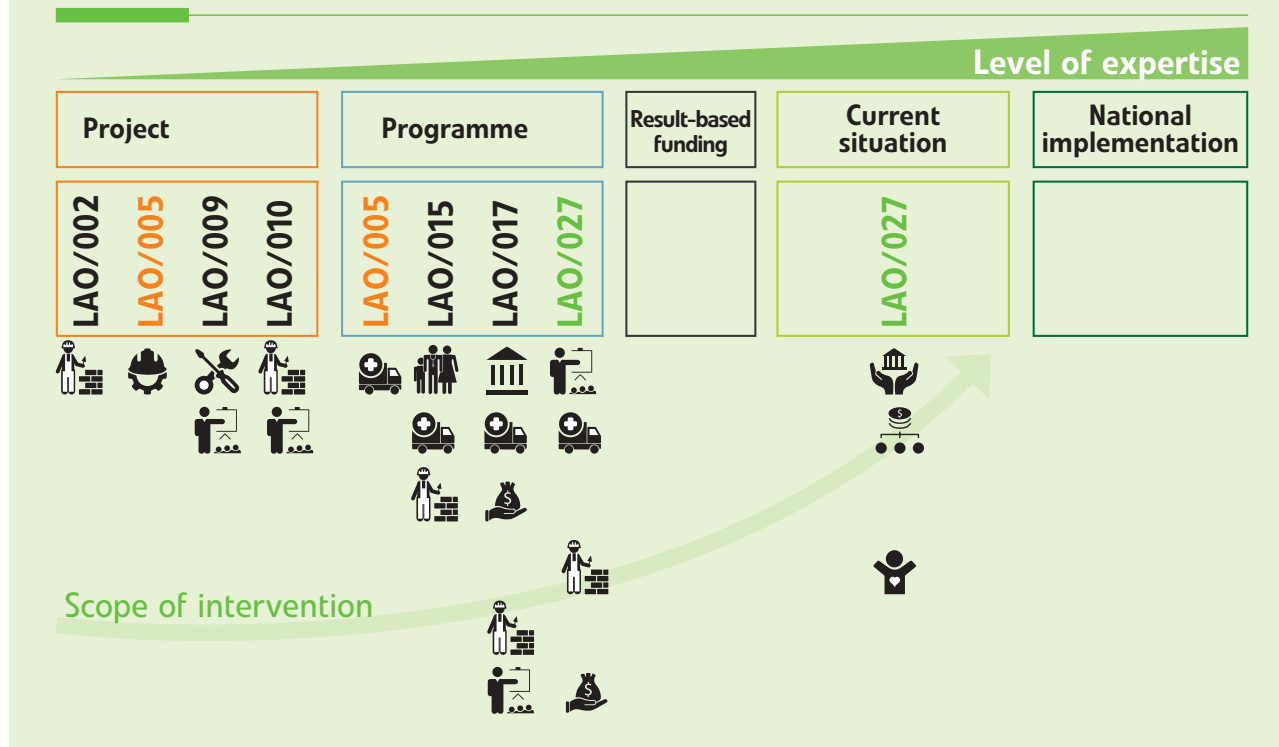
General medicine graduation ceremony



Annual meeting organised as part of the joint participation mechanism and dedicated to budgeting and planning

In 2018 alone, more than 150 scholarships were awarded to medical graduates from the three central provinces. Scholarships are open to both volunteers and civil servants, which perfectly reflects the composition of the provincial professional workforce.

## Evolution of aid



**Chart 2: The evolution of LuxDev's actions in the healthcare sector. The level of expertise, technical assistance, scope and complexity of interventions have all increased significantly over the past two decades.**

Substantial effort has been made to prepare national health authorities to take ownership of the programme and ensure the availability of an adequate national budget. For this purpose, the Joint Participation Mechanism (JMP) was created and guaranteed by nine government decrees.

Over the past two national budget cycles, the national and provincial public treasury has provided the entire provincial health budget established by the MPC for national priority activities. This funds availability during the first quarter and the fulfilment of its commitment under the Joint Mechanism are unique and reflect not only a significant financial contribution from the national government, but also genuine national ownership.

“ Throughout our collaboration, LuxDev has always been very flexible in its approach so as to best meet our needs. ”



### Dr. Nao Boutta

Director of the Department of Health for the province of Vientiane at the beginning of the cooperation between Laos and Luxembourg in 1996, he currently holds the position of Chief of Staff at the Ministry of Health of the Lao People's Democratic Republic.

## REFLECTIONS

In seeking to compare project and programme approaches, too often this comparison is limited to a list of pros and cons.

However, in this case, the key message to remember is that projects have served as an excellent entry point into health development in Laos, with limited risks and high yields in terms of tangible elements. The question is not whether one approach is better than the other, but rather which one is best suited in a given situation and at a given time. In this specific case, going through a project approach phase before gradually moving towards a programme approach phase has been very beneficial to health development in Laos.

LuxDev has managed to make a difference, thanks to its sustained interventions, credible expertise and reliability. These elements, in conjunction with the large investment in health over the past two decades and Luxembourg's values, have served to enhance Luxembourg Cooperation's reliability.

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**Dr. Nao Boutta**

Chief of Staff at the Ministry of Health of the Lao People's Democratic RepublicLaos

**Peter Heimann**

Expert in the development of mechanisms for strengthening health systems

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## CASE: LUXDEV'S EVOLVING ROLE IN SENEGAL WITH RESPECT TO NATIONAL IMPLEMENTATION

A Wolof proverb (Senegal's national language) says: "Ben loxo du tacu" (a single hand cannot clap), while another affirms "Ku bere, yaay danu" (only those who struggle can fall). The history of our cooperation could be summed up in these two adages: a balanced and solid partnership, a constant search for innovation, which also translates into some risk-taking. In this context, LuxDev's role has continued to evolve, from adaptation to adaptation, from operator to partner.

The Cooperation between Senegal and Luxembourg dates back to the late 1980s. It initially involved projects that were carried out in isolation, in different sectors and regions. This included such things as renovating the Hospital of Saint Louis, the main city in the north, or rebuilding a market in downtown Dakar (Kermel) after the fire that had just reduced it to ashes.

1986 - 1996

Maintenance of Hospital Saint Louis  
(two phases from 1986-1996)



1998

### COOPERATION AGREEMENT

Integration of Senegal among Luxembourg  
Cooperation's preferred partner countries



1994 - 1999

Reconstruction of Kermel Market

These interventions, limited in geographical and temporal scope, were intended to achieve immediate and concrete results. The main focus was to build infrastructure, which was entrusted to LuxDev.

However, to improve the consistency of interventions, cooperation between the two countries has been structured around Indicative Cooperation Programmes (ICPs) since 2001. These have made it easier to focus our development efforts at the geographic and sectoral levels. At the time of IPC I, we focused our efforts on relatively limited large-scale projects and LuxDev had its hands on both pen and trowel.



## WHEN STARS ALIGN - A CONTEXT CONDUCIVE TO EMPOWERING PARTNER COUNTRIES

Between the 1st and current ICP (representing 18 years), the context of our cooperation has undergone significant changes at every level.

At the international level, ownership and alignment have gradually become the basis of cooperative relations. This paradigm shift prompted various donors to review their practices and become more involved in national policies and mechanisms.

Under the leadership of the West African Economic and Monetary Union, the management of public policy is stronger and more transparent, and thus clearly advocates for greater accountability of national players.

In the wake of global mobility, Luxembourg Cooperation developed both its strategies and direction, strengthened its partnerships, professionalised itself and moved closer to action in the field. In Senegal, this resulted in setting up a Cooperation mission in the early 2000s, which was later elevated to the rank of embassy in 2007.

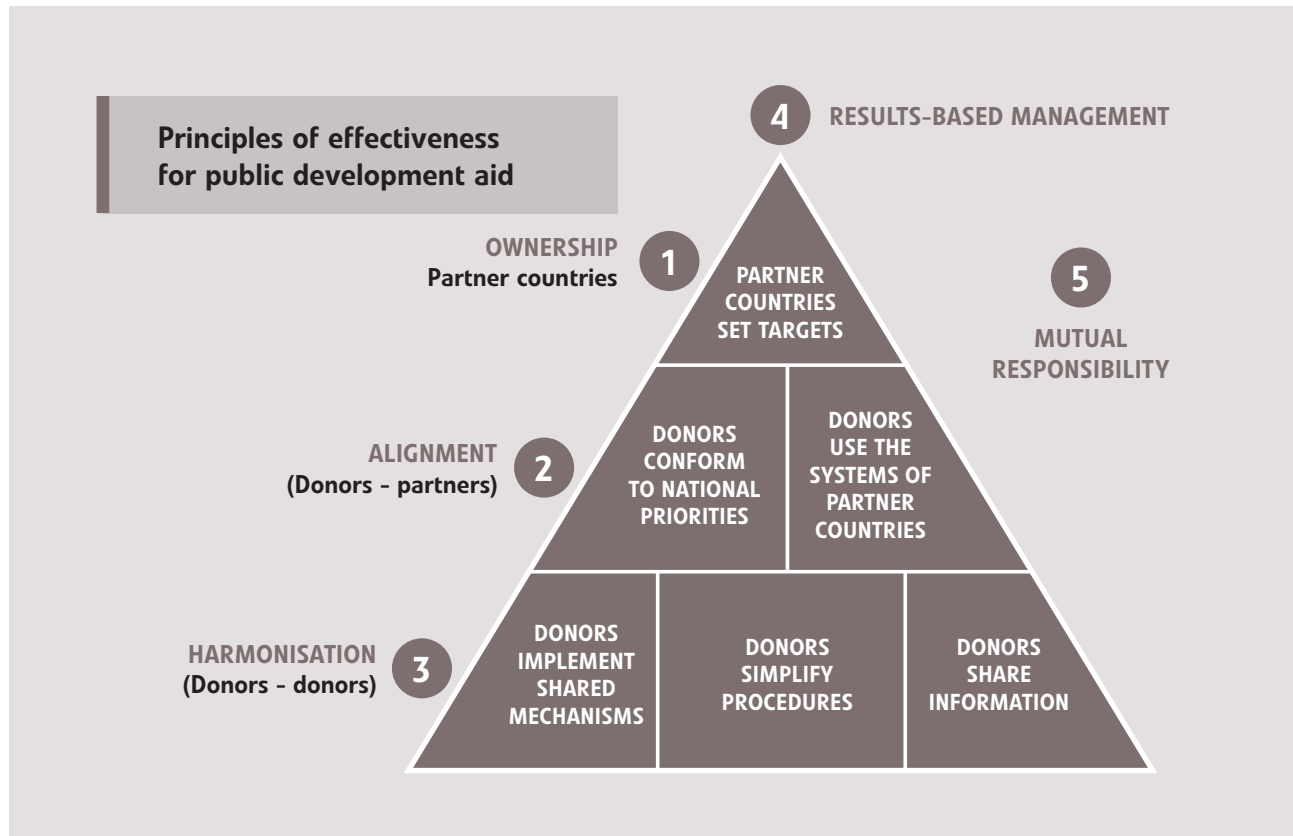


**Inauguration of the Luxembourg Cooperation  
Mission in Senegal • January 2001**

As a national partner, the latter has, through dynamic policy and strategic frameworks, clarified its development directions and objectives and rendered them feasible. As a result, the movement towards RBM (results-based management) has begun, and it is now moving inexorably towards improved and more efficient public management for citizens.

LuxDev also strengthened its administrative and technical presence in the field, by setting up regional offices that then moved towards becoming country offices. It is this increased presence in the field that has strengthened political dialogue and built a long-term relationship of trust among partners.

Today in Senegal, all of these developments at different levels have resulted in more concentrated and sustained efforts in key sectors such as vocational and technical training and health. In addition, all sectors in which Luxembourg Cooperation operates now have clear strategic and operational frameworks, allowing public policies to be adapted to a wide variety of socio-economic needs. What's more, all these changes have led to a shift in implementation methods and a redefinition of LuxDev's role. Step by step, the conditions for transferring part of the resources and responsibilities to national players have been met, making national implementation possible!



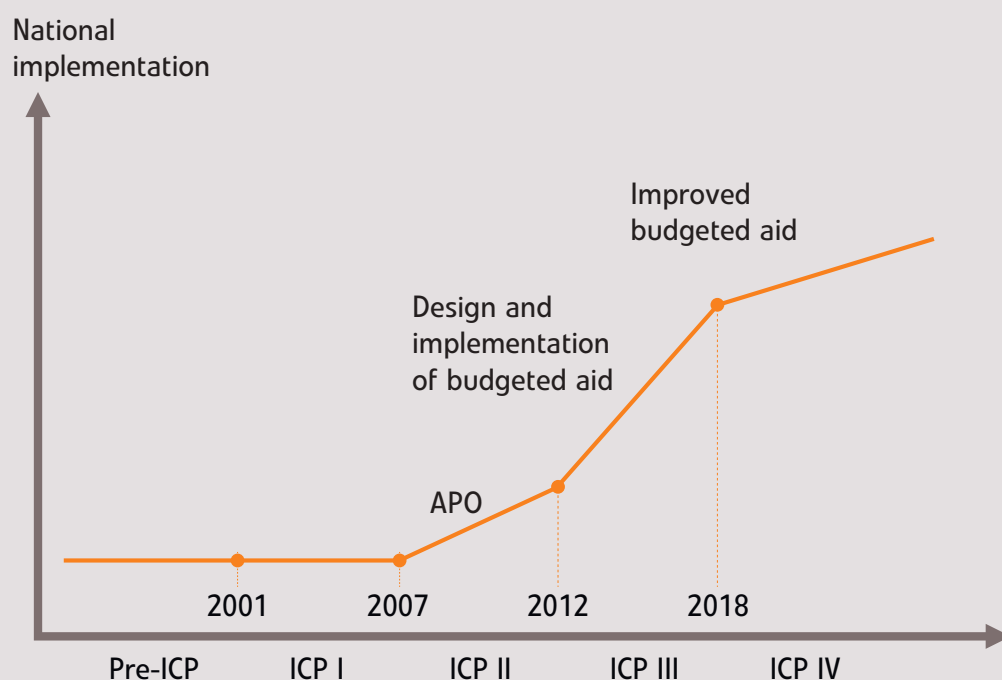
## Three factors to ensure a possibility of national implementation

**A FAVOURABLE INTERNATIONAL AND NATIONAL CONTEXT**

**A RELATIONSHIP OF TRUST**

**A STRONGER POLITICAL DIALOGUE**

## Evolution: project approach/national implementation



### ICP I 2002 - 2006

34.5 M EUR  
23 Bn FCFA

Geographic (DK-SL axis)  
and sectoral (health, TVET,  
hydroelectric) concentration

### ICP II 2007 - 2011

53.4 M EUR  
35 Bn FCFA

Consistency across  
programmes in the  
Northern regions  
Cross-cutting issues

### ICP III 2012 - 2017

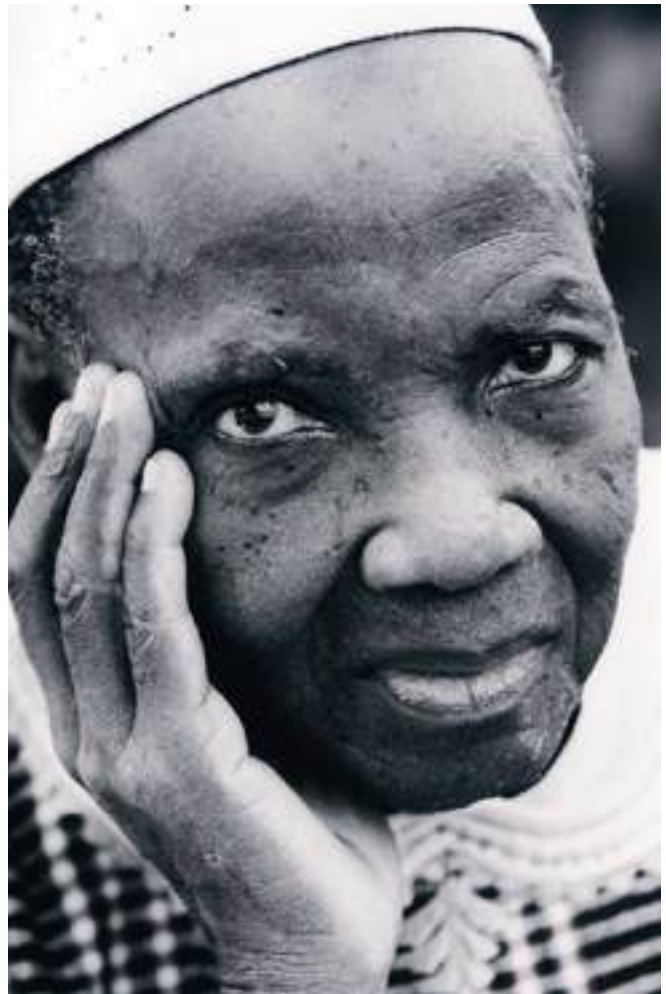
67.9 M EUR  
45 Bn FCFA

Strengthening  
achievements/programme  
approach  
National implementation

1922  
2006

**JOSEPH KI-ZERBO**  
Historian and politician  
from Burkina Faso

“One doesn’t  
develop,  
one grows”



As the great historian Joseph Ki-Zerbo, a friend of Luxembourg Cooperation, once said: “One doesn’t develop, one grows.” When night falls, everybody must be able to sleep on their own mat, not on other people’s mats...

“Sleeping on other people’s mats is like sleeping on the floor.” With this African proverb, Professor Joseph Ki-Zerbo reminds us that socio-economic development is essentially endogenous.

It is the national players, based on their own internal needs and dynamics, who are the designers and driving force! There lies the meaning of national implementation! National players must have ownership of and be primarily responsible for their development!

“National implementation is a method of implementation that gives responsibilities to the relevant national structures at every stage of the project and programme life cycles.”



## BRINGING THE PRINCIPLES OF OWNERSHIP AND ALIGNMENT TO LIFE!

The benefits of national execution are multiple and of prime importance.

### OWNERSHIP

Partner countries have true ownership of their development policies and strategies and ensure actions are coordinated to support development.

### ALIGNMENT

Donors base their overall support on the national development strategies, institutions and procedures of partner countries.

National implementation makes it possible to translate the principles of ownership and alignment in concrete terms, principles which are central to international commitments to aid effectiveness.

### WHAT DOES THIS INVOLVE?

Ownership places national players at the core of every process. They must have true ownership of their development policies and strategies and ensure coordination between the various actions. In essence, it's them and them alone who decide!

The principle of alignment lies in the fact that external donors and partners (including Luxembourg) base all their support on the national development strategies, institutions and procedures of partner countries.

In other words, the various interventions are therefore designed in line with national public policies, conducted with the effective involvement of national players and their operation is under the responsibility of the relevant national institutions and services. Execution thus allows national institutions, standards and mechanisms to be used and developed.

For example, the decision to build a health centre will be based on the health sector's investment plan and will be carried out under the supervision of the relevant Ministry or Local authorities.

In Senegal, LuxDev has developed partnerships with the Court of Audit and the Inspectorate General of Finances for external and internal oversight. As national institutions, services and players are involved, strengthened and valued, national implementation facilitates the durability and sustainability of interventions.

National implementation also has the advantage of rendering the various interventions more efficient. Indeed, the costs of setting up parallel project management units are eliminated or reduced as much as possible.

For the above reasons, this method and the related financial instrument (budgeted aid) were presented as good practice at the second high-level meeting on development efficiency, held in Nairobi at the end of 2016.



## MANY BENEFITS - BUT WITH LIMITATIONS TOO!

However, the national implementation method also comes with some risks and limitations. In the course of testing it out, we faced resistance from certain national players who had been accustomed to the “comfort” of LuxDev’s management. One of the negative effects of development projects carried out according to external terms is that national players may sometimes be more familiar with donor procedures than those of their own administration. Similarly, internal management dialogue within the administration is often limited for want of real-life situations, with most investments being made through external procedures. The unintended positive effects of the national implementation process have led national players to better understand and control their own procedures and improve the management dialogue.

This sometimes limited control of national procedures has an effect on the speed and quality of different operational processes. Some key functions, such as contracting, project management or materials accounting, also have considerable structural and organisational limitations. For example, the ability to direct and monitor contracts, especially when it comes to major infrastructures, still needs improvement in some intervention areas. This raises the difficult question of the balance between efficiency and ownership. To carry out certain complex works, the two governments preferred to delegate project management to LuxDev, while at the same time strengthening the capacities of national players with a view to increased medium-term accountability. However, this practice, which was previously dominant, tends to become the exception, as LuxDev’s role tends to evolve under national implementation.



### Mamour Ousmane BA

General Coordinator of the Senegal-Luxembourg programme – MEFP

“The advantage of national implementation is that it improves the efficiency of interventions. With national implementation, the costs of transactions linked to carrying out projects, especially for parallel project management units, are eliminated or significantly reduced since everything is supported and integrated into the national entities that hold programme delivery within sectoral departments and within all relevant administrations. So much so, that this concept of budgeted aid was even named one of the world’s best experiments at the 2nd Forum on Aid Effectiveness, the Global Forum in Nairobi. This makes it something that is experienced in Senegal on a daily basis. We use Luxembourg’s resources throughout the public expenditure chain and ensure traceability throughout the public expenditure chain”.

“To carry out the 3rd IPC, we mobilised a variety of means through LuxDev. We really increased short- and medium-term technical assistance, training programmes and sessions, logistical and office resources, etc. Instead of traditional project teams, we had experts who were positioned in the various sector departments and who really became agents of those departments. This was a real turning point. It was the departments who led the projects with solid support from LuxDev”.

“By the end of the programme, we were able to have more than 80% of the resources that were set up under national implementation. This amounts to a genuine revolution.”

## WHAT IS LUXDEV'S ROLE IN RELATION TO NATIONAL IMPLEMENTATION?

In relation to the national implementation that developed in Senegal, LuxDev's role has profoundly evolved and changed. LuxDev's role as operator has increasingly shifted to that of co-pilot and partner. LuxDev's position as designer and development operator is diminishing.

### Before IPC III

#### PILOT



#### CO-PILOT



National  
players



### During IPC III

#### PILOT



National  
players

Operational pilot:  
Design  
Implementation

#### CO-PILOT



Facilitation  
Support Advice  
Expertise

This transformation has been gradual and remains partial depending on the area. When capacities in a field are still too limited, LuxDev can retain some control, as we have just mentioned.

## National implementation and capacity building

2013

Design

Process for designing and setting up  
the national delivery method  
and budgeted aid instrument

2014

Experimentation

2015 - 2016 - 2017

Consolidation

2018

Capitalisation

Central  
organisational  
assessment

Local  
organisational  
assessment

Risk mitigation + capacity building + management dialogue

LuxDev's primary role now is to guide and facilitate Luxembourg Cooperation interventions in Senegal.

## ON THE ROAD TO IPC IV

### LuxDev's role

Accompanying and facilitating national execution



\* "Son, have you checked everything?" This is the development coach and it must arrive safe and sound!

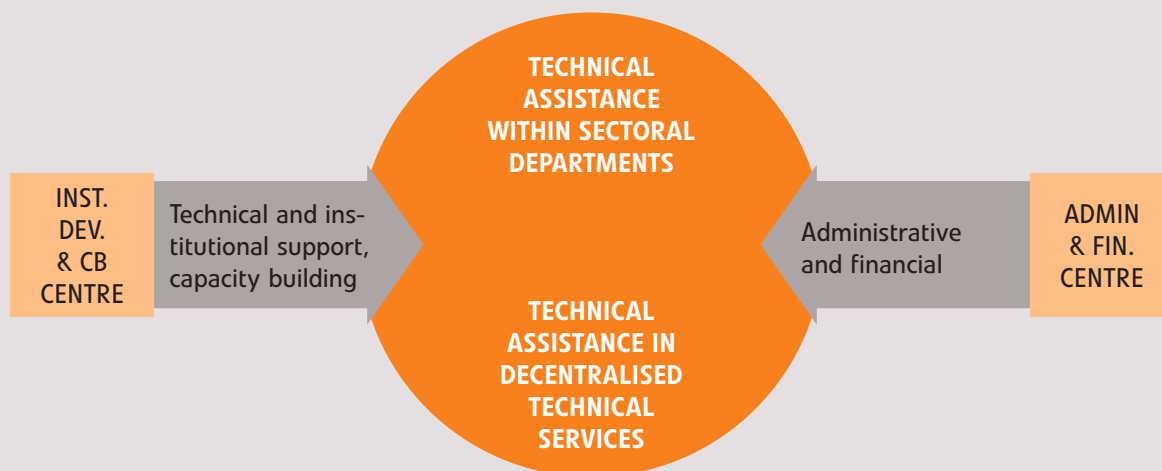
\*\* Father, everyone's on board, so on the road to development!

In connection with the option for national execution and to improve the performance of various national players, we carried out organisational assessments under ICP III, upon which we based our support for implementing plans to build capacities among the various national players involved in the implementation. These different support mechanisms were conducted in a coordinated manner with other cooperations. Thus, in the vocational training sector, capacity building support was conducted in collaboration with Canada. A collaboration with the French-speaking world then enabled the sector to develop its own capacity building plan – a first in Senegal!

In this sense, and in collaboration with the Senegalese authorities, LuxDev directly mobilised a variety of resources: short-, medium- and long-term technical assistance, training programmes and sessions, logistical and office resources, and so on. Instead of a project team positioned outside the institutions, a technical support system was put in place. It is made up of experts and technical assistants who support partner departments and institutions. An emphasis was also placed on training, with a total of 170 sessions and 5.000 people who were trained in areas that required capacity building. These various efforts improved the operational performance of the various national players involved. By the end of the programme, more than 80% of the resources implemented through the national execution method were delivered.



## IPC III Technical Support Plan (LuxDev)



Throughout this evolution, we went through a genuinely Copernican revolution within our Cooperation. National policies, issues and players are central concerns. Luxembourg Cooperation supports LuxDev and is one partner among many! One of the challenges of this new configuration has thus been to harmonise the support of different partners in the same sector or field.

The positive results we achieved have encouraged us to keep going and strengthen these different innovations under the new cooperation programme, which is now in the start-up phase. LuxDev's role should be much the same: accompanying and facilitating national execution. However, one major innovation has been integrated. This is the theory of change. This innovative methodological approach to strategic and operational planning will be the reference point for the various forms of support. To be continued in the next season of our cooperation...

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**Mamour Ousmane Bâ**

Coordinator-General for Senegal-Luxembourg Cooperation

**Yann Nachtman**

Head of capacity building/LuxDev

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# GENERAL INFORMATION

## Sectors



Local development

Local development  
sub-sectors



Agriculture and food security



Decentralisation and local governance



Water and sanitation



Natural resource management



Various



Education - Vocational  
training and access to  
employment



Health



Renewable energies

## Cross-cutting issues



Environment and  
climate change



Gender



Governance and  
capacity building

# INTERVENTION AREAS



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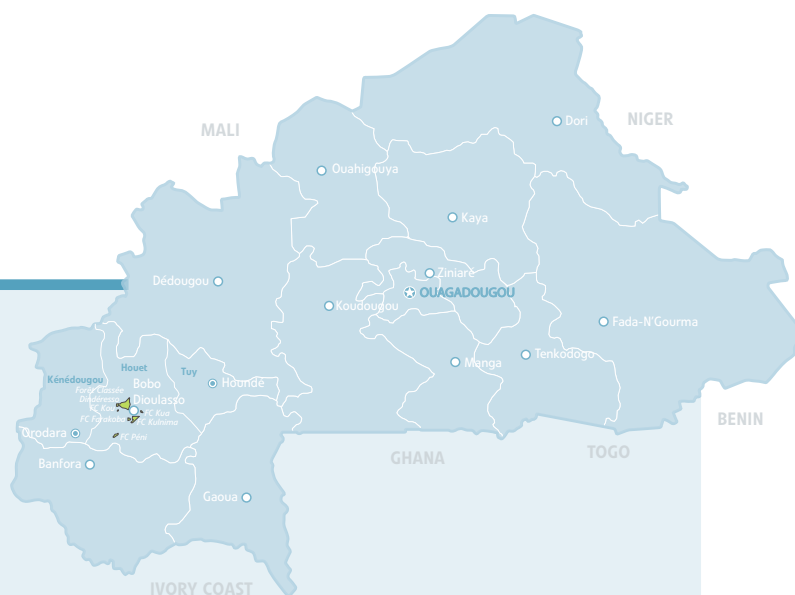
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# BURKINA FASO



6

PROJECTS IN EXECUTION

1 PROJECT IN FORMULATION

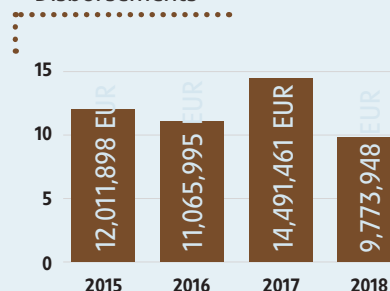
31 COLLABORATORS IN BURKINA FASO

8.67%

OF THE TOTAL AMOUNT OF AGENCY DISBURSEMENTS

9.77 M EUR IMPLEMENTATION IN 2018

Disbursements



Sectoral distribution of disbursements



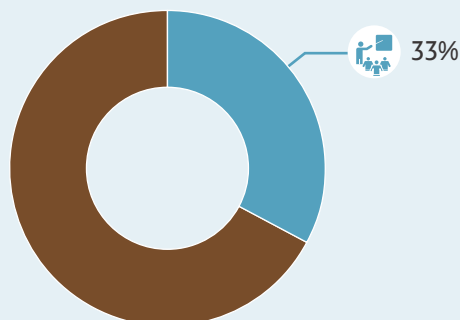
67%

LOCAL DEVELOPMENT

42%



25%







# BKF/018

## TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING

The programme, which supports operationalisation of the country's national policy, trained approximately 33,800 people between 2013 and 2018.

### GLOBAL OBJECTIVE

**TO RAISE KNOWLEDGE AND SKILLS LEVELS AMONG THE GENERAL WORK FORCE, AND YOUNG PEOPLE IN PARTICULAR, TO FOSTER INTEGRATION IN CURRENT AND EMERGING JOB MARKETS FOR THE PURPOSES OF BOOSTING ECONOMIC GROWTH AND REDUCING POVERTY**

### SPECIFIC OBJECTIVE

To improve the provision of vocational training and employability for young people.

### AREAS OF IMPLEMENTATION

- financing human capital training aimed at developing economically promising growth and employment sectors;
- improving training/employment suitability by strengthening functional relationships between professional organisations and training operators;
- strengthening human resources and tools to guide and lead the vocational training sector.



 Budget

10,000,000 EUR

Project duration

2012	2013	2014	2015	2016	2017	2018
------	------	------	------	------	------	------

## HIGHLIGHTS\*



Inauguration of a national institutional dynamic in the field of technical and vocational education and training.

20

Development, publication, re-producing and provision of 20 training and certification reference bases (agriculture, livestock farming, construction, crafts).



Development of the 2018-2020 three-year action plan for the national policy of technical and vocational education and training.

33,852

33,852 people trained, 44% of whom were women in the nine priority areas for the national policy of technical and vocational education and training in all 13 regions of the country with an average employment rate of 61%.



Development of the technical and vocational education and training map.

96

96 specialists trained in vocational training engineering.

867

867 trainers trained with use of the reference bases.

\* Non-exhaustive list



# BKF/019

## FOREST RESOURCES MANAGEMENT SECTOR SUPPORT

This programme, which supports the country's national policy in establishing its sectoral strategy, has served to:

- strengthen the Ministry of the Environment's planning, monitoring, steering and implementation capabilities;
- improve the management of forestry resources; and
- finance, to date, hundreds of micro-projects carried out by numerous promoters

### GLOBAL OBJECTIVE TO PROMOTE FORESTRY RESOURCES IN A SUSTAINABLE WAY

#### SPECIFIC OBJECTIVE

- contributing to the sustainable and participatory management of forestry production;
- increasing the contribution of the forestry sector to the national economy and well-being of people;
- contributing to environmental governance and the promotion of sustainable development by building the capacity to adapt to
- climate change in line with forestry resource management;
- supporting the Ministry of Environment, Green Economy and Climate Change to ensure the effectiveness and efficiency of public intervention in the forestry sector.

#### AREAS OF IMPLEMENTATION

- capitalising and improving knowledge about forestry resource management;
- diversifying and increasing forest products;
- sustainable capacity building for industry players;
- promoting the timber industry;
- enhancing forest resources in the context of carbon markets;
- strengthening environmental governance and sustainable development;
- supporting the sector's climate change adaptation and mitigation projects;
- capacity building for the Ministry of Environment, Green Economy and Climate Change;
- creating the Environmental Intervention Fund;
- sustainable capacity building for forest sector players.





 Budget

11,000,000 EUR

Project duration

2012	2013	2014	2015	2016	2017	2018
------	------	------	------	------	------	------

## SIGNIFICANT EVENTS\*



designing a database for the capitalisation and dissemination of forest-related information



biennial monitoring of permanent forest plots, and the beginning of urban environment tree inventory



220,000 hectares of forest, mainly forest management projects



updating 15 development and management plans of forest management sites for timber production



creation of 3,500 hectares of forests for local authorities



capacity building for 37,000 non-State players and central and decentralised communities



establishing and empowering 145 forest management groups



development, publication and dissemination of 90 documents on forest resource management. These documents cover forest management, legal frameworks, wood-energy, forest inventories, security and governance of forest resources, as well as best practice



development of an organic framework and job descriptions for the Ministry of the Environment



development of the national framework for appropriate mitigation measures in Burkina Faso



creation and operationalisation of the Environmental Intervention Fund

\* Non-exhaustive list

This project draws upon technological, institutional and organisational development drivers.

This approach provides:

- independent access to the global internet network and improved access to the rest of the world;
- support for the creation and sustainability of the National Agency for the Promotion of Information and Communication Technologies (ANPTIC).

### GLOBAL OBJECTIVE

**TO IMPROVE THE AVAILABILITY, EFFECTIVENESS AND  
ACCESSIBILITY OF ELECTRONIC COMMUNICATION SERVICES  
THROUGHOUT THE COUNTRY**

### SPECIFIC OBJECTIVE

To improve the quality, reliability and accessibility of the administration's communications infrastructure to facilitate the structural transformation of the economy targeted by the 2016-2020 National Economic and Social Development Plan.



### AREAS OF IMPLEMENTATION

- capacity building for ANPTIC;
- implementing a satellite-enhanced infrastructure (RESINA+), consistent with the Communications infrastructure capacity support programme, which covers the sectoral support needs of BKF/021 in 42 provincial administrative centres.



 Budget

22,300,000 EUR

Project duration

2017

2018

2019

## SIGNIFICANT EVENTS\*

5

Deployment of five satellite stations on behalf of the national administrative computer network, in its expanded version (RESINA+).

✓

Design of the geographic information system containing all available geographically referenced data related to Burkina Faso's telecom infrastructure.

✓

Development of ANPTIC's strategic development plan.

✓

Deployment of the collection/serving network by installing the first batch 1 towers.

\* Non-exhaustive list

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

### GLOBAL OBJECTIVE

**TO CONTRIBUTE TO THE PROTECTION AND SUSTAINABLE USE OF FORESTRY AND WILDLIFE RESOURCES WHILE GIVING PEOPLE A HEALTHY ENVIRONMENT WITHIN A DYNAMIC OF ENVIRONMENTAL GOVERNANCE AND SUSTAINABLE DEVELOPMENT**

### SPECIFIC OBJECTIVE

- manage forestry and wildlife resources sustainably;
- improve environmental governance and sustainable development;
- ensure Burkina Faso's transition to an inclusive green economy;
- improve the performance and effectiveness of interventions by the Ministry of Environment, Green Economy and Climate Change.

### AREAS OF IMPLEMENTATION

- optimising forest industries;
- improving the protection of forest resources;
- optimising reforestation efforts;
- supporting players to take into account environmental issues and sustainable development
- diversifying food supplies and sources of income;
- strengthening the legal framework for promoting the green economy;
- optimising resource management;
- strengthening the operational framework;
- strengthening the monitoring-evaluation and steering mechanism.



 Budget

17,000,000 EUR

Project duration

2018

2019

2020

2021

2022

## SIGNIFICANT EVENTS\*

42

Identification of 42 conservation areas and nine forest reserves.

✓

Development of the framework plan for securing reserves and village and communal conservation areas.

✓

Completion of a study on the agro-pastoral dynamics of the Nazinon forest management site.

107

Training for 107 direct players on nutritious garden planting techniques and the garden production of moringa and baobab.

16

16 capacity building sessions organised for ministry agent, with 507 agents trained on various topics.

\* Non-exhaustive list

## Some intermediate effects and targets planned for 2021

✓

Completion and validation of a study on environmental taxation, including forest taxation.

218

Coaching for 218 players (communities, civil society organisations, private enterprises, etc.).

25%

25% wood fuel cover to meet the needs of Ouagadougou and Bobo from the forest management sites.

115

community-led creation and management of 115 conservation areas.

30%

Development of two bi-annual reports on the state of forest resources.

237,000

237,000 hectares of wood production under development.

29

establishment of 29 development and management plans.

15

15 protected forests registered.

✓

Development of IT master plan.

4

Publication of four statistical yearbooks.

31,500,000

31,500,000 plants put in the ground.

3,900,000

3,900,000 tonnes of NWFPs collected.



This support aims to lessen the vulnerability of livestock production players resulting from climatic shocks, and the reduction and fragmentation of grazing areas, via the implementation of natural resource restoration activities.

### GLOBAL OBJECTIVE

**TO BOLSTER THE CONTRIBUTION MADE BY LIVESTOCK FARMING TO THE COUNTRY'S ECONOMY AND TO FOOD AND NUTRITIONAL SECURITY, AND TO THE IMPROVEMENT OF PEOPLE'S LIVING CONDITIONS**



### SPECIFIC OBJECTIVE

To create a safe and sustainable production environment

### AREAS OF IMPLEMENTATION

- identifying, negotiating and demarcating grazing land for restoration;
- consolidating and implementing land charters in line with communal development plans;
- negotiating and securing rest areas and transhumance corridors;
- capacity building for public and private players to meet the growing demand for secure grazing land;
- restoring degraded soils in negotiated and demarcated grazing land;
- developing site value for land recovered by the sale of carbon credits;
- promoting actions to enhance restored land for grazing;
- creating pastoral water points in line with the regional mobility of herds.

 Budget

5,000,000 EUR

Project duration

2018

2019

2020

2021

2022

## SIGNIFICANT EVENTS\*

**8,000 ha**

of pre-identified land to be re-claimed and contracted by two operators for initial recovery work.

**2**

Contracting a design office to support two carbon projects implemented by two operators.

**✓**

Preparation for an increased number of carbon projects to generate income for people based on the sale of carbon credits.

\* Non-exhaustive list

## Some planned intermediate effects and targets at project completion

**40%**

40% reduction in conflicts between agricultural and livestock activities.

**30%**

of women and disadvantaged people represented in existing bodies and committees.

**x2**

Double the length of time (two to four months per year) for livestock to feed on village soil.

**80%**

Increased coverage rate from 69% to 80% of livestock food requirements.

**30%**

increase in revenue for women and disadvantaged people.

This support advances the implementation of the Ministry of National Education's annual action plans based on the policies and strategic directions of the Education and training sector plan.

### GLOBAL OBJECTIVE

**TO PROVIDE ACCESS TO ADEQUATE HUMAN RESOURCES TO BOOST THE ECONOMY**

### SPECIFIC OBJECTIVE

To increase supply and improve the quality of education, higher learning and training in line with the needs of the economy.

### AREAS OF IMPLEMENTATION

- increasing supply at every level and reducing disparities;
- improving the quality of learning and schooling;
- strengthening governance of the education and training sector.



 Budget

7,000,000 EUR

Project duration

2018

2019

2020

2021

## SIGNIFICANT EVENTS\*

**48.8%**

Assistance in providing access to education services for 4,568,998 students, including 48.8% girls.

**779**

Closure of 779 schools in specific regions (Sahel, North and East) due to security risks affecting 96,000 students, including 48% girls, and 2,838 teachers.

**90.9**

Achieved a gross primary school enrolment rate of 90.7%, including 90.9% for girls.

**67.6%**

Achieved a primary school completion rate of 63%, including 67.6% for girls.

**62%**

Achieved an overall rate of 64.45% for successful completion of the primary school certificate, including 62% for girls.

**38.56%**

Achieved an overall GCSE success rate of 42.94%, including 38.56% for girls.

\* Non-exhaustive list





# CABO VERDE



5

→ 45 COLLABORATORS  
IN CABO VERDE

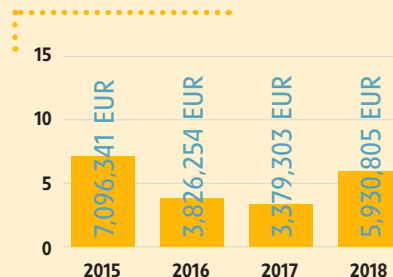
PROJECTS IN  
EXECUTION

5.26%

OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

5.93 M EUR  
IMPLEMENTATION  
IN 2018

Disbursements



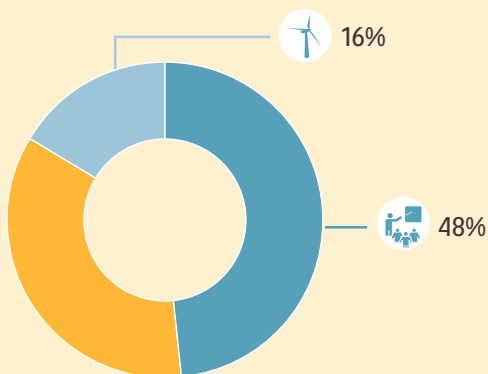
Sectoral distribution of disbursements



35%

LOCAL DEVELOPMENT

35%





# CVE/081

## EMPLOYMENT AND EMPLOYABILITY

The employment and employability programme contributes to developing the technical education and vocational training sector, enhancing employability processes, and building skills and human resources; this is achieved through consolidating the sector's coordination mechanisms and governance, supporting capacity building, moving the system towards a training offer better adapted to the production sector, and supporting decentralisation efforts across all islands in the archipelago.

### GLOBAL OBJECTIVE

**TO HELP INCREASE ACCESS TO EMPLOYMENT FOR THE POPULATION OF CAPE VERDE, ESPECIALLY FOR YOUNG PEOPLE AND WOMEN**

### SPECIFIC OBJECTIVE

To enhance the employability of vocational training recipients, especially young people and women.

### AREAS OF IMPLEMENTATION

- building up the governance and capacity of the education – training – employment sector;
- improving the suitability of training offers for labour market requirements;
- increasing the technical and financial viability of public institutions in the education – training – employment sector and in private sector and civil society organisations.



 Budget

10,000,000 EUR

Project duration

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

## SIGNIFICANT EVENTS\*



Organisation of two national forums in the education, training and employment sector, involving all public players in this field, to discuss experiences and share good practices in training and employment promotion



Presentation of the study on social dialogue for employment and employability to the Council for Social Dialogue chaired by the Prime Minister and creation of a tripartite working group (General Directorate for Employment and Vocational Training, central labour bodies, private sector representatives) to formulate an action plan to implement recommendations made in the study.



Presentation of the study on the suitability of vocational qualification offers for labour market requirements to national entities within the sector, for the purpose of obtaining their final contributions.



Capacity building for users of the integrated education information system through system use training, creating profiles and testing data recording.



Finalisation of the training plan for the implementation of monitoring and tracking tools used with the national system of qualifications and establishment of capacity building sessions for that system and also for partner institutions.



Development of a gender equality module, a teaching manual for learners and an orientation manual for trainers to integrate the gender approach into training plans.



Support for the implementation and consolidation of financial management procedures at the Institute of Employment and Vocational Training, and the Centre for Renewable Energy and Industrial Maintenance.



Capacity building for civil society organisations in project management and community/non profit leadership on Santo Antão island in connection with establishing projects to promote rural and community-based tourism.

\* Non-exhaustive list



Access to adequate sanitation and improved water supply have always been a priority for cooperation between the Grand Duchy of Luxembourg and Cabo Verde. Significant results have been achieved in the areas of water resource management, support for the creation and enhancement of municipal water services, and promotion of on-site sanitation. More recently, this cooperation has helped initiate and drive genuine reform of the sector.

## GLOBAL OBJECTIVE

# IMPROVING ACCESS TO DRINKING WATER AND SANITATION FOR PEOPLE IN CABO VERDE

## SPECIFIC OBJECTIVES

- improving the sector's financial sustainability as well as the generation of sector-specific tracking data;
- improving the market performance and energy efficiency of drinking water and sanitation businesses on four islands (Santiago, Fogo, Brava and Maio);
- improving the services provided by the institutions responsible for sanitation, both quantitatively and qualitatively.



## AREAS OF IMPLEMENTATION

- building the sector's capacity to mobilise external investment and internal revenue;
- capacity building for the National Water and Sanitation Agency, the Economic Regulatory Agency and management entities in data collection, processing and analysis;
- improving the energy efficiency of water supply systems;
- improving the market performance of drinking water service operators;
- improving the quality of drinking water;
- support for the sector to implement its legal and contractual regulations;
- improving the capacity of the National Water and Sanitation Agency and municipalities in the provision of sanitation support-advice, planning, and monitoring-control;
- improving the capacity of municipalities and inter-municipal enterprises in the management of sanitation services;
- promoting the most promising, successfully tested methodologies, particularly within the framework of PromoSan programmes (upgrading of water infrastructures and sanitation in schools) and health-promoting schools.

 Budget

8,300,000 EUR

Project duration

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

## SIGNIFICANT EVENTS\*

**38%**

reduction in energy costs for water production and distribution in Fogo, by supporting Aguabrava's installation of photovoltaic systems (total of 350 kWc) at six water pumping stations.



Connection and supply of water for people living in the northern part of the city of São Filipe on Fogo Island with the construction of a well and a glass-lined metal tank measuring 300 m<sup>3</sup> and fitted with photovoltaic panels in Benecha.

**11**

Support for the National Water and Sanitation Agency in the control of water resources on the island of Santiago with the installation of 11 continuous recording sensors for water table monitoring.



Enhancement of the sector monitoring system with the completion of the second Cabo Verde Water and Sanitation Services Annual Report (RA-SAS-CV 2017). Operators are now trained and aware of the necessity to ensure that the indicators established for the water and sanitation sector are monitored for their own internal management.



Reinforcing knowledge of losses among the teams at Aguas de Santiago (AdS), through an "on-the-job" water loss study in a district of Praia. This will allow AdS to compare the volumes of water introduced into the network with the volumes charged and paid so that they have actual knowledge of the losses and can define loss-reduction strategies.



Support for the Camara Municipal de São Vicente to improve Dindéresso sanitation system with a study on the main problems of the sanitation system and the search for the technical solutions required to reduce industrial waste problems caused by fish processing companies Frescomar, Atunlo, and existing salinization problems.



Strengthening the skills of operators and the National Water and Sanitation Agency to develop water quality monitoring plans (PCQA) and water analyses on the islands of São Vicente and Maio.

**1,313**

students and teachers at two schools in Praia now enjoy proper access to water and sanitation, and suitable kitchens.

\* Non-exhaustive list





# CVE/083

## RENEWABLE ENERGIES

This is the first time that renewable energy has been one of the priority areas for cooperation between the Grand Duchy of Luxembourg and Cabo Verde. While the primary concern had previously focused on energy supply, today it involves issues related to the sustainability of the electricity sector, access to energy in more remote communities and those issues related to reducing electricity rates, which are one of the country's major concerns.

### GLOBAL OBJECTIVE

**TO HELP THE POPULATION ACCESS CLEAN, RELIABLE, SUSTAINABLE, MODERN AND AFFORDABLE ENERGY WHILE ENSURING A SUBSTANTIAL INCREASE OF ENERGY SELF-SUFFICIENCY**

### SPECIFIC OBJECTIVE

To enhance the governance, regulation and business conditions of Cabo Verde's renewable energy sector.

### AREAS OF IMPLEMENTATION

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

 Budget

4,500,000 EUR

Project duration

2016

2017

2018

2019

2020

## SIGNIFICANT EVENTS\*

239

Achievement of the International Conference on Renewable Energy in Cabo Verde, whose main focus was fund raising for renewable energy and energy efficiency projects in small island States, and in which a total of 239 people participated.



Modernisation and suitability of the legislation governing renewable energy microgeneration, passed in October 2018, aimed at improving the participation of families and businesses in the renewable energy microgeneration market and improving the legal framework in the sector.



Support for the launch of the first public tender for the installation of new RE generation units, pilot tender – 10 MW of wind energy launched for the island of Santiago – and 5 MW photovoltaic solar tender for the island of Boavista, in search a new independent energy producer, in compliance with the existing legal framework.



Support for the creation of the Inter-Institutional Committee on Electric Mobility as part of the Strategic Plan for Development (PEDS 2017-2021).



Training for public and private institutions on raising climate and renewable energy funds, and their respective access processes in a strategic document.



Support in designing the programme for the communication and dissemination of key information on the renewable energy sector, and its opportunities for businesses and citizens with respect to the energy service.



Census and characterisation study of Cabo Verde companies active in the renewable energy and energy efficiency sector.



Support in developing the Cabo Verde electric mobility action plan.

2

Work started on the installation of two weather stations for the study of wind resources in the renewable energy development zone.

\* Non-exhaustive list



# CVE/085

## SUPPORTING THE PARTNERSHIP BETWEEN THE CERMI AND THE CENTER OF COMPETENCE-TECHNICAL ENGINEERING OF LUXEMBOURG (CDC-GTB)

The project “Supporting the partnership between the Centre for Renewable Energy and Industrial Maintenance (CERMI) and the Luxembourg Skills Centre-Technical Building Engineering (CdC-GTB)” CVE/085, is in line with the “employment and employability” focus of the Indicative Cooperation Programme (PIC) 2016-2020 that was signed between the Grand Duchy of Luxembourg and the Republic of Cabo Verde.

### GLOBAL OBJECTIVE

**TO SUPPORT THE ACTION OF A PARTNERSHIP BETWEEN A CAPE VERDE ENTREPRENEURIAL PUBLIC ENTERPRISE, THE CERMI AND A LUXEMBOURG ECONOMIC INTEREST GROUP, THE CDC-GTB**

### SPECIFIC OBJECTIVE

To create a Cabo Verde public limited company, the Cabo Verde Skills Centre “CdC-3C”, in several phases. The CdC-3C is set to become a centre of excellence that will host and implement the pedagogical model of the Luxembourg Skills Centre-Technical Building Engineering in Cabo Verde. Alongside the training activities, consulting centres have been planned to complement the proposed scheme, the first of which concerns activities in pedagogical engineering, and the second, in engineering and advice on energy efficiency/renewable energy. Centres in the fields of certification, metrology and research/development/innovation complete this scheme.

### AREAS OF IMPLEMENTATION

- developing a new sustainable model of the Skills Centre in Cabo Verde, creating a system fully adapted to the needs of Cabo Verde and the African sub-regions, which is based on a new public-private partnership format that can serve as a pilot project for other initiatives and sectors;
- innovative vocational training: consulting centres have been planned to complement the proposed scheme, the first of which concerns activities in pedagogical engineering, and the second, in engineering and advice on energy efficiency/renewable energy;
- investing in the fields of certification, metrology and also development and innovation research;
- developing the Centre for Renewable Energy and Industrial Maintenance towards a plural campus concept that aims to bring together as many players as possible from various national ecosystems (Piaget University, University of Cabo Verde, Cabo Verde School of Hospitality and Tourism, solar park) and regional ecosystems (Centre for Renewable Energy and Energy Efficiency of the Economic Community of West African States) for energy transition (with
- renewable energy, energy efficiency and industrial maintenance subsystems) in the spirit of synergistic partnerships and pooling of facilities.

 Budget

3,800,000 EUR

Project duration

2018

2019

2020

2021



## SIGNIFICANT EVENTS\*



Development, negotiation and signing of the implementation agreement.



Monitoring the progress of the implementation agreement.



Creation of conditions to establish the partnership between the Luxembourg Skills Centre-Technical Building Engineering and the Centre for Renewable Energy and Industrial Maintenance, which culminated in the first 2019 Cabo Verde Skills Centre "CdC-3C".



Acquisition of an electric vehicle for the Centre for Renewable Energy and Industrial Maintenance.



Acquisition and installation of an electric vehicle charging station at the Centre for Renewable Energy and Industrial Maintenance.

\* Non-exhaustive list



# CVE/881

## STRENGTHENING THE REGIONAL POSITIONING OF THE CERMI

This project is part of a wider programme, the Action Programme in favour of Western Africa, funded by the 11th European Development Fund, entitled "Improving the Governance of the Energy Sector in West Africa". It helps to build the capacity of regional actors so that they are better prepared to assume the responsibilities entrusted to them.

### GLOBAL OBJECTIVE

**TO CONTRIBUTE TO POVERTY REDUCTION BY STRENGTHENING REGIONAL INTEGRATION OF THE ENERGY SECTOR, BY GIVING INPUT TO UNITED NATIONS ON SUSTAINABLE DEVELOPMENT BY 2030 (SEFORALL), IN ORDER TO ACHIEVE TO THREE OBJECTIVES:**

- **ENSURE UNIVERSAL ACCESS TO MODERN ENERGY SERVICES;**
- **DOUBLE ENERGY EFFICIENCY TO DECREASE TOTAL ENERGY CONSUMMATION;**
- **DOUBLE THE SHARE OF RENEWABLES IN THE GLOBAL ENERGY MIX.**

### SPECIFIC OBJECTIVE

Build the capacity of energy players to fulfil their missions.


### AREAS OF IMPLEMENTATION

- setting up and executing training plans for trainers who come from the 16 West African countries in the various areas related to developing renewable energy and energy efficiency;
- guiding the transformation of the Centre for Renewable Energy and Industrial Maintenance into a regional skills centre.



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	<b>Budget</b>			} European Development Fund (RIP for the ECOWAS)
2,000,000 EUR				
<b>Project duration</b>				
2017	2018	2019	2020	

## SIGNIFICANT EVENTS\*

23

trainers from the Economic Community of West African States were trained as part of the first trainer trainings in photovoltaic solar technology (in French) organised in direct collaboration with the Luxembourg Skills Centre-Technical Building Engineering and the Centre for Renewable Energy and Industrial Maintenance. The trainers were selected from more than 60 applications received from the French-speaking countries of the Economic Community of West African States and from Mauritania.

✓

Equipment was installed to improve the comfort of classrooms and enhance kitchen and reception facilities, so that the Centre for Renewable Energy and Industrial Maintenance would be better prepared to welcome apprentices from other countries of the Economic Community of West African States.

✓

A promotional video in three languages (English, French and Portuguese) on the Centre for Renewable Energy and Industrial Maintenance was produced and shown during prospecting missions, and also during events held in Cabo Verde.

2

prospecting missions in the countries of the Economic Community of West African States (Senegal Burkina Faso/Sierra Leone Liberia – Gambia) were conducted to promote the services of the Centre for Renewable Energy and Industrial Maintenance, and project and to reinforce networks between the Centre for Renewable Energy and Industrial Maintenance and its counterpart institutions.

2

acquisition of two simultaneous interpretation booths to enhance the auditorium's functionality in terms of translation facilities and office equipment and materials in support of project activities.

\* Non-exhaustive list





# MALI



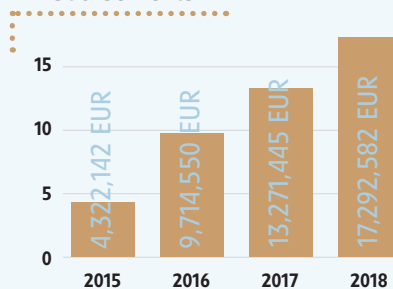
**6** ➔ **107** COLLABORATORS  
IN MALI

PROJECTS IN  
EXECUTION

**15.34%**  
OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

**17.29 M EUR**  
IMPLEMENTATION  
IN 2018

Disbursements



Sectoral distribution of disbursements

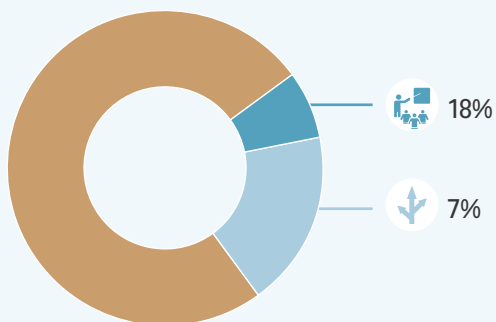


**75%**  
LOCAL DEVELOPMENT

30%

34%

11%





# MLI/021

## RURAL DEVELOPMENT AND FOOD SECURITY

The programme targets 210 producer organisations and 100 small and medium-sized enterprises, with a focus on the rice, fonio and sesame sectors. It strives to support and strengthen local players and State services in harmony with sectoral policies and strategies carried out at the national and regional level, as well as at the level of circles\* and municipalities. It is a structuring programme for agricultural value chains by favouring players from the production of inputs to the end consumers of processed products. The programme is based on a market promotion approach by further enhancing business opportunities for the three sectors in a dimension of public-private partnership.

*Circles - Administrative divisions grouping together several municipalities*

### GLOBAL OBJECTIVE

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

### SPECIFIC OBJECTIVE

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

### AREAS OF IMPLEMENTATION

- developing the sesame and fonio sectors through 110 producer organisations and 50 micro and small businesses;
- improving food security, in particular through the development of the rice industry;
- contributing to the environmental and climate outcomes of agricultural policies and strategies;
- promoting investment and the economic environment with a view to optimal development of the sectors.



 Budget

17,767,383 EUR

Project duration

2016	2017	2018	2019

## SIGNIFICANT EVENTS\*

**222 ha**

developed in the new lowlands, supported by the programme. 349 ha of rehabilitated lowlands.

**23%**

land allocated to women in farmers' organisations supported by the programme has been developed.

**202**

farmers' organisations and micro and small businesses benefited from harvesting, post-harvest and processing equipment with the programme's support

**75**

offtake agreements signed with programme's support.

**1,033 ha**

were reforested with the programme's support.

**49**

warehouses were upgraded.

**98%**

producers trained by the programme adopted, at least one environmental and adaptive practice.

**57**

warehouses were built on behalf of farmers' organisations, all sectors combined.

**118**

seed producers were set up through programme funding and produced:

- 36 tonnes of rice seeds;
- 34 tonnes of fonio seeds;
- 16 tonnes of conventional sesame seeds; and
- 2 tonnes of organic sesame seeds.

\* Non-exhaustive list





# MLI/022

## VOCATIONAL TRAINING AND ACCESS TO EMPLOYMENT

Although there has been considerable progress the gross enrolment rate, Mali's education system is now facing major challenges: maintaining staff and developing infrastructure to increase access to and quality of education. The poor quality and low efficiency of existing training underlines how skills do not correspond to the demands of the productive sector and makes access to employment a complex challenge.

### GLOBAL OBJECTIVE

**TO BOOST JOB CREATION FOR WOMEN AND YOUNG PEOPLE  
AS A PRIORITY, AS WELL AS FOR INCOME-GENERATING ACTIVITIES**

### SPECIFIC OBJECTIVE

To increase professional skills adapted to the rural labour market for women and men.

### AREAS OF IMPLEMENTATION

- improving the structure of the vocational training sector to meet the initial training needs of rural communities;
- meeting the continuing education needs of rural communities;
- strengthening support mechanisms providing access to employment for young people in rural areas.



 Budget

9,961,000 EUR

Project duration

2016	2017	2018	2019

## SIGNIFICANT EVENTS\*

**189**

trainers trained using a skills-based approach.

**1,100**

young people trained in entrepreneurship.

**1,060**

young people placed in residential training.

**55%**

of young people in the first cohort trained by the programme (2017/2018) are employed.

**4,000**

apprentices sat the end-of-apprenticeship exam in 15 forestry and livestock and artisanal occupations.

**17**

continuing education organisations with access to forestry and livestock training.

**854**

loans granted, 68% of which were to women.

**12**

new training programmes in vocational training centres (fattening/finishing lines, seed production, agri-food processing).

**10,633**

rural workers benefited from continuous training.

**95%**

repayment rate for loans granted to young people.

\* Non-exhaustive list



# MLI/023

## DECENTRALISATION AND GOOD GOVERNANCE

For over 20 years, the Malian State has embarked on an extensive process of decentralisation and devolution. However, despite significant gains, its operational implementation continues to face many challenges, including providing people with quality services that help improve living conditions.

### GLOBAL OBJECTIVE

**TO CREATE OPTIMAL CONDITIONS FOR LOCAL SOCIO-ECONOMIC DEVELOPMENT RESPECTING THE PRINCIPLES OF SOUND GOVERNANCE IN LINE WITH NATIONAL POLICIES AND STRATEGIES**

### SPECIFIC OBJECTIVE

To improve performance of the public sector and assume its accountability towards rural population.

### AREAS OF IMPLEMENTATION

- promoting conditions conducive to socio-economic development and its sustainable management;
- institutional and organisational support for the development, management and monitoring of decentralisation and devolution strategies and policies;
- assisting the State in programming and budgeting its support for regionalisation, exercised by devolved services;
- optimising local authority funding mechanisms through innovative solutions.



 Budget

11,238,500 EUR

Project duration

2016	2017	2018	2019

## SIGNIFICANT EVENTS\*

36

land commissions compiled their repertoire of standards and practices.

252

vulnerable women, households and young people were identified to qualify for developed land located in 18 villages with surveyed land to be developed.

35

communities have their own economic, social, and cultural development plan.

50

Provision of IT equipment to 50 communities and 25 sub-prefectures; photovoltaic equipment in the process of being installed.

5

Rehabilitation of five hydro-agricultural infrastructures transferred from the Ministry of Agriculture to local authorities for nearly 1M EUR.

505

agents are in the process of finishing a skills development course as part of the agreement with the training centre for local authorities.

20

municipalities adopted innovative mechanisms to identify and improve their tax resources.

150

non-governmental organisations were guided towards self-sufficiency.

\* Non-exhaustive list

For this project, LuxDev was mandated by the Swiss Development and Cooperation Directorate to support the Sikasso Regional Council in the capacity of project manager for the development of two local sectors, namely milk and potatoes.

### GLOBAL OBJECTIVE

**TO HELP BOOST PRODUCTIVITY AND THE VALUE OF OUTPUT FROM COMPANIES AND AGRO-PASTORAL FAMILY OPERATIONS IN SIKASSO**

### SPECIFIC OBJECTIVE

- to improve the environment of the agricultural entrepreneurial fabric; and
- to increase productivity and profitability sustainably in priority sectors.

### AREAS OF IMPLEMENTATION

- strengthening local authorities, government technical services and independent providers;
- establishing the structuring and productive investment mechanisms and making them operational;
- strengthening control over regional product markets;
- developing the milk and potato sectors.





<

## SIGNIFICANT EVENTS\*



Genetic improvement of local breeds in the milk sector thanks to 83 calves born from 147 artificially inseminated cows and the distribution of 20 Maure (West African Zebu breed) heifer to 15 school farms.



Refurbishment and operationalisation of the Koumantou livestock feed production unit.



Training and equipment for 12 collectors and 12 milk collection centres to ensure the quality and transport of milk, together with management and amortisation of their equipment



Equipment and training in animal health for 112 breeders.



Production of 30 tonnes of potato seed.



Training, equipment and follow-up on irrigation systems for three seed producers.



Training on seed production techniques, and equipment for 10 representative seed producers.



50 organisations of milk producers, processors and collectors, as well as 225 organisations of potato producers, processors and traders, were identified, diagnosed, supported, and assisted throughout.



Creation of FERLAIT, a regional federation for the alliance of cooperative milk production companies, and the regional federation of cooperative companies of Sikasso potato producers (FERPT).



Assistance in organising Sikasso's agricultural fair.

\* Non-exhaustive list  
Non-exhaustive list

Projects MLI/802 and MLI/803 cover 30 municipalities in the regions of Gao and Timbuktu, Taoudéni and Ménaka. Both are expected to meet the material needs of communities in terms of facilities and upgrading of public infrastructure (schools, health centres, water points, and town halls) and to revitalise business activities through support for local economic projects that will benefit at least 720 households (MLI/802) and 2,400 households (MLI/803). MLI/802 also aims to support 3,838 seriously disadvantaged households through the provision of social safety nets.

### GLOBAL OBJECTIVE

**TO CONTINUE STABILISING TARGETED POST-CONFLICT AREAS BY HELPING REVITALISE LOCAL ECONOMY AND IMPROVE SERVICES PROVIDED BY THE COMMUNITY**

### SPECIFIC OBJECTIVES

- boosting the local economy and improving the standard of living of supported households;
- assisting communities so that they can best fulfil their duties to the people.

### AREAS OF IMPLEMENTATION

- supporting local economic projects that contribute to the revitalisation of the local economic fabric;
- supporting the most vulnerable households through social safety nets (MLI/802 only);
- meeting the most urgent material needs (equipment/building repairs)
- of communities, which are needed to fulfil their duties to the people;
- helping communities fulfil their duties to the people.



 **Budget MLI/802** } European Union  
5,000,000 EUR

**Project duration MLI/802**

2016 2017 2018

 **Budget MLI/803** } European Union  
10,000,000 EUR

**Project duration MLI/803**

2016 2017 2018 2019

## SIGNIFICANT EVENTS\*

**98**

local economic projects, analysed and validated by local authorities (regions, circles and municipalities) implemented in 30 municipalities and four regions of intervention.

**6,691**

households benefiting from the 98 local economic projects trained and supported in several areas (technical, management and organisation).

**114**

facilities (schools, community health centres, town halls, co-operatives, storage warehouses, vaccination stations) that have been upgraded or are in the process of being upgraded and equipped.

**21**

upgraded water points (wells, boreholes, water mains).

**19**

Electrification (photovoltaic systems) of 19 community health centres.

**18**

Initial training of elected officials and municipal officers from 18 new municipalities, on the following subjects: community organisation and operation, accountability and control of public action, management of transferred skills, mobilisation of internal resources, public procurement, administrative writing, archiving and document management.

✓

Environmental impact studies for high-risk actions and implementation of mitigation measures.

**10**

Production of 10 videos (3 mn each) about RELAC's achievements.

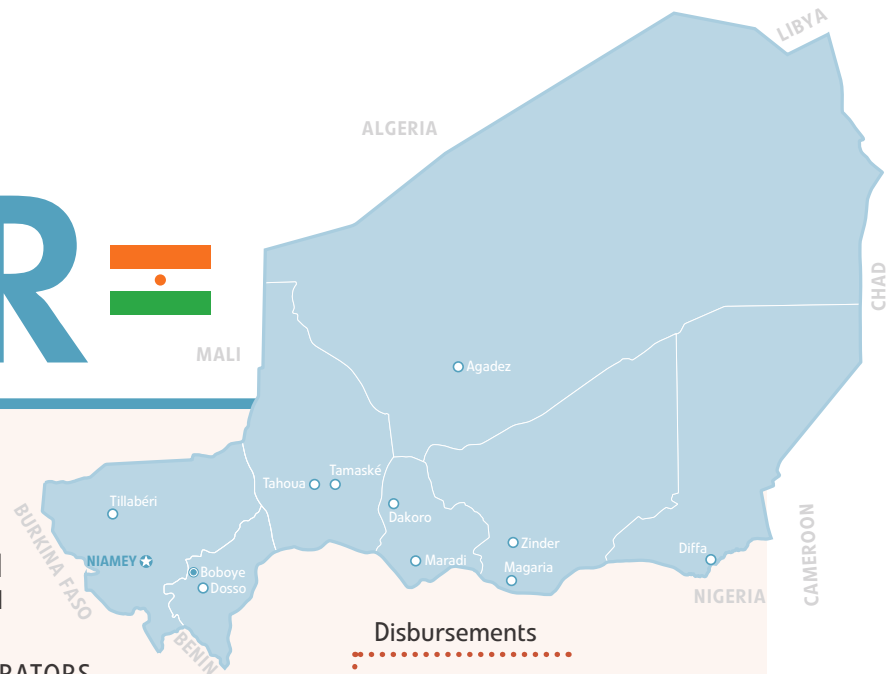
\* Non-exhaustive list







# NIGER



6

➤ 1 PROJECT IN FORMULATION

➤ 52 COLLABORATORS IN NIGER

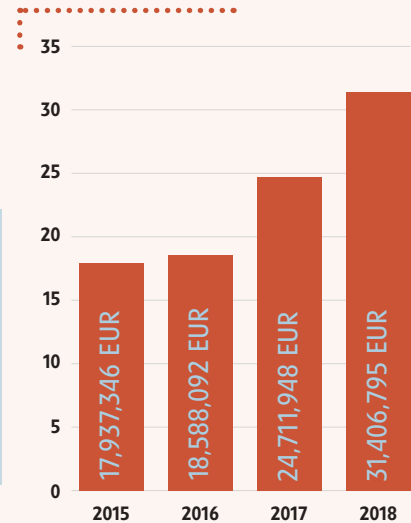
PROJECTS IN EXECUTION

27.86%

OF THE TOTAL AMOUNT OF AGENCY DISBURSEMENTS

31.41 M EUR IMPLEMENTATION IN 2018

Disbursements



Sectoral distribution of disbursements



60%  
LOCAL DEVELOPMENT

46%



14%



40%







The programme provides support to the basic education sector, while guiding a decentralisation process based on full communalisation, which provides regions and municipalities with real opportunities for action and henceforth gives them the chance to promote their own educational policy over the medium to long-term. Through access to quality education, economically and socially marginalised people will increase their chances of escaping poverty. They could then be key players involved in democratisation, the fight against discrimination and the improvement of growth. This programme also reinforces the inclusive and cross-cutting nature of the gender approach throughout each one of its interventions.

### GLOBAL OBJECTIVE

**TO SUPPORT THE GOVERNMENT OF NIGER IN ITS EFFORTS TO GUARANTEE ACCESS TO QUALITY EDUCATION FOR BOTH ADULTS AND ECONOMICALLY AND SOCIALLY MARGINALISED CHILDREN**

### SPECIFIC OBJECTIVES

To help make the sector programme operational, thus ensuring its regional presence is effective and durable:

- to address shortcomings in the quality of education;
- to ensure fair access to basic education
- to help build gender awareness;
- to support partners in piloting and monitoring their sector policy.

### AREAS OF IMPLEMENTATION

- improving governance of the education system and strengthening accountability from the central level to the various decentralised and devolved levels of the target regions by the institutions in charge of education;
- strengthening the quality of teaching and learning;
- integrating formal primary and secondary education structures in the target regions by giving support to children and young people who have left or never attended school through alternative education schemes.



 Budget

12,000,000 EUR

Project duration

2016	2017	2018	2019	2020

## SIGNIFICANT EVENTS\*



Effective start-up of the Joint Sector Fund for Education and Training, which brings together contributions from Luxembourg, France, Switzerland and UNICEF.



The signing of funding agreements with the Ministry of Vocational Education and the Ministry of Secondary Education.



Setting up a multidisciplinary technical assistance system with the Support Unit for the implementation and monitoring of the education and training sector programme and ministries.



Setting up transfers of resources to local authorities.



Development of regional sectoral plans for education and training.



Support for the redesign of the initial training curricula for supervisors of teacher training colleges in collaboration with the higher teacher training college, Pôle de Dakar and UNESCO/IIEP.



Support for the 2019 programming of the education sector mutual fund with 85% of resources directed to the regions.



Implementation and validation of remote training for staff.



Support for the revision of the national strategy for the education and training of girls and women.



Implementation of the annual action plan of the education and training sector programme through the education sector mutual fund.

\* Non-exhaustive list



While vocational and technical education and training was like the education system's "poor relation" until 2010-2011, this sub-sector has been an important part of government policy in Niger for some years. It has also made considerable progress in terms of its enrolment capacity and resource allocation. However, players at every level still need capacity building and people, especially young people, continue to have a poor image of this sub-sector.

### GLOBAL OBJECTIVE

**TO SUPPORT THE GOVERNMENT OF NIGER IN ITS EFFORTS TO IMPLEMENT A STRATEGY OF LONG-TERM DEVELOPMENT AND INCLUSIVE GROWTH TO REDUCE POVERTY IN A CONTEXT OF SOUND GOVERNANCE AND SECURITY AND BY SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES**

### SPECIFIC OBJECTIVES

- to complete works already in progress;
- to help provide a more adequate response to job development and the economic inclusion of young people and young women in particular;
- to ensure solid commitment to the process of decentralising the sub-sector's resources and operations.

### AREAS OF IMPLEMENTATION

- improving governance and the leadership and management skills of vocational and technical education and training at the national, regional and local level;
- improving young people's access to diverse training at the national level that is in line with labour market demands;
- improving the quality of vocational training and apprenticeship schemes centrally and locally.



Project duration		
	2016	2017
2018	2019	2020

 **Budget**  
 18,400,000 EUR

## SIGNIFICANT EVENTS\*



Supported the operationalisation of the education sector mutual fund by helping the ministry of Technical and Vocational Education develop and finalise annual action plans and the procurement plan, as well as performance contracts for bodies connected to the Ministry.



Study conducted to determine the unit costs of apprentices and learners through formal and informal training mechanisms for vocational and technical education and training in Niger, in order to align the suitability of vocational and technical education budgetary programming to the actual needs and specific costs of each scheme.



Launched process to prepare the procedures manual for the vocational and learning support fund, which formalises the main administrative, financial and accounting procedures that will govern this institution and which is part of an improvement process aimed at its control and regulation.



Launched process to prepare the regulatory framework for the national centre for educational and technical resources, to provide it with an appropriate status so that it can make a decisive contribution to improving the vocational and technical education and training provision.



Conducted a gender audit and prepared a gender mainstreaming plan at the Ministry of Technical and Vocational Education in line with the national policy on girls' education and training. The mainstreaming plan aims to integrate the culture and practice of gender equality in the Ministry of Technical and Vocational Education and in its interventions for a better consideration of fairness and gender equality in the vocational and technical education and training sub-sector.

\* Non-exhaustive list



# NIG/025

## SUSTAINABLE AGRICULTURE DEVELOPMENT PROGRAMME, PHASE II

Luxembourg Cooperation's intervention in Niger, and in the Dosso region in particular, dates back to the mid-1990s. This region has significant water resources consisting of groundwater and surface water. The region is mainly dependent on agriculture and livestock farming. The recent development of the decentralisation process was marked by the establishment of the Dosso Regional Council, which developed a regional development plan (2016-2020). The latter can be seen as an appropriate framework for the region's development and is in line with various national strategies.

### GLOBAL OBJECTIVE

**TO PROTECT THE PEOPLE OF NIGER FROM RECURRENT FAMINES,  
GUARANTEE THEM THE CONDITIONS TO FULLY PARTICIPATE IN  
NATIONAL PRODUCTION AND IMPROVE INCOME LEVELS**

### SPECIFIC OBJECTIVE

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

### AREAS OF IMPLEMENTATION

- capacity building for public players and professional organisations at the central level so they can perform their duties to the fullest;
- implementing regional investment facilities in the support sectors for the benefit of youth projects;
- improving the provision of coaching, advice and training so it meets the needs of youth projects.





Project duration		
	2016	2017
2018	2019	2020

 Budget  
13,400,000 EUR

## SIGNIFICANT EVENTS\*

**3,621**

young people, including 51% women, successfully followed agricultural training (production, processing, marketing, business management, inclusion of environmental issues).

**2,857**

young people, including 47% women, were given support in post-training agricultural advice and also in the preparation of applications for credit to finance an agricultural micro-project.

**1,412**

micro-agricultural projects run by young people were financed from the funds pooled with Swiss Cooperation, i.e. 177% of the number of cases set for 2018.

**65%**

Capacity building for the supervision of decentralised technical services met its 2018 targets. The achievement rate of supervisory tasks for decentralised technical services officers was 65%, against a target of 60%.

✓

Support for the establishment of a security deposit with the Food and Nutrition Security Investment Fund and the Agricultural Bank of Niger to cover agricultural credit operations for young people.

**29**

Support for 29 municipalities in the Dosso region to install 68 structuring infrastructures (storage warehouses, sales counters, etc.) and to build 60 km of rural roads.

✓

Support for infrastructure management through the development of public-private partnership contracts between municipalities and producer organisations.

✓

Varietal trials of rice, peanuts and black-eyed peas carried out to familiarise learners with the benefits of improved varieties, including productivity and production cycle duration.

\* Non-exhaustive list



# NIG/026

## WATER AND SANITATION SECTOR SUPPORT PROGRAMME – PHASE III (PASEHA-3)

This joint Luxembourg/Denmark programme supports the water and sanitation sector based on two framework documents from the Ministry of Hydraulics and Sanitation (MHA), namely the Water and Sanitation Sector Programme (PROSEHA) for the period 2016-2030 and the MHA Institutional Support Project (PAI).

### GLOBAL OBJECTIVE

**TO GUARANTEE UNIVERSAL ACCESS TO WATER AND SANITATION AND TO ENSURE SUSTAINABLE WATER RESOURCES MANAGEMENT (ODD 6 IN 2030)**

### SPECIFIC OBJECTIVE

“To contribute to improving people's access to water and sanitation services (PROSEHA, phase 1- 2016 – 2020) by an additional 400,000 people over five years”.

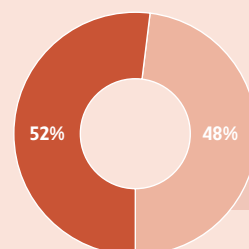
### AREAS OF IMPLEMENTATION

- improving universal, fair and affordable access to rural drinking water;
- improving universal, fair and affordable access to adequate sanitation and hygiene services in rural areas;
- improving knowledge, monitoring and protection of water resources;
- improving governance, national capacity building and citizen participation;
- improving the planning capacity and systems and the administrative and financial management systems of the Ministry of Hydraulics and Sanitation while ensuring integration of the principles of results-based management;
- strengthening sectoral coordination arrangements to make them sustainable and operational;
- improving access to water for all users of grazing space.



Official launch of the Joint Funding Fund on 12 July 2018, which provides funding for the water and sanitation sector programme.

Project duration				
	2016	2017	2018	
2019	2020	2021	2022	



**Budget**  
28,000,000 EUR

	<b>Luxembourg Government</b>
■	28,000,000 EUR
	<b>Danish Cooperation</b>
□	26,236,908 EUR

## SIGNIFICANT EVENTS\*

**71**

Creation of 71 boreholes (medium and deep) in the regions of Agadez, Diffa, Tahoua and Zinder.

**13**

boreholes under construction to be received at the start of the first quarter in 2019.

**3**

training sessions for accounting officers were carried out to build their capacities.

**2,950**

households newly served by the basic drinking water service.

**15**

multi-village drinking water mains, 10 mini drinking water mains and 7 self-contained water stations are under construction and will serve approximately 142,750 additional people through the basic drinking water service.

✓

Effective deployment of project management in the Tahoua/Agadez and Zinder/ Diffa regions to support decentralised hydraulic technical services in all feasibility studies, tender package preparation, works monitoring-control, social intermediation and the implementation of management systems.

**119**

public lavatories were built.

**104**

Support for 104 municipalities to develop local water and sanitation plans, defining the need for individual or collective drinking water and sanitation points, submitted by the municipalities.

✓

Improved sectoral monitoring-assessment system with the definition of baseline indicators for the water and sanitation sector programme, the development and validation of the operational monitoring-assessment manual and the definition of a target architecture for the development of Niger's new integrated water and sanitation monitoring-assessment system.

**4**

pasture pumping stations carried out/upgraded.

✓

Development of the multi-year expense forecast document for 2019-2021 and the 2018 annual performance project.

✓

Deployment of the financial information and management system (Tom2Pro) across all regions and at the central level.

\* Non-exhaustive list



# NIG/702

## QUALITY OF EDUCATION SUPPORT PROGRAMME FOR THE REGIONS OF DOSSO, MARADI, ZINDER AND DIFFA

As the demand for education in Niger is not yet evident, quality education is the main motivation for parents to enrol and keep their children in the education system. In this way, they will help the younger generations escape illiteracy, broaden their horizons, and cultivate a sense of civil responsibility and culture of peace and tolerance.

### GLOBAL OBJECTIVE

**THE EDUCATIONAL SKILLS OF 1,900,000 STUDENTS (INCLUDING 900,000 GIRLS) FROM FOUR COUNTRY REGIONS HAVE BEEN ENDURINGLY IMPROVED BY TRAINING, TEACHER MANAGEMENT, AND THE COMMITMENT OF COMMUNITIES AND COMMUNITY STRUCTURES TO AN EDUCATIONAL PROVISION THAT IS INCLUSIVE AND NON-DISCRIMINATORY**

### SPECIFIC OBJECTIVES

- teachers-in-training (master students) receive adequate and quality training in Teacher Training Colleges;
- teachers, mainly contract workers without initial training, receive training or guidance tailored to identified needs;
- municipalities and communities in reference areas are involved in education management through the implementation of local quality initiatives;
- the joint education fund has provided better guidance to the Education and Training Sector Programme on teacher training and curriculum, and has ensured its sustainability through the diversification of supply sources.

### AREAS OF IMPLEMENTATION

- providing suitable and quality basic training by teacher training colleges;
- procuring guidance that is tailored to teacher training needs;
- involving municipalities and communities in the management of education, through the implementation of local initiatives (community educational visions);
- setting up initiatives to promote access to quality education for refugees, displaced and returned children in the Diffa area and their retention in emergency school facilities developed by the State and technical and financial partners/NGOs.



## Project duration

	2014	2015
2016	2017	2018

## Budget

10,789,460 EUR

Swiss Cooperation

## SIGNIFICANT EVENTS\*



A significant improvement in teachers' outreach training and guidance:

- 32,000 people/day of training for contract teachers in 2018;
- 2,300 teachers supervised using an educational follow-up portfolio in 2018, against an expected target of 1,650;
- endowment of educational inputs and the creation of communal libraries.



Another approach to initial teacher training:

- capitalising and reinvesting in best practice (partnership with the higher teacher training college + study tours);
- professionalisation and capacity building of educational supervisors.



Responsible commitment to technical services and communities in the off-site management of the school:

- developing and implementing an educational vision within each municipality;
- building the technical, accounting and financial capacities of local and institutional partners.



An appropriate response to the challenges of emergency education in the Diffa region:

- 180 mobile classrooms installed under protection from security threats;
- improved school environment (4,042 tables/benches, 11 water points, 4 boreholes/wells and 60 blocks of 3 latrines);
- teacher training on the treatment of psychological and emotional problems affecting 20,133 children.

\* Non-exhaustive list





# NIG/801

## YOUTH PROFESSIONAL INTEGRATION AND TRAINING

The Agadez and Zinder regions alone account for almost a third of Niger's 15 to 30-year-olds. These young people, faced with problems of access to vocational training and land, are affected by a diminished capacity for self-employment and employability. Easy targets for the lucrative market of illegal immigration, they are the target beneficiaries of this project, which operates in support of the Ministry of Technical and Vocational Education. Moreover, despite a dynamic of irreversible decentralisation/devolution, the decentralised structures of technical and vocational education and training are heavily reliant upon centralised structures and there is a glaring lack of logistical and financial resources that prevent them from fully achieving their mission of support and monitoring activities.

### GLOBAL OBJECTIVE

**TO IMPROVE LIVING CONDITIONS FOR YOUNG PEOPLE IN THE  
ZINDER AND AGADEZ REGIONS BY DEVELOPING VOCATIONAL SKILLS  
AND BOOSTING EMPLOYABILITY**

### SPECIFIC OBJECTIVE

To increase the employability of 6,000 girls and boys through professional training and the creation of small businesses.

### AREAS OF IMPLEMENTATION

- improving central, and especially regional, leadership of vocational and technical education and training
- improving young people's access to diverse training and support measures to promote employability





## SIGNIFICANT EVENTS\*

**1,995**

young people (860 in Agadez and 1,135 in Zinder), including 771 girls, completed initial vocational training in eight sectors: motorcycle - motor pump mechanics, market gardening, livestock fattening/finishing, processing-conservation and marketing of agricultural products, hairstyling, basketry, dairy products-cheese and solar energy.

**19**

Needs analysis regarding the skills and qualifications of human resources in the economic sectors of the two regions and identification of 19 growth sectors to develop suitable training programmes.

**75**

training centres (35 in Agadez and 40 in Zinder) and 288 master artisan's workshops (129 in Agadez and 159 in the Zinder region) were equipped to improve the working and learning conditions of young people.



Capacity building of regional structures in charge of vocational and technical education and training (branches of support funds for the continuing vocational training and learning and the Regional Directorate of Technical and Vocational Education) through the implementa-

tion of priority measures arising from the capacity-building plan (upgrading premises, acquiring equipment, operational support, organising training on how to use IT tools, results-based management and follow-up evaluation).

**969**

Thanks to the project's support, the six youth information and orientation platforms created in 2018 were able to support 969 young people (627 boys and 342 girls), or 48% of the 1,995 young people trained in both regions.

**2,640**

launch of a second wave of training (132 training activities) affecting 2,640 young people.

**1,378**

young people were included in the local economic fabric of the Agadez and Zinder regions, which represents 69.07% of the young people trained in 2018.

\* Non-exhaustive list



# SENEGAL



7

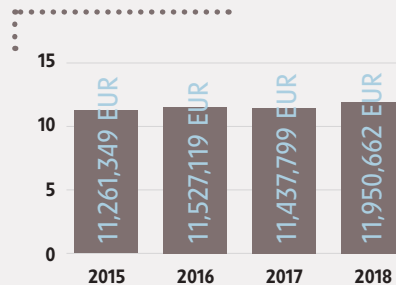
→ 58  
COLLABORATORS  
IN SENEGAL

PROJECTS IN  
EXECUTION

10.60%  
OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

11.95 M EUR  
IMPLEMENTATION  
IN 2018

Disbursements



Sectoral distribution of disbursements

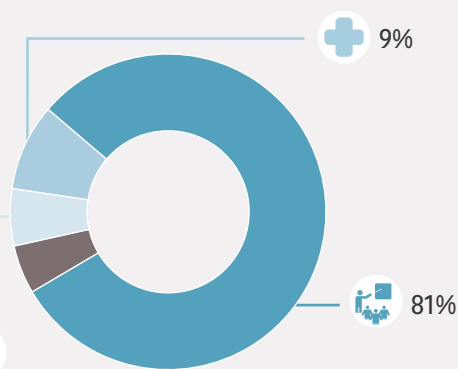


5%  
LOCAL DEVELOPMENT

5%



6%





In line with national sectoral policies and strategies, the SEN/027 programme contributes to improving the health of people in the northern regions of Senegal by supporting the fair distribution of service provision, and adapted and widespread funding for health care demands (health insurance expansion). The implementation methodology is centred on enhancing national performance and identifying sustainable results.

### GLOBAL OBJECTIVE

## TO CONTRIBUTE TO POVERTY REDUCTION AND SUSTAINABLE DEVELOPMENT IN SENEGAL

### SPECIFIC OBJECTIVE

To increase universal accessibility to quality health care by supporting the implementation of the national health development plan, which is planned to increase the efficiency of operational structures.


### AREAS OF IMPLEMENTATION

Boosting performance in the sector with respect to disease prevention and control.





Project duration		
2013	2014	2015
2016	2017	2018

 **Budget**  
: 14,490,353 EUR

## SIGNIFICANT EVENTS\*

**15%**

increase in the population covered by community health insurance.

**12%**

increase in deliveries performed by qualified staff.

**1,479**

personnel trained.

**15%**

increase in the population that is aware of sound hygiene practices.



Support for setting up the call reception and dispatch centre for emergency calls made to the ambulance service in St. Louis.

**462,474**

calls made through the call reception and dispatch centre set up in St. Louis.

**130**

health insurance policies in place and functional.



Setting up a gender unit at the Ministry of Health and Social Action.

\* Non-exhaustive list



# SEN/028

## VOCATIONAL TRAINING & EMPLOYMENT SUPPORT PROGRAMME

The SEN/028 programme operates at two levels: at the national level it provides technical support to the various branches of the Ministry of Vocational Training, Apprenticeship and Crafts, and at the local level, it operates in the area of operational concentration. The programme is organised around the enhancement of four major areas: management, quality, access and support for socio-occupational integration with increased support for decentralised bodies.

### GLOBAL OBJECTIVE

## TO CONTRIBUTE TO POVERTY REDUCTION AND SUSTAINABLE DEVELOPMENT IN SENEGAL

### SPECIFIC OBJECTIVE

To contribute to the development of quality vocational and technical training, which provides fair access to both girls and boys equally, and responds to the needs of economic and social development.

### AREAS OF IMPLEMENTATION

- improving control and governance of the vocational and technical training system;
- developing the vocational and technical training offer in a manner that is qualitatively adapted to the needs of the economy;
- increasing access to vocational training;
- setting up a sustainable support system for the integration of leavers from the
- technical and vocational training system backed by a national employment strategy.



Project duration		
2013	2014	2015
2016	2017	2018

 **Budget**  
: 21,640,622 EUR

## SIGNIFICANT EVENTS\*



Implementation of a harmonised national system to support access to employment.

**70%**

increase in learners guided towards employability.

**28**

training and employability projects were implemented.

**80%**

increase in establishments with a board of directors or a school board.



All vocational and technical training structures now have support cells for functional employability.

**5**

Construction of three new vocational and technical training infrastructures and upgrading of two infrastructures.

**819**

teachers trained with a skills-based approach and the development of a national programme for the extension of a skills-based approach.

**19**

The 19 departments in the operational concentration zone prepared their departmental plan for the development of vocational and technical training.



Setting up a gender unit and a gender-based institutionalisation plan at the Ministry of Vocational Training, Apprenticeship and Crafts.

**41**

heads teachers trained in centre management.

\* Non-exhaustive list

This programme, partly carried out in national execution, is part of the following themes:

- land-use planning;
- empowering local authorities;
- capacity building for regional players;
- local governance;
- citizen participation in local public action.

### GLOBAL OBJECTIVE

## TO CONTRIBUTE TO POVERTY REDUCTION AND SUSTAINABLE DEVELOPMENT IN SENEGAL

### SPECIFIC OBJECTIVE

To support local development, decentralisation and sound governance in the three Northern regions

### AREAS OF IMPLEMENTATION

- consolidating the legislative and regulatory framework for decentralisation policies, land use planning and participatory governance;
- capacity building for local authorities to functionally exercise their powers, including powers transferred under Act III of decentralisation;
- conducting a pilot experiment in the Louga region to implement the economic development strategy of local authorities;
- supporting civil society initiatives to improve sound local governance and citizen control;
- supporting the Mediator of the French Republic to strengthen his/her presence and action in the three regions of Saint-Louis, Matam and Louga.



Project duration		
2013	2014	2015
2016	2017	2018

 **Budget**  
8,430,095 EUR

## SIGNIFICANT EVENTS\*



A capacity building programme for local players was implemented.

**750**

More than 750 people trained on land use planning and local socio-economic development.

**150**

officers trained in public finance reforms, webmastering, monitoring-assessment and procurement.

**14**

More than 14 local authorities in the operational concentration zone targeted by the citizen movement apply a participatory budget.



A sustainable socio-economic development strategy has been adopted by local authorities.

**3**

economic projects on support channels selected by local authorities were funded.



Creation of a gender unit and operation of a gender audit within the Ministry of Territorial Governance, Development and Land Development.

**54**

local community management members received gender training/awareness building.

**1,152**

regional players were informed about the services/products and opportunities of the national agency for the promotion of youth employment and the regional fund.

**752**

More than 752 people trained or made aware of gender by the citizen movement.

**8**

new local authorities in the operational concentration zone have adopted the gender-sensitive budget.

**526**

people trained or made aware of citizenship by the Civil Forum.

\* Non-exhaustive list





# SEN/030

## SUPPORT TO THE NATIONAL IMPLEMENTATION OF THE ICP III VOLUME 1

The 3rd Senegal-Luxembourg Indicative Cooperation Programme is characterised by a two-fold change in direction: in fact, it is now adopting the “program approach” and provides for an increased use of national implementation procedures. In order to implement these guidelines, the Ministry of Economy, Finance and Planning, in collaboration with LuxDev, has developed a new approach to national execution by entrusting resources from the sectoral components of the Senegal-Luxembourg bilateral cooperation programme to Senegal's institutions. It is all about budgeted aid. The aim is to strengthen ownership, improve the alignment of aid and contribute to enhanced governance of the national institutions in charge of implementing Luxembourg's support.

### GLOBAL OBJECTIVE

## TO CONTRIBUTE TO POVERTY REDUCTION AND SUSTAINABLE DEVELOPMENT IN SENEGAL

### SPECIFIC OBJECTIVE

To bolster governance of the national institutions in charge of implementing the 3rd Indicative Cooperation Programme.

### AREAS OF IMPLEMENTATION

- aligning budgets of the concentration sectors and programmes of the 3rd Indicative Cooperation Programme with public policy, in accordance with the reform of public finances, linked to the application of the West African Economic and Monetary Union directives;
- aligning the execution modalities of the 3rd Indicative Cooperation Programme with the procedures, institutions and national players in public finance management;
- improving market management capabilities, financing agreements and public service delegations;
- improving the quality of administrative control of the partner ministries of the Senegal-Luxembourg bilateral cooperation programme.



Project duration		
2013	2014	2015
2016	2017	2018

Budget
8,176,565 EUR
• Volume 1: 3,692,565 EUR
• Volume 2: 4,484,000 EUR

## SIGNIFICANT EVENTS\*



Development of the Sectoral Development Policy Letters (LPSD) at the level of the Senegal-Luxembourg Cooperation partner ministries.



Budget guideline capacity building within the Ministry of Economy, Finance and Planning and within the Ministry of Health and Social Action.



Development of the operational planning function in connection with the preparation and implementation of the programme budget within the Senegalese public administration.



The governance of national institutions in charge of delivering sectoral programmes has been improved from the perspective of results-based management.



Organisational and functional adaptation of Senegalese public administration to align it with the principles of New Public Management.



**64** Strengthened management capacities with respect to public tendering. 64 training sessions were conducted for a total of 56,541 people/day/training.



**75%** The commitment and implementation rates for public procurement and procurement of the 3rd Indicative Cooperation Programme were above 75% at the end of the programme, reflecting an enhanced national implementation capacity.



The resources of the 3rd Indicative Cooperation Programme have been regularly monitored by the relevant national institutions and have contributed to improved management and appropriate measures.



Improved quality of public administration by putting an appropriate quality approach in place, strengthening human resource management, defining and implementing national communication strategies and capacity building.



Resources from the 3rd Indicative Cooperation Programme that were implemented through budgeted aid were integrated into the budget cycle and finance bill.



The budgeting of the concentration sectors and programmes of the 3rd Indicative Cooperation Programme is aligned with public policy and in line with the harmonised public finance framework of the West African Economic and Monetary Union.



**170** training sessions conducted for the entire programme.

\* Non-exhaustive list



# SEN/030

## SUPPORT TO THE NATIONAL IMPLEMENTATION OF THE ICP III VOLUME 2

Water governance in Senegal is a serious national issue, particularly in terms of using and monitoring the quality of resources.

### GLOBAL OBJECTIVE

## TO CONTRIBUTE TO POVERTY REDUCTION AND SUSTAINABLE DEVELOPMENT IN SENEGAL

### SPECIFIC OBJECTIVE

To build the organisational and management capacity of sectoral water and sanitation services so that water and sanitation services for rural populations are improved and sustainable in the long-term.

### AREAS OF IMPLEMENTATION

- building capacity for sound governance, planning and monitoring/assessment of sectoral policies and programmes;
- ensuring integrated and efficient management of water resources to provide a sustainable response to all types of use;
- promoting universal access to safe drinking water by enhancing infrastructure so that the continuity of public service is ensured;
- promoting proper management of wastewater, excreta and rainwater.



## Project duration

2013	2014	2015
2016	2017	2018

## SIGNIFICANT EVENTS\*

**125,785**

people impacted by activities aimed at communication and changing behaviour.

**75%**

increase in personnel trained in gender and environment, with a good mastery of the concepts developed.

**95%**

of households know and now practice at least three basic hygiene rules (+75%).



Contributions to capacity building for the collection, dissemination and use of data from the National Centre for Water and Sanitation Documentation, along with the development of and provision of equipment for the Centre.

**120,000**

More than 120,000 additional people in the operational concentration area have improved sanitation facilities after project completion thanks to the sector's programmes.



All decentralised technical services in the operational concentration area now monitor the implementation of projects set up in the regions (+50%).

**294**

local craftsmen trained during the construction of demonstration facilities and 67 demonstration sanitation facilities completed.

**17**

central branch personnel trained in hydraulic and sanitation project management, with a good mastery of the key concepts developed.



Improvements to knowledge management, planning and monitoring systems for water resources.

**20%**

of micro-protection plans for water resource protection developed and implemented (+10%).

**2**

software applications on water resource management updated and operational.

**1**

gender unit set up within the Ministry of Hydraulics and Sanitation.

\* Non-exhaustive list

The “Health and Social Welfare” programme aims to support the health and social action sector by improving access to quality, efficient and fair care services.

### GLOBAL OBJECTIVE

**TO CONTRIBUTE TO IMPROVING SOCIO-HEALTH LIVING STANDARDS FOR PEOPLE IN THE NORTHERN AREA AND CENTRE OF SENEGAL, WITHOUT ANY FORM OF EXCLUSION**

### SPECIFIC OBJECTIVE

To strengthen the health and social welfare system so that people's access to quality, efficient and fair care services is improved, especially for the most vulnerable in society.

### AREAS OF IMPLEMENTATION

The programme's interventions will focus on maternal and child health and will focus on four major areas:

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





### Project duration

	2018	2019
2020	2021	2022

### Budget

26,000,000 EUR



Signing of the Memorandum of Understanding between the Grand Duchy of Luxembourg and the Republic of Senegal on 24 September 2018

## SIGNIFICANT EVENTS\*



Formulation in the first half of 2018.



Recruitment of national and international technical assistance.



Development and validation of the roadmap for the start-up phase.

17

Identification, using the roadmap, of 17 projects, 13 of which are common to both programmes.

\* Non-exhaustive list



# SEN/032

## VOCATIONAL AND TECHNICAL TRAINING AND EMPLOYABILITY

Access to vocational and technical training (VTT) in Senegal remains low despite the efforts made. Improving human resources so that they live up to the social aspirations of young people and the general workforce is now a national challenge that must be met.

### GLOBAL OBJECTIVE

**TO CONTRIBUTE, BOTH IN THE NORTHERN AREA AND CENTRE OF SENEGAL AND THE PRE-URBAN AREA OF DAKAR, TO THE SUSTAINABLE DEVELOPMENT OF HUMAN CAPITAL BY RESPONDING APPROPRIATELY TO DEMAND AND SOCIO-ECONOMIC SKILLS NEEDS**

### SPECIFIC OBJECTIVE

To strengthen the VTT system in order to develop a provision of training that is adapted to the needs of the economy, improving the employability and socio-professional integration of young people.

### AREAS OF IMPLEMENTATION

The programme's interventions dedicated the employability of 15-25-year olds as a priority and focus on four areas:

- increasing access to VTT training;
- improving the quality of VTT training offers;
- the socio-professional integration of young people;
- sectoral governance.

NB: The 3rd priority was developed in collaboration with the multi-bilateral component implemented by the International Labour Office.



### Project duration

	2018	2019
2020	2021	2022

### Budget

26,000,000 EUR



Signing of the Memorandum of Understanding between the Grand Duchy of Luxembourg and the Republic of Senegal on 24 September 2018

## SIGNIFICANT EVENTS\*



Formulation in the first half of 2018.



Recruitment of national and international technical assistance.



Development and validation of the roadmap for the start-up phase.

17

Identification, using the roadmap, of 17 projects, 13 of which are common to both programmes.

\* Non-exhaustive list



# SEN/801

## STRENGTHENING EMPLOYABILITY & BUSINESS COMPETITIVENESS IN DEPARTURE AREAS

As Senegal is a major provider of candidates for illegal immigration, training and access to employment are an essential mechanism against the exclusion, school dropout rate and emigration of young people from disadvantaged backgrounds.

### GLOBAL OBJECTIVE

## TO BOOST THE EMPLOYMENT BY IMPROVING TRAINING PROVISION AND DEVELOPING EMPLOYMENT DEMAND

### SPECIFIC OBJECTIVE

To expand young people's access to vocational training in the southern and south-eastern regions of Senegal.

### AREAS OF IMPLEMENTATION

The project thus includes four components concerning the main regions from which migrants depart:

- improving the quality of vocational training offers;
- improving training quality;
- adapting training to socio-economic needs;
- strengthening support mechanisms providing access to employment and continuing education.



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

**Project duration**

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

## SIGNIFICANT EVENTS\*



Consolidation of activities launched in 2017.



Implementation of the communication strategy.



Launch of new activities, mainly related to job placement and employment.



Finalisation of equipment and construction contracting procedures.

\* Non-exhaustive list







# KOSOVO



# 5

► 17 COLLABORATORS  
IN KOSOVO

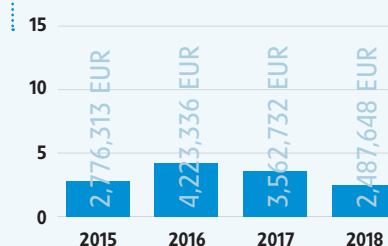
PROJECTS IN  
EXECUTION

## 2.21%

OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

2.49 M EUR  
IMPLEMENTATION  
IN 2018

Disbursements



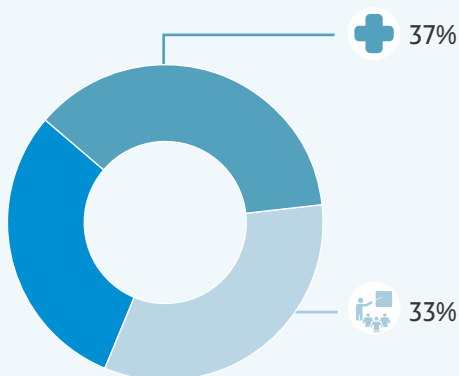
Sectoral distribution of disbursements



30%  
LOCAL DEVELOPMENT

23%

7%





# KSV/015

## SUPPORT TO VOCATIONAL EDUCATION AND TRAINING REFORM IN KOSOVO

The project supports Kosovo's Ministry of Education, Science and Technology in its effort to modernise the education system. The project focuses on setting up two skills centres, one for health services in Ferizaj and the other for economics and trade in Prizren. The main purpose of the skills centres is to provide initial vocational training at the upper secondary level.

In addition, the skills centres will work closely with private companies to develop practical training and on-site apprenticeships. The intent is to provide companies internal training as well as ongoing training.

### GLOBAL OBJECTIVE

## TO CONTRIBUTE TO ECONOMIC GROWTH BY MODERNISING KOSOVO'S EDUCATIONAL SYSTEM

### SPECIFIC OBJECTIVE

To implement vocational education and training reform in two skills centres, one in Ferizaj and one in Prizren.

### AREAS OF IMPLEMENTATION

- revising and developing curricula and teaching and training materials for the two skills centres in line with labour market needs and the guidelines for the national qualifications' framework;
- building, equipping and making the skills centres in Ferizaj and Prizren operational.



Project duration				
2009	2010	2011	2012	2013
2014	2015	2016	2017	2018

 **Budget**  
**10,310,500 EUR**

## SIGNIFICANT EVENTS\*



Study programmes with qualifications compatible with those of EU countries were developed and implemented in the skills centres for the 21 three-year professional qualifications offered.



All study programmes were updated to reflect the most recent developments in labour market needs.



Three training and coaching cycles were organised for teachers and instructors with the aim of increasing their professional skills to a level equalling that of teachers and instructors in EU countries.



Long-term cooperation agreements were set up between skills centres and local businesses, and also between skills centres and training providers within the EU and countries in the region.



The two skills centres operate independently and their budget (multi-source financing) covers the main operating and maintenance costs, although a considerable gap remains.



The two skills centres have had a positive impact on Kosovo's education and vocational training system by mentoring a total of 11 vocational training schools.

\* Non-exhaustive list



Phase II of the KSV/017 programme aims to support the implementation of health sector reform and develop skills management within the Ministry of Health and health care institutions so as to provide a reliable and quality service in line with international standards. The programme supports the implementation of health care reform initiatives by focusing on capacity building activities within the Ministry of Health and targeted health institutions. In early August 2018, MAEE commissioned LuxDev to prepare an extension of the “Health in Kosovo (Phase II)” project. The key factors driving the actions to be implemented as part of the project extension will remain the health sector reform programme and health sector strategy in particular.

### GLOBAL OBJECTIVE

## TO CONTRIBUTE TO THE QUALITY OF HEALTH SERVICES FOR THE PEOPLE OF KOSOVO

### SPECIFIC OBJECTIVE

To improve the planning, leadership and management capabilities of health players.

### AREAS OF IMPLEMENTATION

- institutional and organisational capacity building for players in the health sector to enable them to fulfil their new roles and responsibilities;
- improving the performance and quality of health services in the public sector;
- effective use of the integrated health information system that was set up in all public health care institutions in pilot sites.





 Budget

6,000,000 EUR

Project duration

2016	2017	2018	2019
------	------	------	------



The most important and successful activities of the year were those related to the implementation of health care reform, starting with substantial support given to the Ministry of Health so that it could assume its role as industry regulator and decision-making body.



The project provided technical assistance for the implementation of the legal plan and helped the Ministry of Health set up the necessary tools for monitoring implementation of the health sector strategy.

10

10 officials from the Department of Health took part in capacity building training on the strategic management of organisations in the UK.

30

30 health workers from various public institutions were trained on the methodology for developing clinical guidelines and protocols.

24

24 pharmacists and pharmaceutical inspectors were trained on the management of expired drugs.

16

In addition, 16 monitoring and assessment trainers were trained and are now ready to pass on the monitoring and assessment methodology with health institutions, as well as other relevant national and international partners in the health sector.

13

Particular attention was given to establishing the chamber of medical professions and the chamber of physicians in particular. Moreover, 13 of the 14 public functions were transferred from the Ministry of Health to the chamber of medical professions, leaving only the specialisation aspect under the aegis of the Ministry of Health.

160

The project supported Gjilan and Prizren hospitals in implementing their respective strategic plans. Both hospitals now have their human resources management plans, as well as 160 key job descriptions that will likely be distributed to other hospitals in the country.

14

14 finalised hospital quality improvement documents were produced.

46

46 new general practitioners completed the training programme and graduated under the supervision of the Royal College of General Practitioners, an activity supported by the project.

\* Non-exhaustive list



# KSV/018

## INSTITUTIONAL AND TECHNICAL SUPPORT FOR THE WATER SUPPLY SYSTEM

The KSV/018 project is a logical continuation of the KSV/016 project. It consolidates the results achieved by the previous phase in the field of technical capacity development. In addition, the project aims to build the management capacity of the Mitrovica Regional Water Corporation and ensure a reliable and sustainable water supply for the service population.

### GLOBAL OBJECTIVE

## TO CONTRIBUTE TO THE NORTHERN KOSOVO RECONSTRUCTION PROGRAMME

### SPECIFIC OBJECTIVE

To contribute to a reliable and sustainable water supply for the population served by the Mitrovica Regional Water Company (MRWC).

### AREAS OF IMPLEMENTATION

- developing the MRWC's organisation and procedures so that it becomes a customer-oriented water company;
- developing or replacing existing assets in the regional water supply system.



Project duration		
	2014	2015
2016	2017	2018

 **Budget**  
4,500,000 EUR

## SIGNIFICANT EVENTS\*



Investments in a new building and the renovation of MRWC's headquarters have had a positive impact on both employee working conditions and the company's image.



The updating/replacement of software used, investments in IT, the introduction of on-line billing and the creation of a new company website have all helped create a lasting improvement to MRWC's system.



The implementation of both the on-line metering and reporting system (by area) and the geographic information system has helped build the company's capacity to use these "tools" to improve their operations and performance reporting.



The water supply has been considerably stabilised. Areas that once had access to only limited water supplies now have continuous access.



Investments, including the replacement of old pipes, have reduced leaks in the system.



The project replaced the majority of asbestos-containing pipes in the distribution area.



Reservoir upgrading has helped improve the health problems among the population.



The two skills centres have had a positive impact on Kosovo's education and vocational training system by mentoring a total of 11 vocational training schools.

\* Non-exhaustive list



The KSV/019 project began on 3 May 2018. It essentially addresses the establishment of a human resources capacity building mechanism aimed at improving the capacity of the parent ministries which are involved in implementing the European Union (EU) integration programme.

### GLOBAL OBJECTIVE

**TO CONTRIBUTE TO KOSOVO'S EFFORTS TO MEET THE REQUIREMENTS  
OF THE STABILISATION AND ASSOCIATION AGREEMENT WITH THE EU**

### SPECIFIC OBJECTIVE

- to strengthen the human resources of Kosovo's administration in key areas of EU legislation, in a way that is sustainable;
- to help ensure public support for the stabilisation and association agreement process with the EU.

### AREAS OF IMPLEMENTATION

The Ministry of European Integration will be responsible for implementing the project (national implementation).

The capacity building mechanism for human resources is funded by both Luxembourg and Norway (whose contribution begins in 2019).

Project duration			
	2018	2019	
2020	2021	2022	

 Budget  
2,000,000 EUR

## SIGNIFICANT EVENTS\*



The arrival of a technical assistant dedicated to EU integration, who helped the EU Integration Ministry set up the human resources capacity building mechanism.



The project produced all the administrative documents necessary for operating the human resources capacity building mechanism.



The cooperation implementation agreement, management manual, updated technical and financial document, and the first version of the capacity development plan were signed by the relevant authorities.

3

technical assistants were recruited, one funded by the project (technical assistance for management and logistics), and two funded by the Norwegian project (technical assistance in procurement and financial assistance).



The bilateral agreement on the project was ratified in October 2018 and the first instalment was paid in December.

\* Non-exhaustive list





# KSV/020

## SUPPORT TO VOCATIONAL EDUCATION AND TRAINING (VET) REFORM IN KOSOVO

The programme represents the second phase of support for the ongoing reform of technical and vocational training in Kosovo. It aims to continue the reforms promoted by its predecessor (KSV/015), by extending intervention to the technical and vocational education and training sector at the national level, and by helping restructure the governance system for technical and vocational training.

### GLOBAL OBJECTIVE

## TO SUPPORT THE CREATION OF A TECHNICAL WORKFORCE IN LINE WITH KOSOVO'S SOCIO-ECONOMIC DEVELOPMENT

### SPECIFIC OBJECTIVE

To improve the technical and vocational education and training system and service provision in Kosovo.

### AREAS OF IMPLEMENTATION

- revising and strengthening the policy, system and legislation on technical and vocational education and training;
- strengthening institutions supported by the project;
- upgrading information systems for the technical and vocational education and training sector.



Project duration		
	2018	2019
2020	2021	2022

 **Budget**  
5,000,000 EUR

## SIGNIFICANT EVENTS\*



Strengthening the capacity of selected principals through the organisation of a summer university designed and implemented with the universities of Tirana, Bologna, Uppsala and Malta, and international experts, the aim of which is to impart high-level expertise in school leadership, responsibility and quality assurance.



Initial assessment of the infrastructure, capacity and growth potential of technical and vocational training institutions in Kosovo.



Identification and selection of the Gjin Gazulli school in Pristina as a new centre of expertise in Information and Communication Technology (ICT) and formalisation.



Selection of technical and vocational training schools supported by the project and signing of memorandums of understanding to make this support official.



Capacity building for staff in Ministry of Education, Science and Technology schools, and also technical and vocational training schools, by sharing and studying best practices with international partners (the Italian National Association of School Principals, the University of Bologna, etc.)



Implementation of the third phase of the information system on career guidance in Kosovo.



Approval by the Ministry of Education, Science and Technology for the guidelines and manual of the Office of business models, and implementation of the new business model in two skills centres and some technical and vocational training schools.

\* Non-exhaustive list





# EL SALVADOR

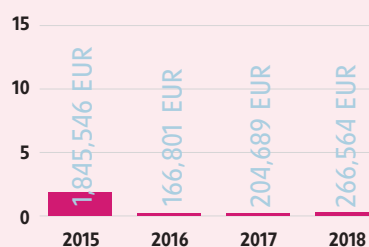


1

PROJECT IN  
EXECUTION

→ 3 COLLABORATORS  
IN SALVADOR

Disbursements



0.24%

OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

0.27 M EUR

IMPLEMENTATION  
IN 2018

Sectoral distribution of disbursements



100%  
VARIOUS



In 2016, cooperation between Luxembourg and El Salvador reached a new stage with El Salvador directly executing Luxembourg-funded projects. National execution is a major step forward in terms of ownership and alignment with national policies and strategies for the Salvadoran government. This can also be a challenge with respect to managing results-oriented development, because of the need to develop performance evaluation frameworks and more efficient resource management.

### GLOBAL OBJECTIVE

**TO GIVE THE LUXEMBOURG MINISTRY OF FOREIGN AND EUROPEAN AFFAIRS AND THE SALVADORAN INSTITUTIONS IN CHARGE OF CARRYING OUT BILATERAL PROJECTS A TECHNICAL ASSISTANCE MECHANISM FOR OVERSEEING PROJECT SUPERVISION AND MONITORING.**

### AREAS OF IMPLEMENTATION

- establishing monitoring mechanisms to enable Salvadoran institutions to improve their management of bilateral projects and enhance the effectiveness of its implementation;
- representing Luxembourg Cooperation in El Salvador and liaising with the Embassy in Managua;
- monitoring and direct support from Luxembourg in El Salvador, with a focus on administrative and financial aspects.





 Budget

972,000 EUR

Project duration

2016

2017

2018

2019

14

Civil Society  
organisations involved  
in public policy  
development

47

municipalities

11

departments

45

PROJECTS SELECTED  
BY THE COOPERATION  
FUND INSTITUTIONS

34

PROJECTS  
COMPLETED  
OR UNDER WAY

STRENGTHENING  
THE QUALITY OF  
PERFORMANCE  
DATA OF SOUTH-SOUTH  
AND TRIANGULAR  
SALVADORAN PUBLIC



# NICARAGUA



3

→ 42 COLLABORATORS  
IN NICARAGUA

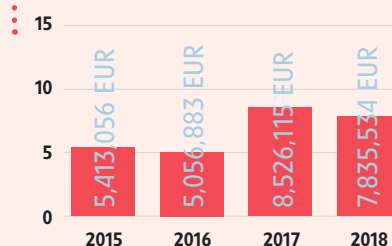
PROJECTS IN  
EXECUTION

6.95%

OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

7.84 M EUR  
IMPLEMENTATION  
IN 2018

Disbursements



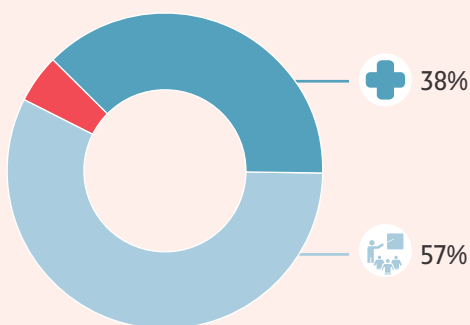
Sectoral distribution of disbursements



5%

LOCAL DEVELOPMENT

5%







# NIC/026

## INSTITUTIONAL SUPPORT TO VOCATIONAL TRAINING IN HOSPITALITY AND TOURISM

The project initially focused on the hospitality and tourism sector and was conceived as a continuation of previous projects carried out by Luxembourg Cooperation in vocational training, most notably the construction and commissioning of the National School of Hospitality.

Reformulated in 2015 and with support from refinancing in 2017, the project now includes, in addition to tourism and hospitality, three occupations in the industrial sector: welding, automotive and electronic electricity.

### GLOBAL OBJECTIVE

**TO HELP IMPROVE EMPLOYABILITY AMONG BENEFICIARIES OF SERVICES FROM THE NATIONAL TECHNOLOGICAL INSTITUTE**

### SPECIFIC OBJECTIVE

To improve the quality and relevance of the services offered by the National Technology Institute training centres.

### AREAS OF IMPLEMENTATION

- improving the technical education and vocational training services that the National Technology Institute offers in the project recipient centres;
- strengthening the National Technology Institutes' relations with other institutions, the production sector and society in general.



#### Project duration

2014	2015	2016
2017	2018	2019

#### Budget

13,230,000 EUR

## SIGNIFICANT EVENTS\*



Inauguration of the Casa Luxemburgo school-hotel in Pochomil.



Refitting and equipping of three industrial training centres and the National School of Hospitality.

14

The Directorate-General of the National Technology Institute and 14 centres received ISO 9001:2015 certification.



First promotion from the National Teacher and Instructor Training Centre.



Technical training for all hospitality and tourism teachers.



Training of all technicians of the National Technology Institute in charge of maintenance.

\* Non-exhaustive list





# NIC/027

## SUPPORT TO THE HEALTH SECTOR PROGRAMME

In addition to institution building, the programme includes a significant infrastructure component, with the construction and equipment of a top-level hospital in the municipality of El Cuá and the repair of hydro-sanitary infrastructures for approximately 100 health facilities in the Matagalpa and Jinotega departments.

It also continues Luxembourg's long-standing support in the field of transfusion medicine.

### GLOBAL OBJECTIVE

**TO HELP REDUCE MATERNAL AND INFANT MORTALITY IN NICARAGUA  
BY ENSURING THE CONTINUITY OF EFFORTS CARRIED OUT AS PART  
OF THE MILLENNIUM DEVELOPMENT GOALS**

### SPECIFIC OBJECTIVES

- to improve quality and increase health service coverage for residents of 10 municipalities within the departments of Jinotega and Matagalpa;
- to help ensure that the people of Nicaragua have access to safe transfusion therapy in recipient public hospitals.

### AREAS OF IMPLEMENTATION

- a joint management mechanism combining delegated management and direct labour operations;
- implementing a results-based management approach using institutional management instruments and indicators;
- providing support for existing institutional processes by building management capacity and improving the quality of interventions;
- implementing and monitoring activities to promote voluntary and non-remunerated blood donation in eight departments;
- establishing networks and complying with technical standards for transfusion medicine services in public hospitals.



 Budget

14,118,709 EUR

Project duration

2016

2017

2018

2019

## SIGNIFICANT EVENTS\*

60%

progress made in building the El Cuá hospital

90

rural health facilities that benefit from improvements to their hydro-sanitary facilities

11

hospitals across the country with an e-Delphyn system for blood management

30

transfusion medicine technicians from recipient hospitals trained in the use of e-Delphyn software and on the monitoring and assessment module

+1%

85,718 voluntary and non-remunerated blood donations (up 1% from the previous year)

7,126

women with high-risk pregnancies from rural areas of the Matagalpa and Jinotega departments referred to second-level health care services

\* Non-exhaustive list

Tourism is the country's second provider of foreign currency, but its potential is still under-exploited. Since 2007, Luxembourg has funded two phases of the Coffee Route project, which promotes local development through tourism, in five departments in northern Nicaragua. LuxDev also carried out the Colonial and Volcanoes Route project as part of an EU-delegated cooperation, which involved six departments on the Pacific coast.

## GLOBAL OBJECTIVE

**TO HELP IMPROVE QUALITY OF LIFE, REDUCE POVERTY AND PROMOTE SOCIO-ECONOMIC GROWTH FOR THE PEOPLE OF NICARAGUA**

### SPECIFIC OBJECTIVE

To help increase the number of tourists to Nicaragua, including the average length of stay and average daily spending.

### AREAS OF IMPLEMENTATION

- diversifying and raising awareness of Nicaragua's tourist destinations for the national and international market;
- improving the product and service offer for tourists in the targeted territories;
- leading sustainable tourism planning and management, with the participation of public and private sector players at the national, regional and territorial level.



 Budget

3,875,147 EUR

Project duration

2016	2017	2018*	2019

Suspended as of 31 December 2018

## SIGNIFICANT EVENTS\*



Priority tourism products defined: adventure tourism, rural experiences and colonial cities



Tourism marketing and promotion strategy for Nicaragua adopted



Xilonem tourist centre redeveloped



Improved computer system for registering and classifying rural tourism businesses



Gradual upgrade and integration of the computer systems for the Nicaraguan Tourism Institute

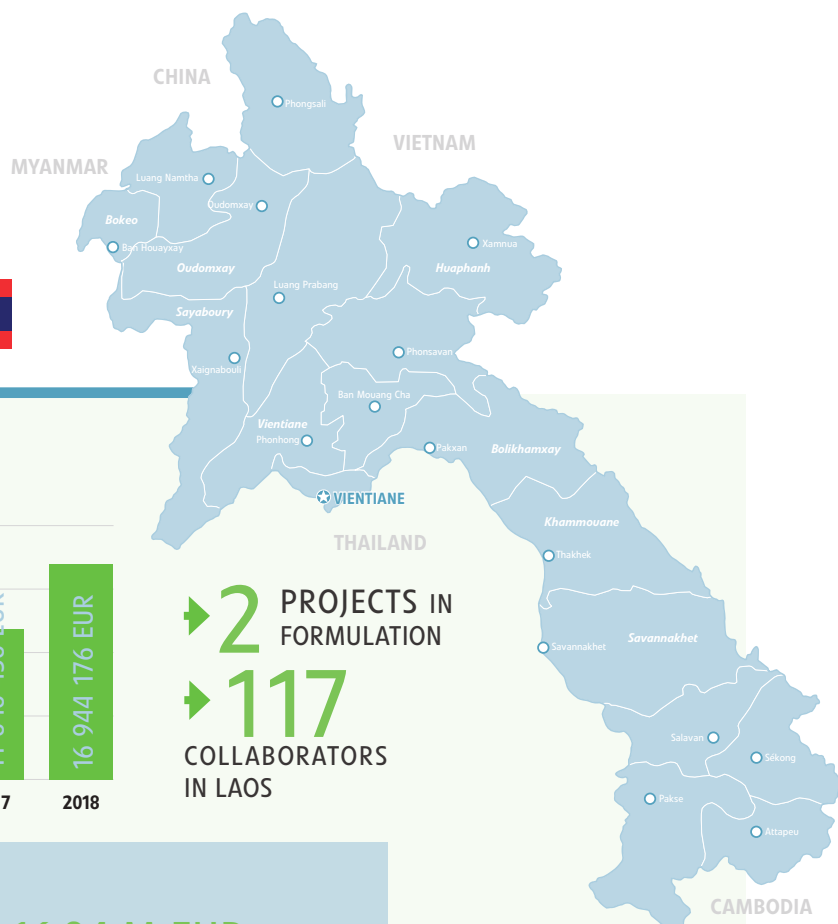
\* Non-exhaustive list





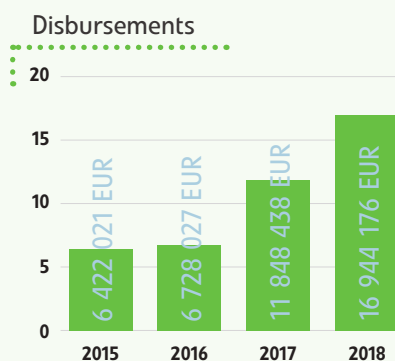


# LAOS



# 6

PROJECTS IN  
EXECUTION



➤ **2** PROJECTS IN  
FORMULATION

➤ **117**  
COLLABORATORS  
IN LAOS

## 15.03%

OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

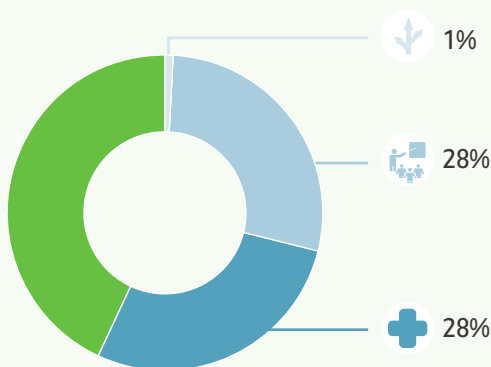
16.94 M EUR  
IMPLEMENTATION  
IN 2018

Sectoral distribution of disbursements



**43%**  
LOCAL DEVELOPMENT

43%



The Grand Duchy of Luxembourg has been supporting the health sector since the cooperation between Laos and Luxembourg began at the end of 1997. The specific objective of the previous phase (LAO/017) was to help the Lao Ministry of Health implement and operationalise its long-term strategy (2000–2020), basic health care strategy and development plans for the health care sector. In line with its predecessor, LAO/027 focuses on promoting the roles and responsibilities of the provincial health department, with a view to facilitating effective basic health care delivery for the districts and for the area of maternal and child health. Special attention will be given to developing a health care approach focused on patients and priority target groups such as pregnant women and children under the age of five.

### GLOBAL OBJECTIVE

**TO IMPROVE THE HEALTH STATUS OF PEOPLE IN LAOS BY FOCUSING ON MATERNAL AND CHILD HEALTH, AS WELL AS THE THREE CENTRAL PROVINCES (VIENTIANE, BOLIKHAMXAY AND KHAMMOUANE)**

### SPECIFIC OBJECTIVE

To help implement the updated sectoral policy (health sector reform framework 2013–2025) with a particular focus on maternal and child health, strengthening district health players and systems.

### AREAS OF IMPLEMENTATION

- establishing the Joint Participation Fund as a mechanism to strengthen the national contribution to financing priority activities;
- improving the performance of health services, particularly for maternal, neonatal and child health activities at the district level;
- providing the appropriate technical conditions to support service delivery in targeted provinces;
- strengthening governance within the health care system through results-based planning and the management of provincial health activities.



Project duration				
	2014	2015	2016	
2017	2018	2019	2020	

 **Budget**  
25,400,000 EUR

## SIGNIFICANT EVENTS\*

**3**

provincial treasuries made operational funds available, for a total of EUR 190,000, budgeted within the joint participatory mechanism set up in 2017 which funded activities on governance, human resources capacity building and service delivery.

✓

The second group of family medicine students, who were scholarship recipients, graduated in September.

**3**

provincial health insurance offices and 28 district health insurance offices were staffed.

**930**

recipients were trained in the district and at the health centre.

**4.5**

Bolikhamxay Provincial Hospital opened in July 2018. The total cost of construction and equipment amounted to USD 4.5m.

**269**

employees from provincial health insurance offices/district health insurance offices, and health care providers from the provinces of Vientiane, Bolikhamxay and Khammouane, were trained.

✓

The provincial and health insurance district offices of Vientiane, Bolikhamxay and Khammouane received office furniture and/or computer equipment.

**1,249**

villagers in the three targeted provinces are now, through meetings and outreach activities conducted by village health committees, aware of the benefits and rights associated with the National Health Insurance Office.

\* Non-exhaustive list

The project involves capacity building and the governance priorities set out in the 2011-2015 Indicative Cooperation Programme between Laos and Luxembourg. It is a response to a special request that was made by the Lao government to its Luxembourg counterpart. It is dedicated to building the capacity of the institutions that are in charge of managing public development aid.

### GLOBAL OBJECTIVE

## TO HELP IMPROVE THE EFFICIENCY OF DEVELOPMENT COOPERATION IN LAOS

### SPECIFIC OBJECTIVE

To strengthen the capacity of the Directorate for International Cooperation to effectively manage aid, establish partnerships and establish effective working methods with national and international players.

### AREAS OF IMPLEMENTATION

- strengthening the Department of International Cooperation's organisational, managerial and individual competency base;
- ensuring that the Department of International Cooperation is able to advise the government on the effectiveness of aid and cooperation decisions and strategies;
- strengthening five selected pilot areas of international cooperation and enabling them to effectively play their role in managing public development aid at the provincial level.



Project duration		
	2014	2015
2016	2017	2018

 Budget  
860,000 EUR

## SIGNIFICANT EVENTS\*

**199**

middle managers/technical officers trained in leadership and management through various courses.



The International Cooperation Directorate's quality management system was accredited with the ISO 9001:2015 International Standard certificate.

**6**

policy-based workshops were held with the Ministry of Planning and Investment, other ministries, development partners and the private sector.

**5**

A document management system and an iOffice (an integrated workplace management solution) were put into operation. As a result, standard operational procedures and paper document processing were reduced from 16 to 5 days within the Department of International Cooperation on matters related to public development aid.



The International Cooperation Directorate's activities were enhanced through the implementation of the following:

- workflow procedures for seven divisions; and
- general procedures for the International Cooperation Directorate by means of total quality management and consultation.

\* Non-exhaustive list





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

The country's economy is in the process of changing. Developing tourism and taking full advantage of the employment opportunities offered by this sector is a national priority, in line with the vision and objectives of the eighth National Socio-Economic Development Plan (2016-2020), and with the country's tourism strategy (2006-2020). Luxembourg and Switzerland have thus joined forces and aligned their efforts with those in Laos to implement the Skills for Tourism Programme (LAO/029), which supports the improvement of vocational training and the development of skills in tourism/hospitality. The programme pays special attention to helping people from disadvantaged backgrounds acquire the skills needed to obtain employment directly or indirectly related to tourism

### GLOBAL OBJECTIVE

**TO PROMOTE DURABLE AND INCLUSIVE GROWTH IN THE TOURISM AND HOSPITALITY SECTOR, THEREBY HELPING REDUCE POVERTY**

### SPECIFIC OBJECTIVE

To increase opportunities for graduates and people from disadvantaged backgrounds with respect to paid employment or studies in tourism and hospitality, by increasing and diversifying technical and vocational education and training programmes within this sector, including skills development programmes.

### AREAS OF IMPLEMENTATION

- improving the quality of vocational education and training programmes as well as skills development programmes in tourism/hospitality
- promoting and developing technical and vocational education and training programmes, including skills development, in tourism and hospitality
- ensure that people from disadvantaged backgrounds are included in technical and vocational education and training programmes in the tourism and hospitality sector, including sectoral skills development programmes.
- establishing empowering governance, an institutional and regulatory framework for technical and vocational education and training, and also skills development, particularly in tourism/hospitality

Project duration		
2016	2017	2018
2019	2020	2021

 Budget LAO/029  
7,500,000 EUR

 Budget LAO/729  
7,500,000 EUR

} Swiss Cooperation

## SIGNIFICANT EVENTS\*

**1,974**

participants, including 80% from disadvantaged backgrounds, completed or began a vocational training and skills development programme in tourism.

**766**

employees from almost 350 micro, small and medium-sized enterprises from the tourism and hospitality sector in Laos were given training on a number of topics, including quality, customer service, and hygiene and food safety.

**1,200**

A national survey on the employment and skills of companies in the tourism and hospitality sector was conducted based on a sample of more than 1,200 companies, and the results of this survey were published.

**55**

key stakeholder management staff, including staff from the Ministry of Education and Sport, the Ministry of Labour and Welfare and the Ministry of Information, Culture and Tourism, took part in capacity-building initiatives.

**3**

new skills-based tourism/hospitality degrees were developed and implemented in 16 public vocational colleges.

**120**

standards from the Association of Southeast Asian Nations on the standard skills of tourism professionals were translated from English into Lao.

**350**

teachers and trainers in tourism/hospitality had initial and continuous training.

**1**

A short film competition for the promotion of education, training and employment in tourism and hospitality was organised.

**1**

A mobile application to promote technical and vocational education and training was developed and launched.

\* Non-exhaustive list

Laos has experienced rapid macroeconomic growth over the past decade. However, economic development has mainly benefited urban and lowland populations. In the hills and mountains, people are increasingly lagging behind the lowland populations in terms of education, health, nutrition and other social indicators. The programme was designed to help reduce poverty in the most disadvantaged areas and help strengthen local governance, decentralisation and political dialogue on behalf of disadvantaged areas. The main beneficiaries are around 140,000 people from 229 target villages selected for poverty rates, which, due to demographics, are mostly minority ethnic groups.

### GLOBAL OBJECTIVES

- **TO REDUCE POVERTY LEVELS IN LAOS**
- **TO STOP FAMINE AND REDUCE MALNUTRITION, ALONG WITH STUNTED GROWTH CAUSED BY LACK OF FOOD INTAKE**
- **TO IMPROVE ENVIRONMENTAL PROTECTION AND SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES**

### SPECIFIC OBJECTIVE

To improve living standards and help people rise above the poverty line in target villages.



### AREAS OF IMPLEMENTATION

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



Project duration		
2017	2018	2019
2020	2021	2022

 Budget  
23,003,560 EUR

## SIGNIFICANT EVENTS\*

**229**

target villages identified and baseline survey conducted.

**180**

village development plans put in place.

**58**

infrastructure sub-projects, including schools, rural roads and water systems, completed.

**14**

target districts mapped using the geographic information system.

**1**

task force on the rural development sub-sector set up.

**13**

capacity-building strategies developed.

\* Non-exhaustive list



# LAO/031

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

The Legal Sector Master Plan adopted by Laos in 2009 establishes the development framework for institutions in the legal sector as a foundation for the Rule of Law. In addition, one of the cross-cutting issues addressed by the 8th Laos National Socio-Economic Development Plan is to strengthen the effectiveness of public governance and administration. These objectives underline the need to develop a comprehensive, harmonised, clear, reliable and totally accessible legal system. Positive steps were started by the previous LAO/023 programme, which Luxembourg funded to strengthen higher education in the legal sector.

### GLOBAL OBJECTIVE

## TO HELP STRENGTHEN THE RULE OF LAW IN LAOS

### SPECIFIC OBJECTIVE

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



### AREAS OF IMPLEMENTATION

- capacity building for targeted “legal practitioners” and legal officials;
- strengthening formal/informal legal awareness campaigns;
- strengthening coordination between academics and practitioners;
- developing new curricula that meet the standards and requirements of the Association of Southeast Asian Nations;
- improving the skills of targeted teachers;
- improving the management and governance of the Vientiane Faculty of Law and Political Science, and the Faculty of Law and Administration of Champassak.



### Project duration

2017	2018	2019
2020	2021	2022

### Budget

5,000,000 EUR

1,123

beneficiaries of the legal sector participated in various legal training workshops

1,365

beneficiaries from the academic environment and other officials took part in various public conferences

426

academics and officials studied legal English

753

assessments carried out: 10 in courts; 101 with judges, 96 with prosecutors, 245 related to anti-money laundering and 301 related to anti-corruption

328

teachers trained in new legal training techniques

5

departments of the Faculty of Law and Political Science in Vientiane conducted curricula analyses and assessments, paving the way for the adoption of new university programmes that meet the standards of the Association of Southeast Asian Nations

2

departments of the Faculty of Law and Political Science in Vientiane adopted a strategic plan following a series of strategic planning workshops supported by the project

18

an annual national legal research forum was organised to present 18 topics on promoting the Rule of Law in Laos

230

legal practitioners, officials, prosecutors and judges benefited from campaigns to raise awareness of the law

1,585

officials and legal practitioners from the Ministry of Justice, the National Institute of Justice, the Lao Bar Association, the Supreme People's Court, the Office of the Supreme People's Prosecutor and the State Inspection Authority worked towards building legal capacities

\* Non-exhaustive list





# MYANMAR



BANGLADESH

INDIA

CHINA

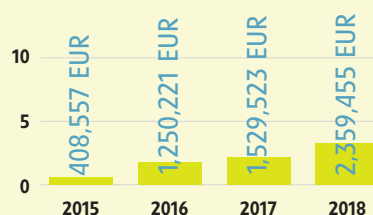
LAOS

THAILAND

# 2

PROJECTS IN  
EXECUTION

Disbursements



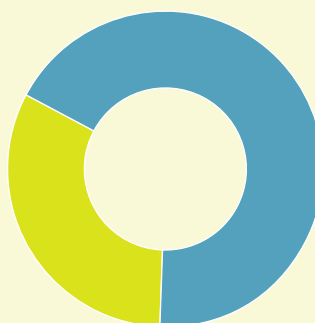
▶ **49** COLLABORATORS  
IN MYANMAR

Sectoral distribution of disbursements



**32%**  
LOCAL DEVELOPMENT

32%



68%

**2.09%**

OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

**2.36 M EUR**

IMPLEMENTATION  
IN 2018





# MYA/001

## HUMAN RESOURCES DEVELOPMENT IN THE HOSPITALITY AND TOURISM SECTOR

The current gradual opening up of economic and political systems is expected to lead Myanmar towards steady growth, along with the increase in numbers of international and regional tourists.

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

### GLOBAL OBJECTIVE

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

### SPECIFIC OBJECTIVE

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

### AREAS OF IMPLEMENTATION

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



Project duration		
2015	2016	2017
2018	2019	2020

 **Budget**  
8,500,000 EUR

## SIGNIFICANT EVENTS\*



Activities were adjusted to include equipment expenditures in facilities and during training, which had not been included in the project document.



The project has expanded to become a strong and respected leader and partner of the Ministry of Hotels and Tourism and the Government of Myanmar, the private sector and tourism development partners in Myanmar.



The mid-term project assessment, which was completed in early April 2018, concluded that the project has shown evidence of its usefulness.



Courses for Ministry of Hotel and Tourism staff were delivered in the four main training areas identified in the strategy and action plan for tourism human resources development in Myanmar.



Although the newly established Yangon Hotel and Tourism Training Centre is still awaiting its official and legal status, the facility has already provided steady and progressive skills development, both in the short and medium term.



The high demand for hotel and tourism management programmes across the country has revealed the quality and reputation of these programmes and clearly demonstrated their impact on businesses.



In response to the needs of the industry and MHT, the project began training small, medium and micro-enterprises (guest houses, hostels, hotels and restaurants 1-2) in emerging and post-conflict destinations.



On 22 August 2018, Luxembourg approved an additional budget of EUR 3.5m.

\* Non-exhaustive list



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

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

## GLOBAL OBJECTIVE

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

## SPECIFIC OBJECTIVE

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

## AREAS OF IMPLEMENTATION

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



Project duration		
2017	2018	2019
2020	2021	2022

 **Budget**  
10,000,000 EUR

## SIGNIFICANT EVENTS\*



The target area for the first priority support are the five sections of Kengtung Township (estimated population 13,100).

378

378 people trained in basic veterinary and agricultural knowledge, village development, operation and maintenance, first aid and masonry.

371

371 households have access to safe drinking water. Water-use groups were trained in the proper operation and maintenance of their systems.

1.5

Successful implementation of a pilot test for pico-hydroelectric systems (1.5 kWh) used in village street lighting.

45

A feasibility study of a solar system and a mini hydroelectric system (45 kWh) was successfully conducted.

366

366 km of rural roads and trails, basic information on villages and activities implemented as part of the project were visually charted on a Google map.

65

65 veterinary health workers (10 women) trained in the identification and treatment of the most common livestock diseases.

480

480 households in 22 villages are currently testing 24 varieties of vegetables in their newly planted vegetable gardens.

91

91 model farms on long-term crops were part of a pilot project. These farms will grow tea, coffee and elephant foot yams, among other crops.

17

The assessment of school infrastructure needs was successfully conducted in 17 public schools in the region of the five sections. The 17 schools received a package that included teaching kits, in accordance with the government's standard manual.

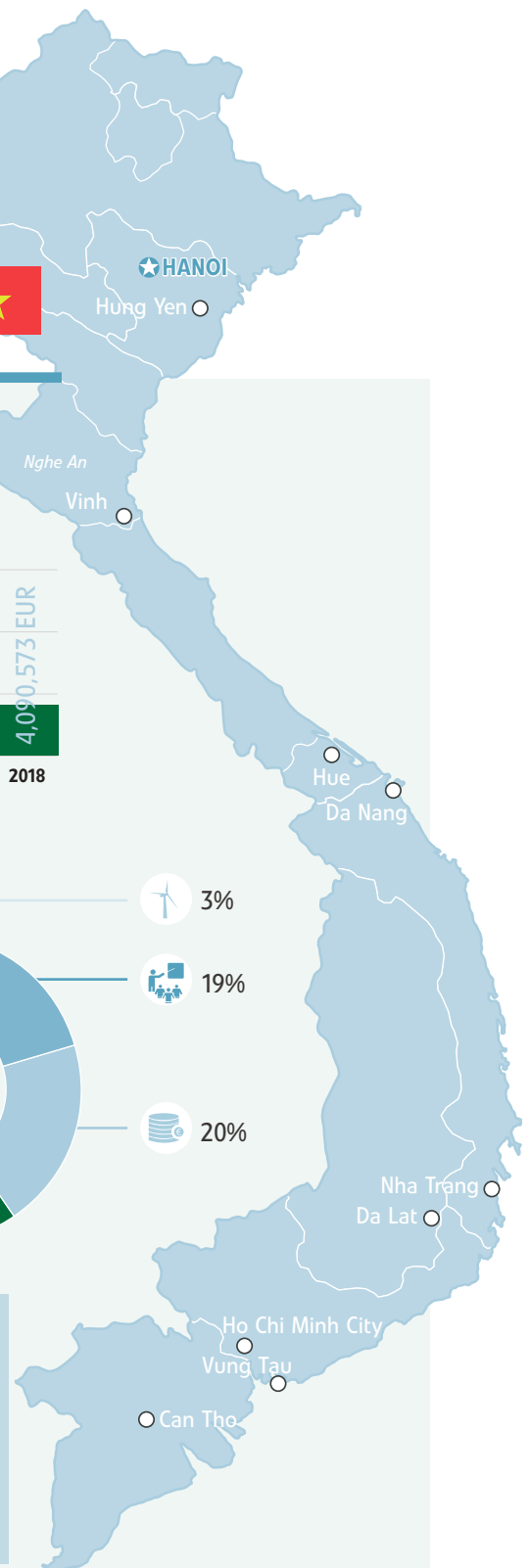
\* Non-exhaustive list







# VIETNAM



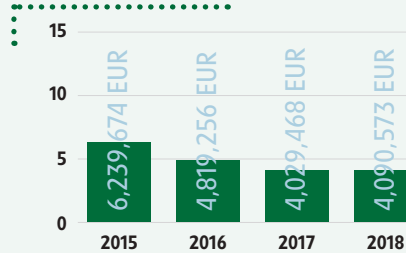
7

PROJECTS IN  
EXECUTION

35

COLLABORATORS  
IN VIETNAM

Disbursements



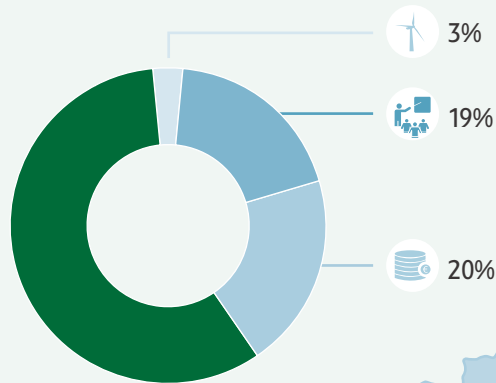
Sectoral distribution of disbursements



58%

LOCAL DEVELOPMENT

58%



3.63%

OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

4.09 M EUR

IMPLEMENTATION  
IN 2018





# VIE/032

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

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

The VIE/032 project, following on the heels of VIE/026, which made a major contribution to the capacity building of Vietnam's National Commission for Transferable Securities (CNVM) in its day, will help the CNVM and participants in the securities market to address some of the tasks of the Sectoral Development Strategy, including capacity building within the CNVM itself and among participants in the securities market.

### GLOBAL OBJECTIVE

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

### SPECIFIC OBJECTIVE

To support the Vietnamese securities market in line with the government's strategy for the development of the securities market for the period 2011-2020.

### AREAS OF IMPLEMENTATION

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





 **Budget**  
3,860,000 EUR

**Project duration**

2016	2017	2018	2019	2020	2021
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## SIGNIFICANT EVENTS\*



The final draft of the securities law was completed for an in-depth discussion and final approval by the National Assembly.



consultation workshops on the revised securities law were held.



A study trip to Luxembourg was organised to learn from Luxembourg's financial institutions and regulators about corporate governance, regulatory jurisdiction over new financial services and products, green bonds and green financing.



A training workshop on the supervision of financial conglomerates in Vietnam was organised for various financial institutions.



staff members from the National Financial Supervisory Commission did work placements at the Central Bank of Luxembourg.



Revision of five textbooks was initiated through a delegation agreement with the Centre for Securities Research and Training.



A website for investor training and education was developed, through which they will be able to access documents on best practices in the securities market and increase their understanding of market abuse.



A list of algorithm alerts was developed for market surveillance systems (SSM), with detailed operational guidelines designed to reduce the workload of SSM users and improve the effectiveness of market surveillance.



The tender for upgrading the market monitoring system and disclosure system was successful.

\* Non-exhaustive list



# VIE/033

## LOCAL DEVELOPMENT ET ADAPTATION AU CHANGEMENT CLIMATIQUE DANS LA PROVINCE DE HUÉ

This project, jointly funded by the governments of Vietnam and the Grand Duchy of Luxembourg, is operational in 29 poor and vulnerable municipalities in three districts of Thua Thien Hue province. The 400,000 beneficiaries of the project live on 124,000 hectares of land and 22,000 hectares of lagoons. The project aims to strengthen, adapt and protect people's livelihoods and property from the various manifestations of climate change. The project places particular emphasis on local participation, allowing households to be more creative and self-reliant according to their aspirations, capabilities and resources during the process of planning and implementing "difficult" and "soft" activities.

### GLOBAL OBJECTIVE

**TO CONTRIBUTE TO SUSTAINABLE, FAIR AND EFFICIENT TRENDS IN POVERTY REDUCTION AND ADAPTATION TO ENVIRONMENTAL AND CLIMATIC CHANGES IN THE SOCIO-ECONOMIC DEVELOPMENT OF LAGOON AND COASTAL MUNICIPALITIES FOR THREE DISTRICTS (QUANG DIEN, PHU VANG AND PHU LOC) IN THE THUA THIEN HUE PROVINCE**

### SPECIFIC OBJECTIVE

To reduce the poverty rate in the poorest areas and reduce damage in the most vulnerable areas.

### AREAS OF IMPLEMENTATION

- improving the capacity of communities and government staff for adaptive socio-economic development and poverty reduction;
- increasing the protection, availability, resilience and use of natural resources;
- making productive activities more diversified, efficient and competitive on the market.



Project duration		
2013	2014	2015
2016	2017	2018

 **Budget**  
: 8,000,000 EUR

## SIGNIFICANT EVENTS\*

- 2,225 } households rose above the poverty line.
- 13 } fishermen's associations (AP) are now fully operational.
- ✓ } The climate-based participatory local planning model, which was supported by the project, has now been incorporated into the government's five-year socio-economic development plans.
- ✓ } This project made a major contribution to the adoption of the revised Fisheries Act of 2017, in which the right of responsibility is given to civil society organisations, such as the fishermen's associations, for the co-management of aquaculture resources and activities at national level.
- 76.1% } Through the implementation of various crop and aquaculture models, as well as access to loans under the Revolving Funds, approximately 76.1% of women in target municipalities have had improved access to economic opportunities and/or strengthened their means of subsistence.
- 92% } Following the creation of gender equality clubs, the number of reported cases of gender-based violence decreased by 92%.
- 92.5% } 92.5% of primary and secondary students in the target municipalities were registered as having better knowledge of climate change and disaster risk reduction.
- 5,338 } 5,338 hectares of production land has improved protection from the effects of climate change as a result of the infrastructure work which was completed.
- 29,155 } households in the targeted municipalities have benefited directly (in one way or another) from the rural infrastructure work carried out.
- 567 } hectares have now been designated a fishing conservation area.

\* Non-exhaustive list



## VIE/034

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

The VIE/034 project is the second phase in Luxembourg Cooperation's support for the Bac Kan Vocational Training High School (LFPBK). The aim of this new project is to:

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

#### GLOBAL OBJECTIVE

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

#### SPECIFIC OBJECTIVE

To make Bac Kan Vocational Training High School an attractive, properly managed and financially sound institution that provides vocational education and training to meet the demands and opportunities of the region's labour market, as well as the socio-cultural aspirations of the local population.

#### AREAS OF IMPLEMENTATION

- improving the overall management of the LFPBK;
- creating an attractive, customer-focused educational programme for the LFPBK.



## Project duration

2015	2016	2017
2018	2019	2020

## Budget

3,400,000 EUR

## SIGNIFICANT EVENTS\*



The Bac Kan Vocational Training High School recruited 532 students (145 women and 387 men).



The school's revenues from the Driver's Licence Centre and Veterinary Clinic accounted for 45% of its regular national budget.



181 senior students (102 women and 79 men) joined the business work placement programme.



31 Memorandums of Understanding were signed between the Bac Kan Vocational Training High School and companies selected in various sectors.



The Galaxy English Language Centre, created to provide language training to children in the local community, was an instant success in terms of enrolment (70 enrolled + 12 on the waiting list). The revenues generated by this centre will help cover the high school's operating costs.



25 training courses for electromechanical faculties were organised with the participation of 319 teachers and staff.



In April 2018, the Principal of the Bac Kan Vocational Training High School and the Vice-President of the Provincial People's Committee of Bac Kan participated in a week-long training course on "skills needs anticipation and matching" at the ITCILO International Training Centre in Turin, Italy.



A five-day training programme on "the management of vocational schools" brought together 43 leaders from 22 vocational schools in the north of Vietnam and six officials from three technical vocational schools in Laos took the training and shared their management experience.



The construction of the agroforestry building, which includes classrooms, faculty offices, a plant tissue culture room and animal laboratory, was completed on time in December.

\* Non-exhaustive list





# VIE/036

## CAO BANG/WISE USE OF WATER AND AGRICULTURE

Like its predecessor, the project aims to make a lasting contribution to poverty reduction and improved food security in Cao Bang in northern Vietnam. The basic strategy for agricultural development is both to build the capacity of service providers to produce and deliver safe, market-friendly speciality agricultural products from Cao Bang, and to improve access to local and international markets by connecting farmers' groups to key market players. Furthermore, capacity building in participatory planning and implementing small-scale infrastructure (inter-village roads and irrigation systems) for local municipal authorities and government institutions is also one of the cornerstones of improving agricultural production and market access.

### GLOBAL OBJECTIVE

**TO ASSIST SUSTAINABLE SUPPLY CHAINS TOWARDS COMBATING POVERTY AND SUPPORTING FOOD SECURITY IN THE MOUNTAINOUS AREAS OF CAO BANG PROVINCE**

### SPECIFIC OBJECTIVE

To develop effective management of natural and financial resources with a focus on agricultural production, while meeting the needs of ethnic minorities and other segments of the population in need.

### AREAS OF IMPLEMENTATION

- supporting the development of safe, market-oriented and certified speciality agricultural products that meet market requirements, while improving commercial ties between producers and consumers;
- building small roads and developing irrigation to improve farmers' access to markets and water;
- improving management and service delivery processes targeting the agricultural sector and policy in Cao Bang.



Project duration		
2015	2016	2017
2018	2019	2020

 Budget  
5,500,000 EUR

## SIGNIFICANT EVENTS\*



Introduction and application of the Participatory Guarantee System (PGS) as an effective and affordable quality control and certification system based on close cooperation between producers and companies.



The number of local municipal authorities integrated into the development of small infrastructure (roads and irrigation) rose from four to 16 at the end of 2018.



A pilot project on organic vegetable production based on market conditions.



12,389 metres of inter-village roads were renovated in four municipalities, covering about 22% of the inter-village road network and bringing the coverage of improved networks to 63%.



A total of 26 irrigation systems were upgraded, covering approximately 31% of all systems in the four pilot municipalities.



Cao Bang's ranking on the Provincial Competitiveness Index improved from 63/63 to 58/63.

\* Non-exhaustive list



## VIE/401

## ENERGY EFFICIENT LIGHTING NAMA PILOT IN HUE CITY

The VIE/401 project and its sister project, VIE/433, are the first two Luxembourg projects carried out by LuxDev with funding from the European Climate Foundation (ECF). The VIE/401 project is a pilot project in Huế that contributes to climate change mitigation, with a focus on energy efficiency and reducing greenhouse gas emissions by replacing older, traditional lighting systems with LED lighting. Apart from this material part, the pilot project will also involve working with partners and communities to build awareness and capacities with respect to climate change, energy efficiency and energy conservation.

### GLOBAL OBJECTIVE

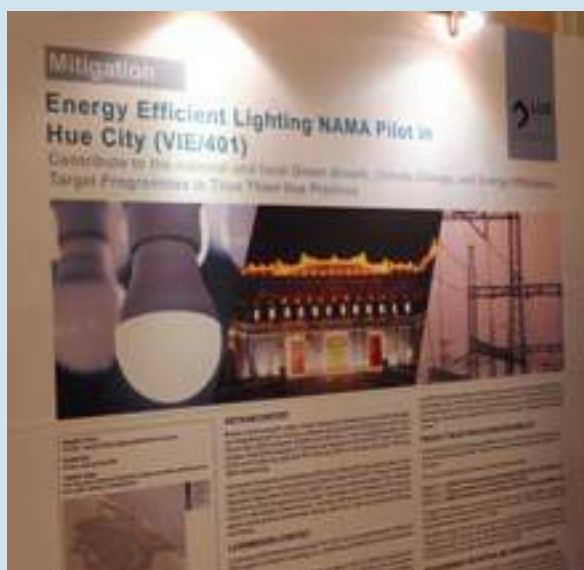
**TO SUPPORT NATIONAL AND PROVINCIAL PROGRAMMES ON GREEN GROWTH, CLIMATE CHANGE AND ENERGY EFFICIENCY IN HUE CITY, IN THE THUA THIEN HUE PROVINCE**

### SPECIFIC OBJECTIVE

To test a nationally appropriate mitigation measure (MAAN) for energy-efficient lighting that reduces greenhouse gas emissions and saves energy by replacing the traditional streetlights used in urban lighting systems with LEDs.

### AREAS OF IMPLEMENTATION

- building capacities and creating a suitable environment for the MAAN pilot project;
- LED demonstration: acquisition and installation in Huế;
- identifying and preparing a large-scale mitigation project for international climate (co-)financing.





 Budget  
2,000,000 EUR



The project started in July 2018 and was in its launch phase until the end of the year.

## SIGNIFICANT EVENTS\*



Operational and institutional measures were taken, including the creation of a project working group.



Key elements of the planning process were completed, including a comprehensive action plan for the logical framework and the annual plan and budget, which was jointly prepared by certain project partners and working group members.



Tracking tools were finalised, including:

- a results-based monitoring framework;
- a monitoring and assessment matrix and manual;
- initial reference data collection on lighting systems in certain locations.



Data-based selection criteria were developed to evaluate and select the interventions proposed by potential partners with respect to LED equipment. Collected data was verified and a final selection of the locations for LED replacement was made.

\* Non-exhaustive list



# VIE/433

## CLIMATE ADAPTATION AND RESILIENCE IN THUA THIEN HUE PROVINCE

The VIE/433 project and its sister project, VIE/401, are the first two Luxembourg projects implemented by LuxDev with funding from the European Climate Foundation (ECF). VIE/433 focuses on climate adaptation change and works closely with communities and government agencies in three districts of Thua Thiên-Huế province to build the capacity and resilience of the population to cope with the growing impacts of climate change.

### GLOBAL OBJECTIVE

**TO SUPPORT NATIONAL AND PROVINCIAL GOALS OF BUILDING THE RESILIENCE OF HUMAN AND NATURAL SYSTEMS IN RESPONSE TO CLIMATE CHANGE, SO THAT THEY ARE REFLECTED IN THE NATIONAL TARGET PROGRAMME ON CLIMATE CHANGE AND GREEN GROWTH 2016 AND IN THE THUA THIEN HUE PROVINCIAL ACTION PLAN ON CLIMATE CHANGE UNTIL 2020**

### SPECIFIC OBJECTIVE

To strengthen resilience and adaptability to climatic hazards and natural disasters in coastal and lagoon communities.



### AREAS OF IMPLEMENTATION

- building the capacity of governments and communities to respond to climate change;
- improving people's adaptation to climate change through resilient ecosystems;
- better protecting people and their livelihoods through small-scale infrastructure.



Project duration		
2018	2019	2020

 **Budget**  
2,000,000 EUR



The project started in July 2018 and was in its launch phase until the end of the year.

## SIGNIFICANT EVENTS\*



Operational and institutional measures were taken



Key elements of the planning process were completed, including a comprehensive action plan for the logical framework and the annual plan and budget, which was jointly prepared by all project partners.



Tracking tools were developed, including:

- a results-based monitoring framework;
- a monitoring and assessment matrix and manual;
- reference data collection using a household survey.



The entire process of supporting the project's infrastructure related to climate change for the period up to the end of 2020 was completed, including the selection of 14 sub-projects.

\* Non-exhaustive list



# VIE/037

## COLLABORATIVE PROJECT BETWEEN IBBL AND THE TWO MAIN PNEUMOLOGY HOSPITALS IN VIETNAM

The project aims to address gaps in Vietnam's health service with respect to lung disease, particularly tuberculosis (TB) and lung cancer. Due to current inadequacies, diagnoses make it difficult to decide on the most appropriate treatment for critically ill patients.

### Project duration



### Budget

1,500,000 EUR

### GLOBAL OBJECTIVE

**TO BUILD THE CAPACITY OF ANATOMICAL PATHOLOGY HEALTH PERSONNEL IN THESE TWO HOSPITALS TO HELP PREVENT LUNG DISEASE IN VIETNAM**

### SPECIFIC OBJECTIVE

To improve the quality of TB and lung cancer diagnosis in the two Vietnamese referral hospitals.

### AREAS OF IMPLEMENTATION

- modernising laboratory facilities and equipment in both hospitals in compliance with international standards;
- capacity building for pathologists and technicians in charge of diagnosing tuberculosis and lung cancer so that they meet international standards;
- laying the groundwork for a future collaborative-based research partnership between Luxembourg and Vietnam.

### SIGNIFICANT EVENTS

No activities have been implemented yet, because legal agreement for the project is still ongoing.

# OTHER PROJECTS







# MONGOLIA

KAZAKHSTAN

RUSSIA

Ulaanгом

Mörön

ULAN BATOR

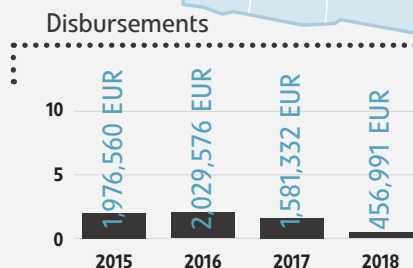


Dalandzadgad

CHINA

# 1

PROJECT IN  
EXECUTION



# 1

COLLABORATOR  
IN MONGOLIA

# 0.41%

OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

0.46 M EUR  
IMPLEMENTATION  
IN 2018

Sectoral distribution of disbursements



# 100%

HEALTH





This project, which supports the health sector by assisting in the fight against cardiovascular disease, was conceived as the final phase of an intervention that began in 2002 and was conducted in three previous phases. Therefore, the focus was placed on building capacity to ensure a transfer of responsibility for the management of project activities. Continuing the previous phases, the project's direct recipients are all the hospitals involved across the country, as well as the National Centre for Cardiology. The final beneficiaries, on the other hand, are patients with cardiovascular disease and all Mongolian people who will be able to benefit from upgrading the National Centre for Cardiology and all cardiovascular services in the future.

### GLOBAL OBJECTIVE

## TO HELP IMPROVE THE HEALTH OF PEOPLE IN MONGOLIA

### SPECIFIC OBJECTIVE

To improve cardiovascular health services across the country and particularly at the National Centre for Cardiology.

### AREAS OF IMPLEMENTATION

- consolidating the national telemedicine network;
- strengthening cardiac surgery activities;
- consolidating the diagnostic and prevention activities related to cardiovascular disease;
- developing and strengthening the National Centre for Cardiology's strategic and management functions.



 Budget

4,500,000 EUR

Project duration

2017	2018	2019	2020
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## SIGNIFICANT EVENTS\*

**199**

In 2018, Shastin Hospital completed 199 open heart operations and nine coronary surgeries (more than the previous year).

**226**

devices were implanted in cardiac patients, including 183 pacemakers.

**353**

Shastin Hospital supported 353 percutaneous diagnoses and complex treatment procedures, including chronic coronary occlusion treatments, congenital heart disease interventions, peripheral artery procedures and arrhythmia devices.

✓

The National Centre for Cardiology hosted three missions by cardiac surgeons from the National Institute of Cardiac Surgery and Interventional Cardiology in Luxembourg, during which Luxembourg teams provided training and participated in open heart surgeries for 32 people, thus helping build the capacities of surgical teams at the National Centre for Cardiology.

**280**

more than 280 professionals attended the National Conference on Cardiovascular Disease.

**4,500**

A major awareness campaign in 13 cities on International Heart Day reached 4,500 people.

\* Non-exhaustive list



## MAE/013

### TECHNICAL SUPPORT FOR THE FORESTRY AND CLIMATE CHANGE FUND (FCCF) OF THE LUXEMBOURG MICROFINANCE AND DEVELOPMENT FUND

The MAE/013 project provides technical assistance to the FCCF so that it can build up its investment portfolio focused on degraded and secondary forests in Central America.

#### OBJECTIVE

**TO HELP THE FCCF IDENTIFY INVESTMENT OPPORTUNITIES IN  
DEGRADED OR SECONDARY FORESTS SO AS TO BUILD THE CAPACITY  
OF OWNERS TO MANAGE THEIR FORESTS SUSTAINABLY**

#### AREAS OF IMPLEMENTATION

- carrying out feasibility studies to study, among other things, forest productivity and existing value chains;
- promoting FSC forest certification;
- training foresters in sustainable forestry management;
- capitalising and sharing knowledge on business models tailored to the specifics of secondary tropical forests;
- developing social and environmental indicators to ensure impact monitoring;
- supporting strategic consideration of the proper evolution of the legal framework;
- contributing to the growing interest in climate finance in Luxembourg and around the world.



#### Project duration

2015	2016	2017
2018	2019	2020

#### Budget

2,000,000 EUR

## SIGNIFICANT EVENTS\*



The capacity of players was strengthened with respect to monitoring environmental and social indicators.



A mobile phone application was developed to facilitate tree identification.



The steering committee decided to expand the scope of the project by integrating Belize and the Dominican Republic.

\* Non-exhaustive list

2



new investment proposals were developed and submitted to the FCCF at the end of 2018. They relate to forestry projects in Guatemala and Costa Rica.



# MAE/014

## BUSINESS PARTNERSHIP FACILITY (BPF)

Over the past several years, the private sector has become increasingly recognised as an indispensable partner in achieving development goals.

As a consequence, this programme aims to encourage, through a financing facility called the Business Partnership Facility, the Luxembourg and European private sector to partner with partners – public or private – present in developing countries in order to implement sustainable business projects.

### GLOBAL OBJECTIVE

## TO SUPPORT SUSTAINABLE DEVELOPMENT AND INCLUSIVE GROWTH IN DEVELOPING COUNTRIES

### SPECIFIC OBJECTIVE

To create value through the strengthening of commercial synergies and the transfer of knowledge between private operators from the north and players from the south.

### AREAS OF IMPLEMENTATION

- annual call for projects with a two-step selection process;
- selecting and monitoring projects in collaboration between the Ministry of Foreign and European Affairs, the Ministry of Economy, the Chamber of Commerce and LuxDev;
- projects designed, developed, presented and carried out by the Luxembourg or European private sector;
- partnerships between the Luxembourg/European private sector and private, public or civil society players from developing countries;
- five sectors of activity - biohealth, ICT, fintech, eco-innovation/circular economy and logistics;
- the BPF targets all developing countries eligible for official development assistance, as defined by the OECD Development Assistance Committee. Among the nearly 150 countries affected around the world, Luxembourg's recipient countries are privileged;
- the evaluation criteria are based on the social standards established by the European Commission in 2014, including the project's impact on the achievement of development goals, the principle of additional financing, the neutrality of co-financing, which must not in any way create distortions of the targeted market, the common interest between partners, the demonstration effect, and compliance with social, environmental and fiscal standards;
- BPF co-financing via a grant of up to 50% of the project cost, with a ceiling of EUR 200,000;
- compliance with the so-called "de minimis" rules.



 Budget

4,000,000 EUR

Project duration

2016	2017	2018	2019	2020



Launch of the 3rd call for projects

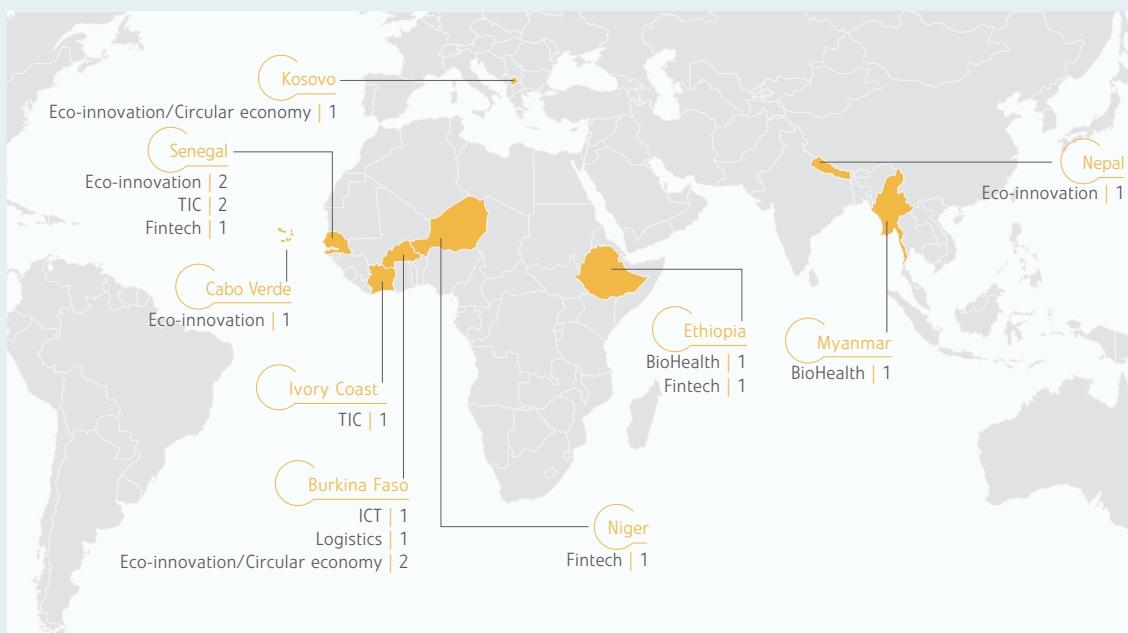
**9 NEW**  
CO-FINANCINGS  
**AWARDED**  
OR **17 PROJECTS**  
IN **3 YEARS**

Following the success of the BPF's first three years, the project was extended to allow for a 4th call for projects in 2019



Diverse and innovative projects, including two fintech projects using blockchain technology:

- combined with artificial intelligence for a fairer and more transparent selling price for coffee beans related to bean quality (Ethiopia);
- combined with satellite images to better compensate small farmers for poor harvests related to climatic events (Niger).





The development of information and communication technologies is an indispensable part of sub-Saharan Africa's economic and social development. AXIS is one of the main projects in the Regional Action Plan on the Knowledge Economy.

### GLOBAL OBJECTIVE

**TO HELP SET UP A NETWORK OF NATIONAL AND REGIONAL INTERNET EXCHANGE POINTS (IXP) AND OF REGIONAL AND CONTINENTAL INTERNET OPERATORS IN SUB-SAHARAN AFRICA**

### AREAS OF IMPLEMENTATION

- supporting the institutional development of Internet community stakeholders through two series of 30 capacity building workshops:
  - organisational measures and best practices,
  - technical aspects and administration of IXPs;
- support for IXPs with respect to initial equipment;
- initial financial support to facilitate the ISP peering at the regional level;
- support for developing interconnection regulations and policies.



Project duration			
2011	2012	2013	2014
2015	2016	2017	2018

 **Budget** } EU-Africa Infrastructure Trust Fund  
 5,100,000 EUR

## SIGNIFICANT EVENTS\*

17



The project contributed to the establishment and equipment of 17 national Internet exchange points in African countries that did not have one and which expressed the desire to have one set up.

8



Eight Internet exchange points were given support to become a regional Internet exchange point.

2



Two regional African communities (East Africa and Southern Africa) developed interconnection regulations, and the other three regions established a legal and political framework following regional workshops held for this purpose.

\* Non-exhaustive list



In January 2016, the European Commission invited four agencies (Enabel, British Council, GIZ and LuxDev) to participate in the preparation and implementation of a project aimed at providing partner countries with high-level expertise and tools to deliver inclusive vocational education and training and to support universal employability. During 2016 and the first half of 2017, the four agencies developed the project concept and methodology, decided on the allocation of work and contractual arrangements between them, and signed a co-delegation agreement with the European Commission.

### GLOBAL OBJECTIVE

**TO IMPROVE THE EFFECTIVENESS OF THE EDUCATION AND VOCATIONAL TRAINING REFORMS SO THAT THEY ARE MORE FOCUSED ON LABOUR MARKET DEMAND AND NEEDS, WHILE PROVIDING INCREASED ACCESS TO (SELF) EMPLOYMENT, INCLUDING FOR DISADVANTAGED GROUPS**

### SPECIFIC OBJECTIVE

To provide partner countries with the knowledge, tools and advice needed to improve responsiveness to the labour market, reforms, strategies, and action plans related to education and vocational training.

### AREAS OF IMPLEMENTATION

- providing tools and advice to the education and vocational training system and to labour market analysis in order to help local players improve basic education and vocational training programmes, and serve as the basis for informed policy decisions that address demographic, economic and labour market needs;
- developing and providing the tools and advice needed to establish sustainable consultation mechanisms and active private sector participation in the education and vocational training sector;
- empowering local players to promote inclusive education and vocational training for the formal and informal sector;
- guiding methodologies and approaches to support the integration of disadvantaged groups into the labour market and into education and vocational training.

Project duration		
2017	2018	2019
2020	2021	2022

 **Budget** } UE/German Government  
**933,361 EUR**

## SIGNIFICANT EVENTS\*

**113**

Organisation of a regional workshop to share and strengthen public-private partnerships in vocational training so as to help strengthen the quality of public-private partnership in the field of vocational training in Africa;

- 113 recipients representing 50 national organisations from 18 French-speaking African countries took part in the seminar;
- 96.3% of participants said they found the seminar useful.

**45**

Training set up for the management of vocational training centres in Bac Kan, Vietnam

- 45 participants from public and private vocational training centres in Vietnam and Laos.

✓

Development of the first VET-Toolbox, a training manual on the management of vocational training centres.

\* Non-exhaustive list



# 2018

## SUMMARY OF FUNDS IN AREAS OF CONCENTRATION (EUR)

### BURKINA FASO OFFICE

	Disbursed 2017	Disbursed 2018
Total Office	14,491,461	9,773,948

### CABO VERDE OFFICE

Total Office	3,379,303	5,930,804
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### MALI OFFICE

Total Office	13,271,445	17,292,582
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### NIGER OFFICE

Total Office	24,711,948	31,406,795
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### SENEGAL OFFICE

Total Office	11,437,799	11,950,662
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### KOSOVO OFFICE

Total Office	3,562,732	2,487,648
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### VIENTIANE REGIONAL OFFICE

	Disbursed 2017	Disbursed 2018
Total Office	17,407,429	23,394,205
Laos	11,848,438	16,944,176
Myanmar	1,529,523	2,359,455
Vietnam	4,029,468	4,090,574

### MANAGUA REGIONAL OFFICE

	Disbursed 2017	Disbursed 2018
Total Office	8,730,804	8,102,097
Nicaragua	8,526,115	7,835,534
El Salvador	204,689	266,563

### DIRECT MANAGEMENT

	Disbursed 2017	Disbursed 2018
Total	3,058,266	2,407,684
Regional Africa	56,187	4,573
Europe	-	-
Mongolia	1,581,332	456,991
Others (training, etc.)	1,420,747	1,946,120

<b>Total</b>	<b>100,051,184</b>	<b>112,746,427</b>
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\* Programmes and projects in formulation and implementation phase in 2018





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Cooperation Agency