



EVALUATIONS

Evaluation policy 2026

EVALUATION POLICY

1. INTRODUCTION

LuxDev's first evaluation policy was adopted in 2014 and revised in 2019. It led to the establishment of a dedicated evaluation department and the development of a structured framework for the systematic evaluation of LuxDev projects and programmes.

Between 2014 and 2025, nearly **170 evaluations** were carried out by LuxDev, significantly strengthening the accountability of Luxembourg's bilateral cooperation.

However, LuxDev's organisational and institutional context has evolved over time. Since 2022, the Agency's mandate has expanded, as evidenced by the objectives set out in its **Vision 2030**; a strategy that contributes to the achievement of sustainable development goals and is fully aligned with the **overall strategy of Luxembourg's cooperation - road to 2030**.

In a context of growing activity volumes and increasing geographical, thematic and sectoral diversification, the Agency has set itself the ambition of becoming a **"learning organisation"**. This evolution requires a more agile structure, greater internal efficiency, and a stronger focus on quality and usefulness, all of which have implications for LuxDev's evaluation system.

The primary objective of updating the evaluation policy is to ensure that it remains responsive to and aligned with the Agency's evolving realities. The revision thus forms part of a broader continuous improvement process.

In developing this new evaluation policy, LuxDev drew on an independent analysis of previously conducted evaluations. The main findings of this **meta-evaluation** identified **four key priority areas** to improve the quality and usefulness of the Agency's evaluations:

1) strengthening the learning function of evaluations: while evaluations have met LuxDev's accountability requirements by providing critical and transparent assessments of the effectiveness of interventions, they have not consistently fostered learning. The objective is to ensure that evaluations generate insights that inform the design and implementation of current and future projects and programmes, while also contributing to broader strategic and organisational learning.

2) focusing on targeted, high-value evaluations, that are tailored to stakeholder priorities and contexts: the 2014 policy's mechanical requirement to conduct mid-term and final evaluations is replaced by an approach that emphasises relevance and usefulness. The objective is to provide meaningful and actionable insights that support informed decision-making and optimise the use of evaluation resources.

3) enhancing the quality and credibility of evaluations: this will involve a more thoughtful application of international evaluation principles and standards, greater engagement of national partners, and increased attention to methodological rigour and clear presentation of findings. The objective is to ensure that evaluation results are transparent, credible, and trusted by all stakeholders.

4) strengthening the complementarity between monitoring, evaluation and learning: evaluation should not be seen as an isolated process but as a central component of the Results-Based Management (RBM) chain. It both complements and is informed by high-quality, reliable data from project and programme monitoring, as well as insights generated through dedicated learning activities. The objective is to ensure that coordinated monitoring, evaluation and learning contribute to evidence-based decision-making, adaptive management and organisational learning.

In addition to the four priority areas resulting from the meta-evaluation recommendations, the 2025 peer review of Luxembourg's development cooperation conducted by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD)¹ highlighted that the requirement to systematically conduct mid-term and final evaluations of projects and programmes limited opportunities for joint learning, including through thematic or regional evaluations.

This observation led to the formulation of a **fifth key priority area** to be incorporated into the evaluation policy:

¹ See recommendation 6 of the peer review of Luxembourg's development cooperation (May 2025): *Luxembourg should invest more in developing national evaluation capacities in partner countries and seek a balance between regular*

evaluations and more opportunities for joint learning between the MFA and LuxDev, including through consolidated thematic or regional evaluations, where appropriate.

5) **increasing opportunities for joint and strategic evaluations between the Ministry of Foreign and European Affairs, Defence, Cooperation and Foreign Trade (MFA) and LuxDev:** This includes mid-term reviews of Indicative Cooperation Programmes (ICP), as well as regional and thematic evaluations.

This evaluation policy is built around these five key priority areas, and the following chapters describe the adjustments and measures to be put in place to support, implement and monitor the commitments set out in this policy.

2. PURPOSE AND SCOPE

This document is intended for LuxDev staff members involved in the evaluation process at the various levels of the Agency, including the board of directors. Its purpose is to inform stakeholders and partners about the role of evaluation within LuxDev and how it is organised and implemented.

The evaluation policy constitutes the reference framework for evaluation within LuxDev. It describes the different types of evaluations and methodologies favoured by the Agency, the guiding principles and positions adopted regarding the planning, implementation, use and communication of evaluation results. The policy also defines evaluation-related roles and responsibilities within the organisation and is accompanied by processes and tools designed to facilitate its practical application².

This policy is aligned with Luxembourg's development cooperation strategy, which aims to:

- **strengthen evaluation practices** through increased use of innovative approaches to improve the measurement of the results and impacts of implemented actions, including through the conduct of joint evaluations with partners;
- **enhance the use of evaluations** by reinforcing the capitalisation of lessons learned and by more systematically integrating evaluation findings and recommendations into the planning and implementation of future actions.

This policy also refers to and is consistent with the Luxembourg Cooperation's evaluation policy of the MFA (2015)³.

The evaluation policy applies to internal evaluations conducted by LuxDev, specifically those organised by the **Audit, Compliance and Evaluations** Directorate. It covers cooperation projects and programmes implemented by the Agency and funded by the MFA and/or third-party donors.

2.1. Definition and purpose of evaluation

LuxDev adopts the definition of evaluation provided in the OECD DAC glossary⁴, which defines it as: **“the systematic and objective assessment of a planned, ongoing or completed intervention, its design, implementation and results”**.

The term evaluation differs from other complementary RBM instruments or tools in the following ways:

- **monitoring:** unlike monitoring, which documents the implementation of activities and tracks outputs and outcomes on an ongoing basis, evaluations are conducted at specific points in time. They go beyond routine data collection, requiring robust monitoring systems and evidence-based information as a foundation for credible and reliable assessments of interventions;
- **audits:** unlike audits, which primarily focus on compliance and accountability, evaluations assess broader dimensions of an intervention, such as the quality and relevance of results. Evaluations also serve purposes beyond accountability, including generating lessons and informing strategic and operational decision-making;
- **experience capitalisation:** Unlike experience capitalisation studies, which focus on documenting processes, approaches and good practices, evaluations concentrate on the outcomes and results of an intervention, assessing the gap between what was planned and what was achieved. Evaluations provide judgements that can guide future decision-making, whereas experience capitalisation studies do not;
- **research studies:** unlike pure research studies, evaluations have a specific use and purpose and do not aim to generalise. Evaluations are designed to improve practices, while research typically seeks to prove or test a hypothesis.

2 Processes and tools available on the relevant internal platforms.

3 Luxembourg Cooperation Evaluation Policy (2015).

4 OECD (2023), Glossary of Key Terms in Evaluation and Results-Based Management for Sustainable Development (Second Edition), OECD Publishing, Paris.

Evaluation at LuxDev must serve the following purposes:

- **learning:** evaluation supports LuxDev's ambition to become a “**learning organisation**”. Evidence-based insights and lessons drawn from evaluative analyses provide substantial potential to inform operational or strategic decision-making, promote organisational learning and generate knowledge from LuxDev's experiences;
- **steering:** project and programme evaluations guide decisions on improving practice, adjusting budgets or timelines, and informing future programming cycles in target countries;
- **accountability:** evaluations allow LuxDev to assess the performance of projects and programmes, report on the use of public funds, verify whether results have been achieved, and explain how and why outcomes were reached. Evaluation results are communicated transparently to partners, donors and the public;
- **dialogue:** evaluations strengthen dialogue at three levels:
 - **with the MFA:** it strengthens coordination between LuxDev and MFA teams, promotes synergies in evaluation activities, and encourages reflection on their respective methods and practices,
 - **with LuxDev's board of directors:** strategic evaluations and/or quality assessments provide timely information on topics of interest, facilitating informed decision-making and adjustments to strategic orientations,
 - **internal dialogue within LuxDev:** evaluation is a participatory process, coordinated by the Knowledge, Evaluation and Learning Department (KEL) and relevant stakeholders, which tailors the scope, timeline, and type of evaluation to the specific needs of stakeholders.

LuxDev recognises that certain evaluation types are better suited to specific purposes. For this reason, stakeholder expectations must be clearly specified in the Terms of Reference (ToR) for each evaluation.

2.2. Types of evaluation conducted by LuxDev

The following types of evaluation are of particular importance to LuxDev:

Project and programme evaluation: LuxDev conducts mid-term and/or final evaluations of its projects, programmes, or groups of projects or programmes (cluster evaluations). The purpose is to strengthen **accountability** to stakeholders, foster collaborative **learning** by stimulating reflection on implementation, results and expected changes, and to enhance the evaluations' overall **relevance and usefulness**. Such evaluations must be closely aligned with **key decision-making moments**, especially prior to decisions on budgetary and/or time extensions, or before the definition of a new phase.

- **final evaluations are mandatory** for all projects and programmes. While final evaluations are normally undertaken at the end of implementation, their timing may be advanced where justified to better align with programming and decision-making cycles, particularly when evaluation findings are intended to inform the design of subsequent phases or programmes.

Final evaluations are **systematically carried out by external consultants recruited by LuxDev's KEL Department** in accordance with applicable procurement standards. The decision to carry out a final evaluation must be included in the evaluation planning for the year concerned;

- **mid-term evaluations are optional.** They should be considered when other existing mechanisms, such as monitoring and learning activities (including experience capitalisation) as well as remote support to projects and programmes, are insufficient to meet the learning, accountability or decision-making needs of the project or programme.

Mid-term evaluations **do not apply** to projects and programmes with a life cycle of less than five years.

Mid-term evaluations may be conducted:

- **externally** by consultants recruited by LuxDev's KEL department or, where applicable, by country offices,

- **internally** by LuxDev operational staff who **were not involved in the design, implementation or monitoring** of the concerned project or programme, or
- through a **hybrid model** involving collaboration between LuxDev operational staff meeting the above criteria and an external consultant.

The decision to carry out a mid-term evaluation (internal, external or hybrid) must be included in the evaluation planning for the year concerned.

Ex-post evaluation: the objectives of this type of evaluation are to determine factors for success or failure, assess the longer-term effects and sustainability of results, and generate lessons that can inform other interventions.

- ex-post evaluations may be carried out shortly after project or programme completion (e.g. after the final report has been produced) or at a later stage, typically between one-to-three years post-completion;
- ex-post evaluations are particularly relevant for projects or programmes of **strategic importance**, those implemented in several consecutive phases or those whose central objective is the replication and/or extension of a model or approach;
- conducting an ex-post evaluation requires the establishment of a robust and continuous monitoring system throughout the period covered by the evaluation;
- if the decision is made to conduct an ex-post evaluation, it may be planned and budgeted in the technical and financial document for the next phase of the project or programme and then incorporated into the evaluation planning for the year concerned.

Evaluability assessment: the quality and usefulness of evaluations are established from the formulation phase onwards, through an integrated evaluation logic, including the development of the logic model or theory of change, definition of the baseline situation and establishment of the monitoring, evaluation and learning system.

The assessment focuses on three key dimensions: intervention design, data availability and institutional context. Their relative importance varies over the project lifecycle: design is most critical during the formulation phase, while data availability and institutional context become essential during the execution phase and in preparation for an evaluation:

- evaluability assessments can be carried out as a separate exercise, either internally or by external consultants, or **integrated into the Agency's existing quality assurance processes**;
- this approach is particularly relevant for complex or multi-phase interventions, interventions operating in fragile contexts, and for determining the feasibility of ex-post evaluations. **Joint strategic evaluation**;
- **mid-term reviews of ICP** are led by the MFA but, where applicable, carried out jointly with LuxDev. They serve to guide and inform decisions for future programming cycles in partner countries. To ensure relevance and usefulness for a five-year ICP, they generally take place between the third and fourth years of implementation;
- a strategic evaluation can be **thematic** and/or **regional** and generally aims to generate relevant and actionable knowledge for the development of new development cooperation strategies or policies. As a **trusted advisor**, LuxDev participates in discussions on the identification of evaluation topics and provides its resources and expertise to support the MFA in carrying out a strategic evaluation.

Quality assessment

- quality assessments form part of LuxDev's efforts to continuously improve its monitoring, evaluation and learning system. They assess the reliability, usefulness and quality of evaluation reports, internal monitoring and reporting, and learning processes and outputs;
- if the decision is taken to carry out a quality assessment, it will be financed through LuxDev's core funding.

2.3. Innovative methodologies

LuxDev favours evaluation methodologies that are adapted to the diversity and innovative nature of its projects and programmes. Specific attention is paid to **qualitative methodologies** that can capture and assess the changes brought about by interventions.

2.4. Monitoring, evaluation and learning

Ensuring effective coordination between monitoring, evaluation and learning in development cooperation programmes is essential to ensure effectiveness and transparency. **Monitoring** provides real-time data on activity progress, while **evaluation** offers in-depth analysis of achieved results. Well-coordinated monitoring and evaluation allow for the adjustment of ongoing actions and generate reliable and relevant information for all stakeholders.

Accountability is maintained throughout the MEL cycle, notably through clear and regular reporting, as well as mechanisms for collecting and incorporating feedback from beneficiaries and partners.

Learning, which encompasses experience capitalisation and other reflective activities, is of strategic importance. It highlights lessons learned and good practices, notably drawing on insights from monitoring and evaluation. This process transforms experience into concrete and transferable knowledge that can guide and improve future projects and programmes, thereby strengthening organisational learning.

Effective coordination of these three dimensions strengthens the consistency and continuity of interventions, prevents the repetition of errors, and supports informed decision-making throughout the project cycle.

3. GUIDING PRINCIPLES AND CRITERIA

3.1. Guiding principles

LuxDev's evaluations comply with the OECD DAC quality standards and norms for evaluation⁵. The following guiding principles are mutually reinforcing:

- **usefulness:** a useful evaluation is one that, through appropriate timing and relevance, provides credible and practical information to effectively inform strategic and operational decision-making.

For LuxDev, the decision to evaluate a project or programme is a strategic choice that must create **added value**.

Recommendations resulting from evaluations are integrated into the Agency's decision-making mechanisms (e.g. project and programme steering committees) and evaluation results are shared with all relevant stakeholders (e.g. counterparts, donors, LuxDev staff, other technical and financial partners);

- **quality and credibility:** the quality and credibility of evaluations depend on the independence and competence of the evaluators, methodological rigour, and the active participation of stakeholders.

Recommendations must be relevant, actionable and evidence-based, thereby ensuring reliable and useful findings for decision-making;

- **participation and partnership:** active stakeholder engagement throughout the evaluation process enhances the relevance, legitimacy and ownership of the results.

Wherever possible, stakeholders should contribute to all phases of the evaluation process. Reference groups may be established to provide shared guidance and oversight, and recommendations may be co-created with stakeholders.

This principle also includes, where feasible and appropriate, co-management, or for example in mid-term evaluations, direct management - by national partners. In such cases, LuxDev plays a supporting role, with a view to ensuring the quality of evaluations;

- **independence and impartiality:** independence is an essential condition for ensuring the impartiality, objectivity and credibility of evaluations.

Evaluators must be free of conflicts of interest and must not have been involved in the design or implementation of the projects or programmes being evaluated.

This requirement is supported by the structural independence of the KEL department from projects and programmes. Stakeholders are expected to fully respect evaluators' freedom of judgement.

The entire process must be conducted in an ethical manner, in accordance with recognised professional standards⁶.

5 OECD (2010), *Quality Standards for Development Evaluation*, DAC Guidelines and Reference Materials, OECD Publishing, Paris, <https://doi.org/10.1787/9789264083912-fr>.

6 UNEG *Ethical guidelines for evaluation, 2020*, https://www.unevaluation.org/uneq_publications/uneq-ethical-guidelines-evaluation

LuxDev entrusts most of its evaluations to **external professional evaluators** to ensure a diversity of skills and compliance with international quality standards.

The Agency also values local evaluation expertise, which contributes to contextual relevance, capacity strengthening and stakeholder ownership of results.

LuxDev encourages its KEL department, sectoral or thematic experts not involved in the project or programme, or a combination of an internal evaluator and an external expert, to carry out **“internal” evaluations**. These evaluations promote the involvement of LuxDev teams in the evaluation process, thereby helping to strengthen the evaluation culture within the organisation;

- **transparency:** LuxDev is committed to open and accessible dissemination of evaluation results, in support of accountability and learning.

Executive summaries are published on the LuxDev website, while full reports are made available on relevant internal platforms, or externally upon request at evaluations@luxdev.lu.

Where appropriate, dissemination is also ensured through international platforms such as DEReC⁷ (OECD). In addition, a biennial evaluation report presents the main analyses and conclusions of evaluations conducted during the reporting period;

- **ethics and professional conduct:** ethical principles, in particular respect for privacy and data confidentiality, must be guaranteed at every stage of the evaluation process and apply to evaluators, evaluation managers and commissioners alike. Evaluators are required to respect the right of participants to provide information confidentially and to ensure the protection of personal data. Participants must be provided with clear and comprehensible information regarding the objectives of the evaluation and the intended use of the data collected;
- **responsible and transparent use of Artificial Intelligence (AI) in evaluation:** any use of artificial intelligence in evaluations, including by external evaluators, must comply with the following requirements:

- the use of AI in evaluation must be declared, justified and rigorously documented. AI cannot replace human judgement; meaningful human oversight must be in place at all key stages, including data collection, analysis, interpretation, and reporting,
- robust data protection and informed consent protocols are essential, particularly in fragile contexts, where AI may increase risks for marginalised or vulnerable populations. Evaluators are responsible for demonstrating that the use of AI use complies with the ethical principles, including fairness, non-discrimination and protection of fundamental rights, and that algorithmic biases are identified and mitigated. Any automated decision with a significant impact on participants must be subject to explicit human validation.

3.2. Use of criteria

LuxDev aligns with the OECD DAC evaluation criteria and applies them in a thoughtful, context sensitive manner⁸, taking into account the context and objectives of each evaluation.

Project and programme evaluations are classified as mid-term or final evaluations and are assessed against the five core DAC performance criteria: **relevance, coherence, effectiveness, efficiency and sustainability**.

Mid-term evaluations allow for greater flexibility in the selection and weighting of criteria, depending on the objectives and scope of the exercise.

Final evaluations must cover all five criteria, although some flexibility is allowed in their weighting.

Impact, while part of the DAC evaluation criteria, is applied only in ex-post evaluations, where long-term effects can be meaningfully assessed. These evaluations consider significant and lasting changes (positive or negative, intentional or unintentional) to which an intervention contributes, without aiming to establish causal attribution.

⁷ DAC Evaluation Resource Centre (DEReC)

⁸ OECD (2023), A thoughtful application of evaluation criteria, OECD Publishing, Paris, <https://doi.org/10.1787/716baf6e-fr>.

By contrast, **impact evaluations** are separate exercises conducted under the responsibility of the MFA and its research partners. They are specifically designed to determine causal attribution and may focus on similar or different changes from those assessed in ex-post evaluations.

Both approaches are **complementary**, offering a fuller understanding of the effects of development interventions.

In addition to the DAC evaluation criteria, project and programme evaluations systematically consider other **important dimensions that reflect LuxDev's strategic priorities**. These include:

- an analysis of **capacity-strengthening** actions is integrated into evaluations, both in terms of their implementation and the changes they produce relative to the objectives they were intended to achieve;
- the incorporation of cross-cutting priorities of Luxembourg's development cooperation, namely **gender equality, human rights and environmental sustainability**;
- the inclusion of any other thematic or cross-cutting priority will be decided on a case-by-case basis.

4. PRINCIPLES FOR OPERATIONALISING THE EVALUATION PROCESS

The evaluation process at LuxDev is structured around three main elements:

4.1. Planning

- **project and programme evaluations**, as well as ex-ante and ex-post evaluations, are scheduled within a multi-year evaluation plan. This plan is reviewed quarterly to allow adjustments to the timing of evaluations in response to emerging needs.

Evaluation users are involved in evaluation planning to ensure that their information and decision-making needs are incorporated into the process and that evaluations are conducted at the most relevant time, thereby informing decision-making and supporting continuous improvement. Each evaluation is designed according to its specific purpose and scope, and the portfolio of evaluations planned under the multi-year evaluation plan is coordinated to ensure complementarity and to avoid unnecessary duplication;

- the **planning of joint strategic evaluations** is managed directly by the MFA's evaluation and knowledge management service in coordination with LuxDev's KEL department;
- **quality assessments** are proposed in the KEL department's annual work plan and validated by the LuxDev's Executive Committee (COMEX).

4.2. Implementation of the evaluation process

- **the evaluation process** covers the following major phases: preparation, conducting the evaluation (data collection and analysis), report writing, and use and communication of results. Each phase is rigorously managed to ensure the consistency, quality and relevance, with specific steps designed for each phase of the evaluation process established by the KEL department;
- evaluations at LuxDev are conducted in a **collaborative and inclusive** manner, engaging all stakeholders from the earliest possible stage to address their needs and support the effective use of evaluation results;
- the establishment of a **reference group** is not mandatory but may be considered based on the specific needs of the evaluation. When created, the group helps to enhance transparency, ensure balanced stakeholder representation, foster constructive dialogue, and support the development of institutional capacities in evaluation and learning;
- LuxDev entrusts most of its evaluations to **external evaluators**, selected through procurement procedures or framework contracts, who are duly briefed on the Agency's evaluation policies and procedures. This approach safeguards independence, objectivity and technical rigour, while reducing the risk of conflicts of interest and matching expertise with the specific needs of each evaluation;
- **quality assurance** is applied at every major stage of the evaluation process – from the definition of the ToR to the validation of the final reports. In most cases, LuxDev's KEL department coordinates these activities, involving relevant stakeholders to review methodology, analytical consistency and data reliability. In addition, **meta-evaluations** are conducted periodically by external experts to assess the quality of evaluation reports, identify areas for improvement and support the continuous improvement of evaluation practices within LuxDev.

4.3. Use and communication of evaluation results

- evaluation results must be credible, accessible and used effectively in a timely manner to inform evidence-based decisions, strengthen accountability, and support organisational learning;
- at the conclusion of each evaluation, relevant, realistic and actionable recommendations must be formulated. These recommendations are accompanied by a formal response, developed at the appropriate decision-making level, along with an implementation plan. The KEL department periodically monitors the implementation of recommendations;
- evaluation results will be integrated into LuxDev's knowledge and learning system, including:
 - consolidating and disseminating lessons learned and good practices to inform strategic planning and future interventions,
 - producing and reporting annual performance indicators to monitor and improve the Agency's evaluation process;
- evaluation results are presented in debriefings involving the various stakeholders. These can take place at different stages of the evaluation process and target different internal and external audiences, depending on requirements;
- LuxDev representatives in target countries share the final evaluation with the Embassies, national partners and, where applicable, to third-party donors. In addition, LuxDev's KEL department forwards the final evaluation reports to the MFA's evaluation and knowledge management service;
- all evaluation reports commissioned by LuxDev are published and made available on the Agency's website and may also be shared with relevant third-party platforms;
- to meet the diverse needs of target audiences, innovative technologies and communication channels can be used to increase engagement with evaluation findings and promote their use. Examples include producing evaluation podcasts or videos, organising targeted webinars, creating summary infographics and disseminating results through social media;
- a biennial report will be produced by LuxDev's KEL department, summarising evaluations carried out during the period and synthesising the key lessons learned. The report is produced and disseminated in collaboration with the Communications department.

5. HUMAN AND FINANCIAL RESOURCES

Useful, high-quality evaluations require adequate budgets and sufficient human and financial resources to manage them. Based on international standards and lessons learned from LuxDev, this policy establishes and defines benchmarks for financing the evaluation function to guide the Agency's practices.

- **the budget allocated to project and programme evaluations** is taken from their own budget envelope. It must be anticipated and integrated from the formulation phase onwards. LuxDev ensures **that at least 0.7% of the total budget for each project or programme** is allocated to evaluations. The costs incurred for an evaluation must remain proportionate to the scale of the project or programme concerned and balanced with the resources available for monitoring and learning;
- LuxDev's KEL department monitors and analyses the actual expenditure incurred for project and programme evaluations, comparing it with the budgetary objectives defined in this policy;
- for **Ex-post evaluations**, the budget may be integrated from the formulation phase of the next cycle of the projects and programmes concerned;
- the budget for **quality assessments** is drawn from LuxDev's core funding.

6. ROLES AND RESPONSIBILITIES

6.1. Board of directors

The board of directors is informed of the results of strategic evaluations and quality assessments by the COMEX.

6.2. Executive committee

The COMEX tasks LuxDev's KEL department with steering, supervising and validating project and programme evaluations. It is also responsible for commissioning quality assessments and provides input and oversight on strategic evaluations.

Each year, the COMEX approves the KEL department's evaluation work plan and ensures it has the necessary resources to carry out its activities. These include: project and programme evaluations; contributing to strategic evaluations, which focus on broad policy directions and thematic and/or sectoral priorities; and quality assessments, which focus on improving the processes and standards of the monitoring, evaluation and learning system.

The COMEX is responsible for:

- **promoting a culture of evaluation** within the Agency and encouraging the use of evaluation results to inform strategic decisions;
- **clearly communicating** strategic evaluation and quality assessment priorities;
- **ensuring consistent application of the evaluation policy** by all relevant teams;
- **preparing managerial responses** to recommendations from evaluations within its scope and monitoring their implementation.

6.3. LuxDev's KEL department

The KEL department is LuxDev's primary point of contact for all evaluation matters. It provides the methodological and managerial expertise needed to oversee the strategic and technical aspects of planning and conducting evaluations.

The department is responsible for maintaining LuxDev's evaluation framework, coordinating and validating evaluations - often carried out by external experts under contract - and, where applicable, manages framework contracts related to evaluation activities.

As an entity independent from project and programme implementation, the KEL Department safeguards the objectivity and credibility of evaluations.

6.4. Directorates, country offices and operational teams

The Programmes, Expertise and Partnerships department, country offices and project and programme teams actively collaborate to plan and conduct evaluations at LuxDev. They ensure that MEL systems are robust and provide the data and information needed for high-quality evaluations.

Designated individuals **embedded within project and programme teams** – such as monitoring, evaluation and learning officers and technical assistants – support the evaluation process by sharing relevant data, assisting with the practical organization of evaluation missions, and contributing to the review of reports and other evaluation outputs.

For mid-term evaluations, **the evaluation process may be decentralised to country offices**, under the guidance and supervision of the KEL department.

Individuals at both the country level and in Luxembourg who hold decision-making roles in cooperation programmes (e.g., Programme Officer, Resident/Regional Representative, Programme Advisor or others), actively participate in and support the evaluation process. They may join reference groups and are responsible for ensuring that recommendations are acted upon and implemented at the appropriate level.

LuxDev's thematic experts actively participate in the evaluation process within their areas of expertise. Where an evaluation addresses their thematic area in a significant manner, they may sit on reference groups. These experts also facilitate the dissemination of lessons learned and ensure their integration into LuxDev's methods, tools and approaches.

7. UPDATE OF THE EVALUATION POLICY

The evaluation policy will be updated regularly, at least every four years, to reflect developments in the field of evaluation and LuxDev's organisational context. These updates ensure that the policy remains relevant, high-quality and practical for guiding the Agency's evaluation activities.