

ANNUAL REPORT 2017







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A WORD FROM THE PRESIDENT AND THE DIRECTOR-GENERAL

For LuxDev, the key word of 2017 was undoubtedly “Evolution”. Indeed, over the past year, our agency has undergone many changes, both operational and organisational or structural.

The first development concerns what could be described as the Agency’s DNA, since it is no more and no less than the adaptation of the general agreement between the Luxembourg State and its development cooperation agency.

Well aware of its environment and resolutely attentive to the national and international development cooperation movements, the Agency was fully aware that a revision of its agreement with the State had become necessary.

Indeed, since the launch of discussion and debate on the effectiveness of aid at major international conferences, from Rome to Nairobi, our desire and our plan has consistently been to translate the political commitments made by our government into concrete action on the ground. The revision of the Agreement is part of this framework and takes account of developments since the previous Agreement was signed in 2008, in particular as regards the role of a cooperation agency and its responsibilities in this new environment.

It should also be noted that the special report published by the Court of Auditors on 13 October 2016 acted as a catalyst and provided arguments in favour of the revision of the Agreement being implemented. In its report, the Court of Auditors stated that the 2008 Agreement had to be adapted to changes in the field of development cooperation and in particular to new commitments made by the State at international level.

During the revision phase of the agreement, the OECD, for its part, pointed out in a report published in the context of the peer review of Luxembourg’s cooperation in 2017 that the envisaged revision of the agreement and memorandum of understanding between LuxDev and the Ministry was intended to adapt the role and positioning of the Agency in response to the new international context, including with regulations on the provision of services to third parties. According to the OECD, this review would help ensure consistency between interventions, while recognising the financial and educational benefits of these services. The report also indicated that the proposed revision of the 2008 Agreement and the Memorandum of Understanding between the Ministry of Foreign and European Affairs (MFEA) and LuxDev should make it possible to strengthen Luxembourg’s approach to risk management, in particular on the issue of the provision of services to other third-party donors.

It was finally in December 2017 that a new version of the agreement was signed. This new version incorporates many changes for the development cooperation of the Grand Duchy of Luxembourg. For example, the Agency is now more fully integrated in the various stages of identification and drafting of the geographical, sectoral, topic and financial strategies specific to Luxembourg Cooperation. Significant changes have also been made to the chapter dealing with third-party donor activities.

At the organisational and operational level, it was through the implementation of the “Optimus” restructuring programme, to which this annual report devotes a special section (page 7), that the Agency underwent a major change. This reorganisation, which is both essential and beneficial, will make it possible to respond more effectively to the increasingly complex development challenges and thus contribute to a better quality of aid, in particular by accentuating the decentralisation of the Agency’s activities. Indeed, through the delegation of authority to its country/ regional offices, LuxDev will be contributing to strengthening Luxembourg Cooperation’s capacity to become actively involved in local and European coordination mechanisms. Moreover, these efforts will help to reduce the transaction costs of cooperation with partner countries and improve programme efficiency.

It should be noted that in financial terms, despite all these transformative processes, 2017 will be remembered as an exceptional year. For the first time in its history, LuxDev crossed a disbursement threshold of EUR 100,000,000.

The clarification of relations between the MFEA and LuxDev and the increased involvement of the Agency in identifying indicative cooperation programmes, which, moreover, have a positive impact on the quality of planning and the coherence between the various strands of programmes in the priority countries, are certainly not unrelated to this excellent result.

Another non-negligible factor is undoubtedly the strengthening of the Agency’s knowledge management through the systematic use of assessments, the creation of exchange platforms and the development of a learning culture. Indeed, LuxDev’s knowledge management strategy, which combines knowledge production with individual performance planning, monitoring and management processes, is an active part of the strengthening of the Agency’s expertise.

In conclusion, it is with definite optimism and a conviction as to the motivation of all our employees that we look ahead to the future, with a greater inclination than ever to successfully meet the many challenges facing us.



Étienne REUTER
Chairman of the Board
of Administration



Gaston SCHWARTZ
Director-General



SPECIAL DOSSIER

OPTIMUS

OBJECTIVES AND CONTEXTUALISATION
METHODOLOGY
IMPLEMENTATION

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OPTIMUS | INTRODUCTION

WHY HAVE WE SET UP OPTIMUS?

As a development agency of the Luxembourg State, LuxDev constantly aspires to do more and better and to do it in an innovative way, using a range of resources, approaches and modalities and in a manner well adapted to the objectives of its mission.

Today, development operators in the broad sense - including bilateral agencies - have to locate their interventions within a global (fundamental issues about the effectiveness of development aid), European (division of labour) and national (sectoral and topic strategies, action plan for the effectiveness of aid) perspective. In addition, they need to adapt their practices to respond effectively to increasingly complex developmental challenges and thus contribute to a better quality of aid.

For an organisation present on four continents facing internal as well as external challenges, and in order to adapt to the changes that the world of development cooperation is going through, the implementation of Optimus had become a matter of necessity.

Indeed, after the drafting of an organisational and functional diagnosis, which also obtained the opinion of the Directorate of the Ministry of Foreign and European Affairs (MFEA) and looked at the functioning of other structures such as ENABEL (Belgium), ADA (Austria) and the SDC (Switzerland), the findings and recommendations reached led to the preparation of the Optimus scheme, whose objective is to increase the Agency's operational efficiency while streamlining the work of all those involved.

Thanks to Optimus, LuxDev continues to evolve, particularly with regard to key functions at its headquarters as well as the country and regional offices.

WHAT EXACTLY IS OPTIMUS?

Optimus is an in-depth restructuring of the Agency's operating methods in line with the objectives of its Vision 2020.

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

Second key principle of Vision 2020

Structural objectives of Vision 2020:

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

This restructuring is the result of a long process of reflection, field studies, organisational analyses and internal recommendations.

It essentially takes the form of decentralisation and the transfer of skills to the field in order to improve the implementation of programmes and projects. With particular attention to maintaining an adequate framework of communication between headquarters and the field, it strives to ensure a good flow of information to donors.

It is also essential for Optimus to put in place an architecture that makes it possible to strike an optimal balance in terms of both control and division of responsibilities.

In fact, decentralisation is nothing new for the Agency since, essentially, it began in 2003 with the establishment of the regional offices (today the country offices).

But Optimus is not limited just to decentralisation. It is also about standardising the Agency's structures. This homogenisation is intended to facilitate the control of external entities but also to ensure their sustainability. Indeed, given that LuxDev requires a regular rotation of the personnel managing the country offices, the harmonisation of structures greatly facilitates the process.

So Optimus has redefined the division of roles between headquarters and decentralised offices while strengthening structures in partner countries in order to increase the efficiency of activities and to achieve the mission entrusted to LuxDev by the MFEA and other donors.

GLOBAL, EUROPEAN AND LUXEMBOURG FRAMEWORK

LuxDev has followed several major international cooperation guidelines in the implementation of its Optimus programme.

First, there is the Rome Declaration on Harmonisation (2003), which for more than 15 years has led development partners to progressively make effectiveness their major concern. One of the principles on which the effectiveness agenda is based is that of harmonisation, which commits donors to coordinate among themselves, set up joint mechanisms, simplify their procedures and share information. The Agency has been inspired by this principle, in particular for the realignment of the responsibilities of the various services and offices.

Then there is the Paris Declaration (2005), which recognises that aid fragmentation undermines the effectiveness of aid, whereas a pragmatic approach to the division of labour and burden-sharing can enhance complementarity and reduce transaction costs. This approach has helped to guide the revision of LuxDev's working methodologies.



“ WE COMMIT TO TAKING CONCRETE AND EFFECTIVE MEASURES TO REMOVE THE REMAINING OBSTACLES, IN PARTICULAR:

III. INSUFFICIENT DELEGATION OF AUTHORITY TO FIELD PERSONNEL OF DONOR AGENCIES AND INSUFFICIENT INCENTIVES TO FAVOUR EFFECTIVE PARTNERSHIPS ENABLING DEVELOPMENT BETWEEN DONORS AND PARTNER COUNTRIES. ”

At the European level, the code of conduct on complementarity and the division of labour in development policy (2007) also guided LuxDev in defining the main principles behind Optimus.

Finally, on the basis of the principles of the global partnership for effective development cooperation (Accra in 2008, Busan in 2011 and Mexico City in 2014), Luxembourg Cooperation has adopted the “Action Plan for Development Effectiveness (2014-2016)”. This plan, which is intended to strengthen the effectiveness of its development cooperation in the partner countries, has also led to restructuring at LuxDev.



WE WILL FOCUS ON RESULTS.

23. D) WE WILL STRENGTHEN INCENTIVES TO IMPROVE THE EFFECTIVENESS OF AID. WE WILL SYSTEMATICALLY REVIEW AND WORK TO OVERCOME LEGAL AND ADMINISTRATIVE OBSTACLES TO THE IMPLEMENTATION OF INTERNATIONAL COMMITMENTS ON THE EFFECTIVENESS OF AID. DONORS WILL FOCUS MORE ON DELEGATING SUFFICIENT AUTHORITY TO FIELD OFFICES AND REVIEWING ORGANISATIONAL ARRANGEMENTS AND INCENTIVES FOR PERSONNEL TO PROMOTE BEHAVIOUR CONSISTENT WITH THE EFFECTIVENESS OF AID PRINCIPLES.



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



TRANSPARENT AND ACCOUNTABLE COOPERATION

25. WE WELCOME THE DIVERSITY OF PLAYERS IN DEVELOPMENT COOPERATION. DEVELOPING COUNTRIES WILL LEAD CONSULTATION AND COORDINATION EFFORTS TO MANAGE THIS DIVERSITY AT THE COUNTRY LEVEL, WHILE DEVELOPMENT ASSISTANCE PROVIDERS WILL BE RESPONSIBLE FOR REDUCING FRAGMENTATION AND CONTAINING THE PROLIFERATION OF AID CHANNELS. WE WILL ENSURE THAT THE INITIATIVES WE TAKE TO REDUCE FRAGMENTATION DO NOT REDUCE THE VOLUME AND QUALITY OF RESOURCES AVAILABLE TO SUPPORT DEVELOPMENT.

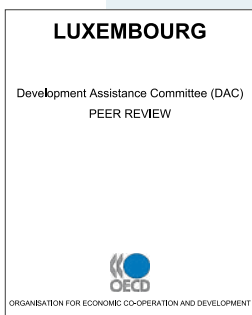
TO THIS END:

D) DEVELOPMENT COOPERATION PROVIDERS WILL INTENSIFY AND ACCELERATE THEIR EFFORTS TO ADDRESS THE LACK OF DELEGATION OF AUTHORITY TO THEIR FIELD PERSONNEL. THEY WILL EXAMINE ALL ASPECTS OF THEIR ACTIVITIES, INCLUDING DELEGATION OF FINANCIAL AUTHORITY, PERSONNEL ISSUES AND THE ROLES AND RESPONSIBILITIES RELATED TO PROGRAMME DESIGN AND IMPLEMENTATION; THEY WILL TAKE ACTION TO ADDRESS REMAINING OBSTACLES.



It should be noted that recommendations along the same lines have been made many times by the OECD.

“ Extract from the 2008 peer review report of the Development Assistance Committee on Luxembourg Cooperation ”



- Luxembourg should move towards gradual decentralisation in order to better implement the provisions of the Paris Declaration;
- while Lux-Development has indeed decentralised all its processes to its regional offices, the delegation of powers to personnel in the field is very limited - the division of labour between the central services and the services in the field brings almost all decisions back to Luxembourg and the office essentially plays only an implementation role. While it is true that, in the case of Luxembourg, decision-taking does not seem to be a cumbersome process involving significant delays, this country should nevertheless consider putting in place effective decentralisation, including the delegation of decision-taking power for the release of public aid funds, negotiating agreements and implementing financial transactions. Further decentralisation could thus contribute to strengthening local, office and partner capacities and would be more effective if a results-based management system were to be put in place. ”

“ Extract from the report of the 2012 peer review of the Development Assistance Committee on Luxembourg Cooperation ”

- greater decentralisation would enhance the quality of programme delivery. ”

“ Extract from the report of the 2017 peer review of the Development Assistance Committee on Luxembourg Cooperation following the implementation of Optimus ”



- through the Optimus 2016 programme, LuxDev is improving its operational efficiency by redefining its procedures and delegating authority to regional offices. Thus, the programme provides for harmonisation of the standard structure of key positions on the ground, which will streamline decision-taking mechanisms. Some field functions will also have increased responsibility for accounting entries (due diligence). In addition, the transfer of business processes to regional offices will make it possible to improve the identification and formulation processes, adapting them as closely as possible to the needs of partner countries
- in line with the recommendations of the last Peer Review, Luxembourg has strengthened its capacity to complete its cooperation programme with the opening of new offices on the ground in Niger and Mali and by improving its human resource management tools, for example by clarifying individual job descriptions. LuxDev, for its part, has strategically redeployed its workforce and, with the Optimus 2016 reorganisation plan, is trying to improve operational effectiveness still further. ”

RASCI METHOD

PREPARATORY ANALYSES FOR THE IMPLEMENTATION OF OPTIMUS

Before embarking on the implementation of Optimus, LuxDev carried out various analyses. One of the main analytical methods used is the RASCI method.

This method is based on a matrix of responsibilities that indicates the roles and responsibilities of stakeholders within each operational process.

In Optimus, the RASCI method focused on process analysis and the optimal assignment of tasks between the Field and Headquarters.

The development of a table of responsibilities that encourages discussion and clarifies the attitude needed to carry out actions and decisions has made it possible to define the role and responsibilities of each actor:

- who are the operational members of the project and their respective tasks;
- who is the sole decision-maker;
- who are the players who can be asked for advice or support;
- who should be informed.

Responsible Accountable Support Consulted Informed

The **R** carries out the action. There is at least one R for each action. If the R does not meet his objectives, the A has ultimate responsibility for the situation.

The **A** A is the person who is accountable for the progress of the action. There is always one A and only one A for each action. Being assigned an A means being fully responsible for an action.

The **S** are actors which support the R and/or the A. There is no obligation to consult them but there is an obligation to respond if they are consulted. The Ss have no authority. It is the A who decides whether or not to take the Ss' opinion into account.

The **C** are players who must be consulted. There is an obligation to consult them and an obligation to respond. On consultation with the As and/or Rs, they give an opinion on the subjects in which they are experts. The Cs have no authority. It is the A who decides whether or not to take the opinion of the Cs into account.

The **I** are the players who need to be informed. They are normally involved or concerned by the project/area/process as users, peripheral managers, etc. There is no obligation to reply.

Example of a RASCI matrix

Task \ Person in charge	Principal technical consultant	International technical assistant	Partner	Finance unit
exchanges with the national party	R/A	C	C	
preparation of financial data	S	S	S	R
audit note	R/A	S	C	
A approval	R	S	S	S

STRENGTHENING SECTOR EXPERTISE

SECTOR EXPERTISE BASED AT HEADQUARTERS TO SUPPORT THE FIELD

Within the framework of Optimus, the procedures for using experts have been reviewed. Whereas in the past expertise was attached to the Quality department, today it is grouped within the Programme department. This migration, accompanied by changes in the intervention processes, makes it possible to guarantee greater proximity to the field and better visibility of their work.

AREAS OF EXPERTISE OF THE AGENCY'S EXPERTS



Local Development



Gender



Vocational Training



Monitoring



Environment and Climate change



Public Finance Management and Capacity Building

OBJECTIVES OF THE EXPERTS' WORK

The overall objective of our sector experts is to contribute to a high-performance, relevant, efficient, effective and sustainable implementation of the interventions entrusted to LuxDev.

There are three specific objectives, based on:

- the provision to field teams of relevant technical and scientific information in terms of regulatory framework, strategies and approaches, as well as in terms of good practices resulting from monitoring work, innovation, information gathering and internal and peer exchanges;
- ensuring support and advice to field teams on priority and strategic areas of intervention, validated collectively;
- support, in each area of expertise, for the ongoing training of employees in accordance with the requirements of the implementation of mandates.

DESCRIPTION OF THE TASKS AND RESPONSIBILITIES OF THE EXPERTS

The description of the tasks and responsibilities of the experts follows a procedure which is divided into three phases.

The first is discharged by a sector watch function which collects information. To do this, the expert will monitor the challenges and developments in his sector at the national level, in the partner countries and from an international point of view in the broad sense. In addition to monitoring issues and developments, the expert will also identify and list lessons learned, both from the Agency's internal environment and from outside (networking, documentaries, etc.).

The second phase, also known as the capitalisation phase, consists of sorting, analysing and evaluating the information collected. On the basis of the information obtained during the first phase, the aim here is to carry out referencing and knowledge management work.

The third and final phase is the dissemination of information adapted to the needs of the field or headquarters. This dissemination may be general (regulatory framework) or ad hoc (advisory support during the formulation and performance of programmes, sectoral and topic studies, financial and technical feasibility, organisational diagnostics, capacity building, etc.), or in the form of a contribution to training activities set up by the Agency.

It is important to point out that, although LuxDev experts are not intended to carry out the technical assistance mission provided for in the programmes and projects, they nevertheless have a role of accompaniment and support/advice in their field of competence in addition to monitoring, analysis, capitalisation and training functions.

DEPLOYMENT OF PROGRAMME ADVISERS

A decentralisation process not only addresses the responsibilities to be transferred from headquarters to the field, but also involves a major shift in the role and responsibilities of the headquarters.

Thus the Department of operations has been replaced by the Department of programmes and the five geographic advisers by two programme advisers. More than a semantic change, it is a complete redefinition of the role of this Department, insofar as operational activities are now carried out in the field, with the exception of a few projects managed from Luxembourg.

Programme advisers illustrate this major change in roles perfectly. They participate in the definition of strategies and standards at the central level and are each responsible for the second level management of half a dozen partner countries and the corresponding country or regional offices.

They have an important function in supporting programme formulation and implementation processes and coordinate the interventions of sectoral and topic experts at the headquarters in this context. Through regular missions in the field, they monitor the programmes that are part of their scope of responsibilities.

As a key link between LuxDev and the MFEA, they guarantee the quality control of the documents produced for the donor and ensure the good flow of information.

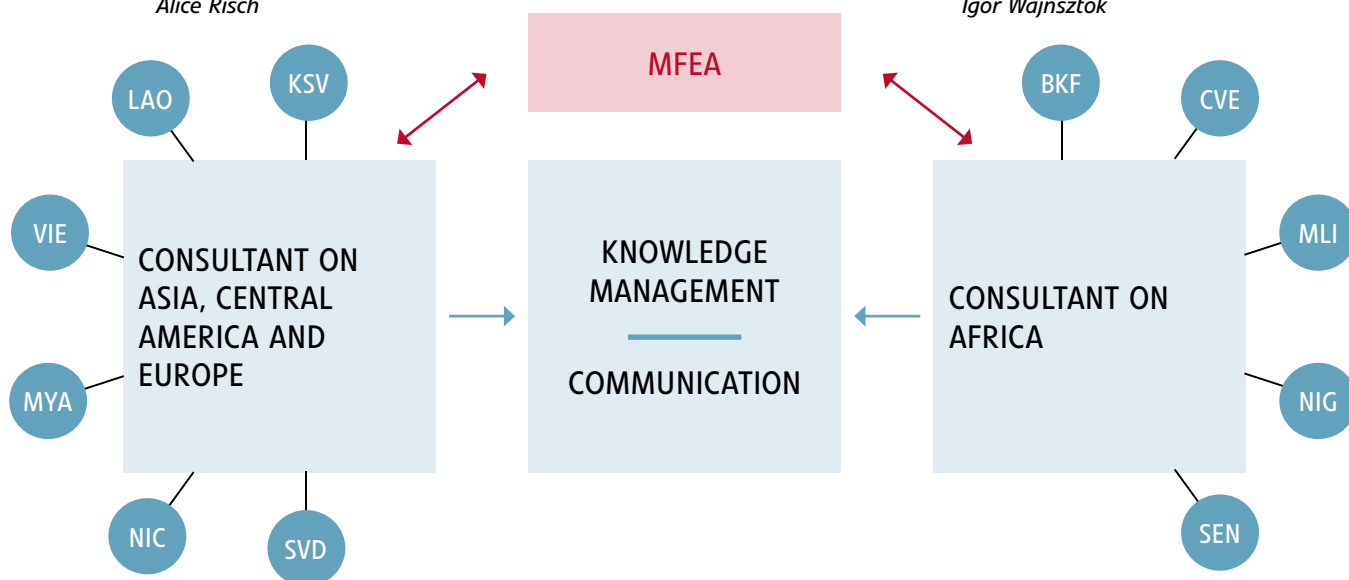
The vision across a wide range of projects and programmes also enables them to actively participate in knowledge management by promoting the capitalisation of good practice and the sharing of lessons learned. Finally, in conjunction with the Communication Department, they ensure that LuxDev can play its external accountability role and provide information on the results achieved within the context of its activities.



Alice Risch



Igor Wajnsztok



CREATION OF THE DEPARTMENT FOR COORDINATION OF AUDITS AND CONTROLS



*Christopher Marck
Head of Department -
Coordination of Audits
and Controls*

Risk management is everyone's business. It means a degree of vigilance, an awareness which the Agency requires each employee to adopt in the performance of his duties in order to reduce the probability that theoretical risks will materialise and become actual risks. Since its inception, the Agency has consistently endeavoured to reduce its exposure to risks encountered during the implementation of projects and programmes entrusted to it by the Luxembourg State as well as by other donors. Since its inception, it has depended on the reliability and common sense of its employees, on internal control, on external audits and on the internal audit.

The Optimus plan has redefined the division of roles between headquarters and decentralised offices, notably through increased field autonomy. Among the transferred responsibilities are internal control aspects, essentially of an "ex-ante" nature, i.e. verifications and validation of actions before they are carried out.

This increase in accountability in the field in terms of "ex-ante" control goes hand in hand with an increase in the headquarters' efforts to coordinate internal control, mainly of an "ex-post" nature, i.e. verifying actions after they have been carried out.

It is within this context that a new department has been created at the Agency's headquarters, the Audit and Control Coordination Department, whose ambit of control extends to all project and programme implementation processes.

The Audits and Controls Coordination (A&C), composed of a manager and two assistants, reports to the Administrative and Financial Department.

COORDINATION OF
EXTERNAL AUDITS
OF PROJECTS AND
PROGRAMMES

COORDINATION OF
EX-POST INTERNAL
PROJECT CONTROL
ACTIONS AND
PROGRAMMES

MONITORING THE
FINDINGS AND THE
PROPER IMPLE-
MENTATION OF THE
RECOMMENDATIONS
MADE IN THE AUDITS
AND CONTROLS

The responsibilities of the A&C coordination are mainly structured around three components:



With regard to external audits of projects and programmes, the A&C Coordination is in charge of defining the annual audit plan in collaboration with the decentralised offices and the Agency's management. The department also manages relations with the external auditor's head office.

In terms of internal control, the department is responsible for coordinating the actions decided in the Annual Internal Control Plan and for providing methodological support to all employees involved in control activities so as to ensure precise, standardised and harmonised control, whatever the project envisaged or the employee carrying out the control.

In this capacity, the A&C Coordination works closely with the head office services and the Administration and Finance Controllers (CAF) of the decentralised offices (a function also created by the Optimus plan). There are two types of audits:

- assessing the permanence and quality of the ex-ante control carried out by the country representations and/or its implementation at country level;
- ex-post audits, opinions and checks on documents produced.

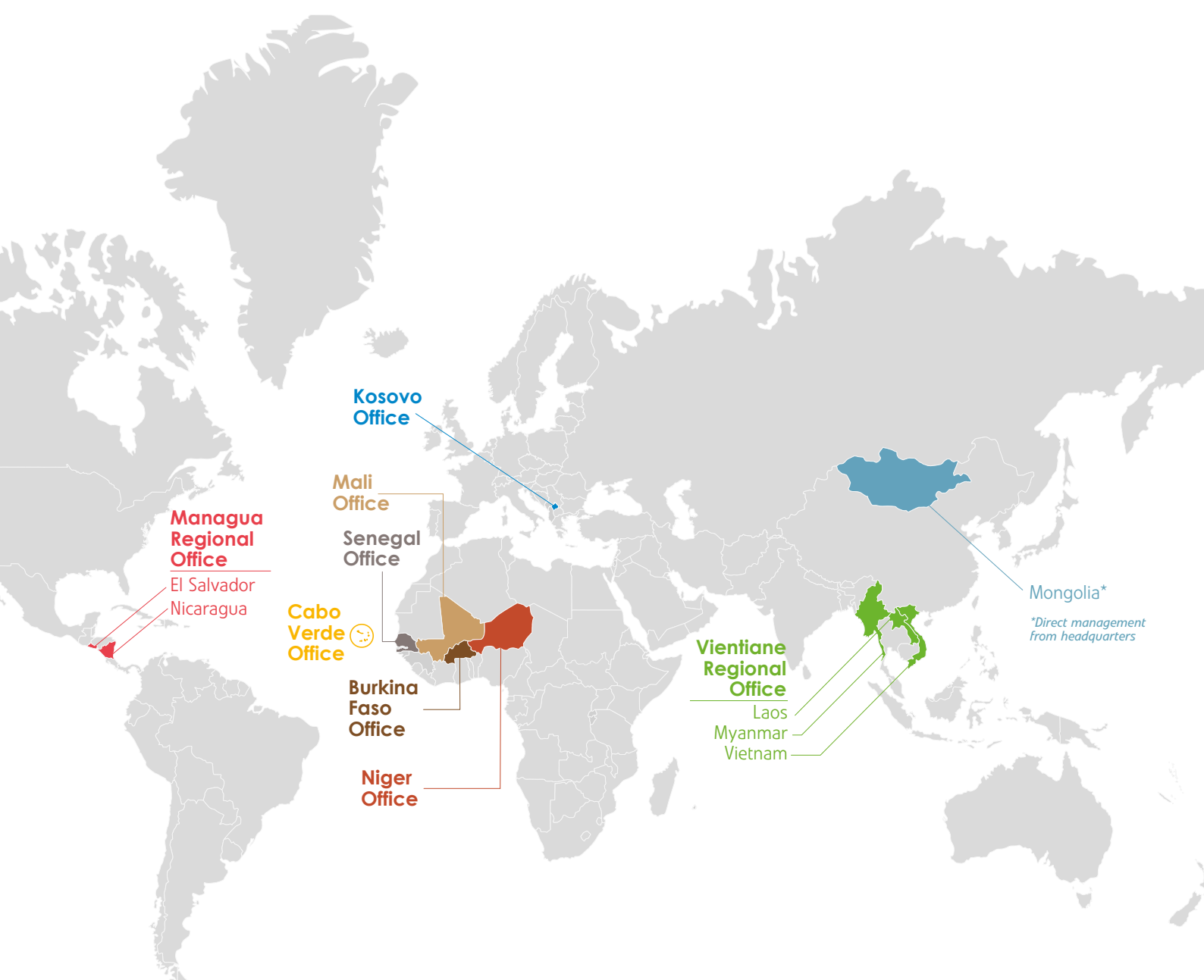
The third component, the follow-up of recommendations, is central to the powers of the department. Indeed, audit and control efforts are meaningless if they are not followed by concrete actions. Depending on the type of finding, the actions may take the form of corrective actions requiring rapid compliance or systemic measures, including reviews of procedures or training and capacity building initiatives for employees.

Finally, the internal audit is required to assess the effectiveness of the system and to verify that the obligations and duties incumbent on the A&C Coordination are in line with expectations.

Thus, the purpose of the new A&C Coordination Department is the right degree of complementarity between internal control, external audit of projects/programmes and internal audit, so that the various findings and recommendations can contribute effectively to the Agency's continuous improvement approach enshrined in its 2020 Vision.

NEW GEOGRAPHICAL DISTRIBUTION

SINCE NOVEMBER 2017 - BREAKDOWN BY COUNTRY AND REGIONAL OFFICES



PRESENTATION OF A TYPICAL STRUCTURE

COUNTRY REPRESENTATION

- resident representative;
- programme officer;
- Administration and Finance controller;
- assistant(s) and driver(s).

The representative office ensures the general coordination of the implementation of the programmes.

In this capacity, it ensures the coordination of dialogue with the MFEA, the Agency's headquarters, the other donors and the authorities of the partner country and guarantees compliance with the standards in force («ex-ante» internal control).

Transmission of information for control

Transmission of information for advisory support

SHARED COUNTRY SERVICES

- financial accounting;
- infrastructure;
- interdepartmental technical assistant;
- HR management;
- information technology (IT);
- procurement procedures and contracts;
- drivers.

CENTRALISED SHARED SERVICES AT HEADQUARTERS

EXPERTISE

Exchange of information

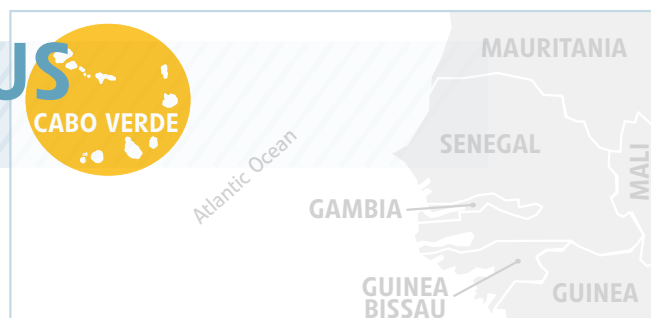
Transmission of information for consultation and support

PROGRAMMES

Programme 1	Programme 2	Programme 3
Senior technical consultant	Senior technical consultant	Senior technical consultant
International technical assistant	International technical assistant	International technical assistant
Technical assistant	Technical assistant	Technical assistant

IMPACT OF OPTIMUS IN THE FIELD

■ Example of Cabo Verde



DECONCENTRATION AND DECENTRALISATION

At the end of the Optimus devolution process, it can be said that operations are carried out in the field and that the roles of the headquarters are now rather to set the course (via the updating of the Vision), to develop the standard and make it evolve (Quality Manual), to conduct assessments (independent internal), to ensure internal control «ex-post» and to have audits carried out.

The office oversees field operations. It plays a role of representation, supervision and supervision of programmes, coordination, advice and sometimes arbitration in the most complex situations.

The organisation, division of tasks and job descriptions of the LuxDev office personnel in Cabo Verde (ROF) derive from the implementation of this division of tasks refined on the basis of the RASCI analyses produced in 2017 for all processes.

In application of the decentralisation of the decision-taking as close as possible to the realities in the field with a view to reinforcing the effectiveness of interventions, the programme steering committees have seen their prerogatives strengthened within the framework of the new agreement between the State of the Grand Duchy of Luxembourg and LuxDev, which entered into force on 1 January 2018.

LUXDEV'S OFFICE IN CABO VERDE

The organisation of our system in Praia follows the harmonised country office structure of LuxDev as approved by the Executive Committee in December 2017. It comprises:

- the representative office (ROF);
- the shared services scheme.

LuxDev (ROF) is represented by seven persons including only one expatriate, the resident representative (RR). The RR represents the Executive Committee and is in direct contact with the various Departments at headquarters. The RR is assisted by a programme officer and an administrative-financial-contracting controller. He has general support services (management assistant, accountant, logistics assistant and receptionist).

The Technical Support and Management Platform (TSMP) is a shared services system whose mission is to handle Finance, Procurement, HR processes, as well as IT and logistics related to the implementation of projects and programmes. TSMP is a system that produces substantial gains in terms of effectiveness, efficiency, transparency and risk management. In addition, it increases the availability of international and national technical assistants to focus on their essential role: providing technical advisory support to national partners for capacity building. The TSMP is administratively integrated into the country office structure and is naturally placed under the supervision of the resident representative.

EFFICIENCY, FLEXIBILITY AND SYSTEMATIC INTERNAL CONTROL

Being as close as possible to the realities in the field, the ROF has a certain managerial independence, which encourages flexibility, an essential condition for efficiency in the implementation of the programmes entrusted to LuxDev by the various donors. The RR has a specific delegation of authority to ensure that the objectives set for projects and programmes are actually achieved and that any problems and weaknesses are addressed. The ROF now has a specific internal control role, mainly ex-ante, over all formulation and performance processes.

OPERATIONAL COORDINATION

The implementation of development projects and programmes requires a coordinated and coherent intervention of all actors. Within the context of its mandate, the ROF's function is to ensure an almost permanent internal relationship with projects and programmes, but also with the Agency's headquarters to ensure that projects and programmes are implemented in accordance with the expectations of the donor and the beneficiary government.

In order to guarantee a strong link between the headquarters and the ROF, a consultation space operates by videoconference: the Implementation Monitoring Committee (IMC), which establishes a formal and regular dialogue mechanism between the strategic and operational monitoring of the implementation of projects and programmes. The virtual sessions take place three times a year, prior to the programme review meetings between the Agency and the MFEA (in principle January/February, May/June and September/October) and according to a timetable mutually agreed at the beginning of each year. The IMC at the beginning of the year may, if necessary, be the occasion for the drafting of a balance sheet of the previous year. The September/October meeting may, if necessary, begin the planning for the following year.

Similarly, to ensure that the interventions conducted on individual projects and programmes are coherent and relevant, the ROF is required to establish regular contacts with the national player and with the international agencies active in the sectors concerned.

ADVISORY SUPPORT TO THE EMBASSY

The ROF is located in the building of the Embassy of the Grand Duchy of Luxembourg. The two entities collaborate on the principle of complementarity of roles and responsibilities. In this spirit, the ROF provides the Embassy with permanent support and advice to facilitate and strengthen political dialogue, in particular to facilitate the implementation of projects and programmes financed by Luxembourg Cooperation.

SPECIFIC TOOLS

In order to make this structure function optimally and to guarantee its harmonisation with the Agency's working standard, the ROF has developed a series of specific tools that complement the framework provided by the MQ:

- management manual: this does not replace the Agency's QM, but usefully complements it on the basis of specific elements derived from LuxDev's context and practice in Cabo Verde. The management manual organises and regulates in a uniform and coherent way the functioning of LuxDev's programmes/projects in Cabo Verde and facilitates the learning and understanding of LuxDev's office management processes and mechanisms in Praia. As such, the management manual is a fundamental document to facilitate action and optimise planning, organisation and communication work between the ROF, TSMP, programmes/projects, international and national experts and the personnel in general. In this sense, it is designed to provide practical and concrete answers to questions from LuxDev employees in Cabo Verde;
- internal regulations: these present the measures taken in social and labour matters in line with national legislation;
- IT charter: signed by all the personnel using the IT system, it sets out the rules of use and operation of the LuxDev information system (ROF + TSMP + Programmes) in Cabo Verde. The Charter defines data storage and security arrangements. The IT charter has established itself, particularly following external audits, as a fundamental element for controlling the risks associated with the use of the information system;
- security plan: drafted by the ROF, it makes it possible to analyse threats regularly and define appropriate responses in terms of prevention and preparation to reduce the level of risk.

CABO VERDE OFFICE

REPRESENTATIVE OFFICE (COUNTRY OFFICE)

Resident Representative
François Bary

General services

Department assistant & accountant	Helena Amado
Logistics assistant & driver	Adilson Gonçalves
Receptionist	Carlos Moreno
Cleaning lady	Maria Tavares

Programme Officer
Neia Monteiro

**Administration and Finance
Controller, Procurement and Human
Resources Manager**
Lany Mandinga

SHARED SERVICES

Procurement Unit (PU)

PU Manager	Carla Santos
PU Assistant	Inês Pereira

Administration and Finance Unit

Manager for admin-fi	Arlinda Monteiro
Deputy manager for admin-fi	Iris Rodrigues

General services

IT Assistant	Daniel Fialho
Driver	João Gonçalves



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



Renewable Energy



Microfinance and
Financial Sector



Health

Transversal Themes



Environment and
Climate Change



Gender



Governance and
Capacity Development

AREAS OF INTERVENTION



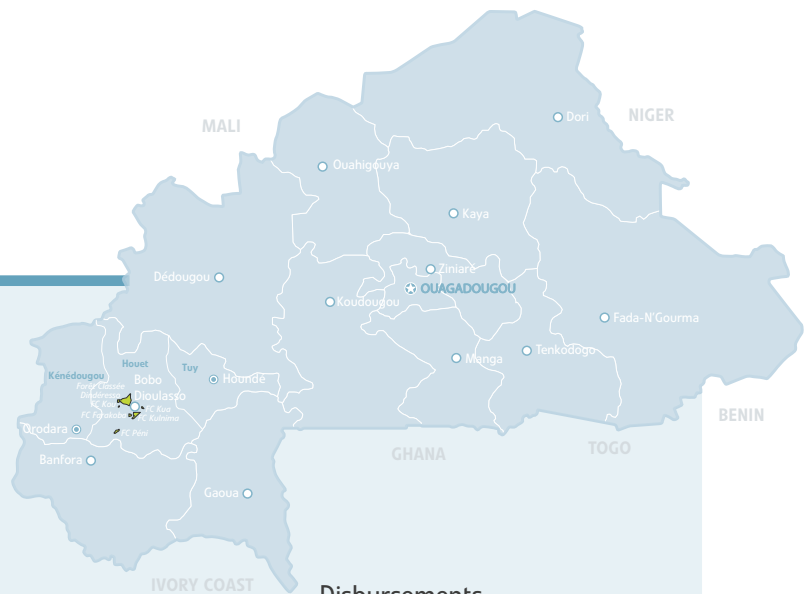


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BURKINA FASO



3

PROJECTS BEING
IMPLEMENTED

3

PROJECTS IN
FORMULATION

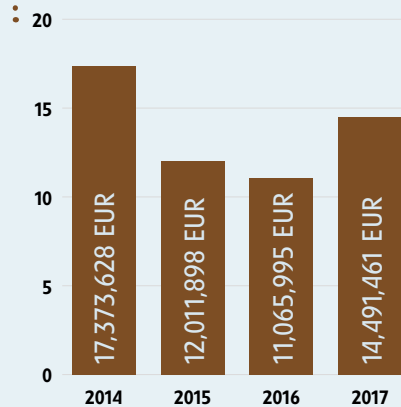
15

COLLABORATORS
IN BURKINA FASO

14% OF THE
TOTAL AMOUNT
OF THE AGENCY'S
DISBURSEMENTS

14.49 M EUR
IMPLEMENTED
IN 2017

Disbursements



Sectoral distribution of disbursements

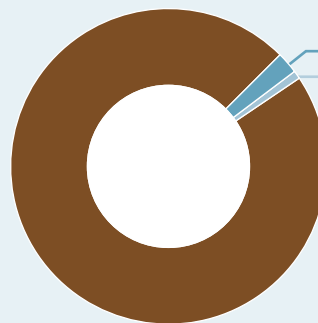


96.70%
LOCAL DEVELOPMENT

67.43%



29.62%



2.37%



0.93%





BKF/018

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING

This programme, which supports the operationalisation of the country's national policy, trained approximately 30,000 persons between 2013 and 2018.

GLOBAL OBJECTIVE

RAISING THE LEVEL OF KNOWLEDGE AND SKILLS OF THE WORKING POPULATION AND MORE PARTICULARLY OF YOUNG PEOPLE SO AS TO PROMOTE THEIR INTEGRATION INTO TODAY'S JOBS AND TOMORROW'S PROMISING PROFESSIONS IN ORDER TO STIMULATE ECONOMIC GROWTH AND REDUCE POVERTY

SPECIFIC OBJECTIVE

Improving the vocational training supply and employability of young persons

AREAS OF IMPLEMENTATION

- funding of instrumental human resources with a view to developing sectors that are economically conducive to growth and employment;
- improving the match between training and employment by strengthening functional relations between professional organisations and training operators;
- strengthening of tools and human resources to guide and piloting the vocational training sector.



 Budget

10,000,000 EUR

Project duration

2012

2013

2014

2015

2016

2017

PARTNERSHIP CHARTER

A PUBLIC/PRIVATE PARTNERSHIP CHARTER HAS BEEN DRAWN UP IN ORDER TO:

- encourage dialogue between public and private actors;
- improve the quality of the training provided;
- contribute to meeting the skills needs of businesses;
- further develop the partnership between training structures and companies;
- increase the responsibility of the private sector in the vocational training system.

12,000
TRAINED
PERSONS

41%
OF WOMEN

40
TRAINED
ENGINEERING
SPECIALISTS

20
REFERENCES
AND TRAINING
CERTIFICATES
DRAFTED

DESIGN OF
OPEN-FORMAT
TRAINING
MODELS

300
TEACHERS AND
TRAINERS
TRAINED



BKF/019

FOREST RESOURCES MANAGEMENT SECTOR SUPPORT

This programme, which supports the country's national policy in the implementation of its sectoral strategy, has made it possible to finance hundreds of micro-projects carried out by multiple promoters.

GLOBAL OBJECTIVE

SUSTAINABLE DEVELOPMENT OF FOREST RESOURCES

SPECIFIC OBJECTIVES

- contribute to management enduring and participatory forestry production;
- increase the contribution of the forestry sector to the national economy and the well-being of the population;
- contribute to environmental governance and the promotion of sustainable development;
- support the Ministry of Environment, Green Economy and Climate Change to ensure effective and efficient public intervention in the forestry sector.

197

PROJECTS SELECTED FOR
FINANCE BY THE
ENVIRONMENTAL
INTERVENTION FUND

200

CONSERVATION
SPACES

} Putting in space forest
management groups in
over 200 conservation
areas

108,116 ha

FINALISATION OF THE INVENTORY
OF CONSERVATION AREAS



 Budget

11,000,000 EUR

Project duration

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

AREAS OF IMPLEMENTATION

- capitalisation and improvement of knowledge in forest resource management;
- diversification and growth of forest products;
- sustainable capacity building of actors in the sector;
- promotion of the timber sectors;
- development of forest resources within the context of carbon markets;
- strengthening environmental governance and sustainable development;
- support for sector projects on adaptation and mitigation to climate change;
- capacity building of the Ministry of Environment, Green Economy and Climate Change;
- creation of the environmental intervention fund;
- sustainable capacity building of forestry sector actors.



TIMBER ENERGY SECTOR

} Finalisation of studies on the timber energy sector with a view to producing supply schemes for large urban centres

17

DEVELOPMENT
OF PLANS FOR
THE MANAGEMENT
OF 17 SITES

BIOLOGICAL DIVERSITY

UPDATING THE
COMPREHENSIVE
REVIEW OF
BIOLOGICAL
DIVERSITY

The project operates through the levers of technological, institutional and organisational growth. This approach makes it possible:

- to have independent access to the global Internet network and to open up the country;
- to operationalise the e-strategies adopted;
- to support the creation and sustainability of the National Promotion Agency for Information and Communication Technology (ANPTIC).

GLOBAL OBJECTIVE

IMPROVE THE AVAILABILITY, EFFICIENCY AND ACCESSIBILITY OF ELECTRONIC COMMUNICATION SERVICES THROUGHOUT THE TERRITORY

SPECIFIC OBJECTIVE

Improve the quality, reliability and accessibility of facilities to facilitate the structural transformation of the economy envisaged by the national plan for economic and social development 2016-2020

AREAS OF IMPLEMENTATION

- implementation of projects and programmes for the development of Information and Communication Technologies (ICT);
- establishment of a reinforced satellite infrastructure, RESINA+, consistent with the support programme for strengthening communication infrastructures, which covers the sectoral needs of BKF/021 support within 42 provincial capitals.



 Budget

22,300,000 EUR

Project duration

2017	2018	2019



Installation of a first station satellite in Gaoua and preparation for installation in early 2018 of 4 satellite stations in Bobo Dioulasso, Tenkodogo, Ouagadougou and Dori.



TERMS OF REFERENCE

DRAFTING OF
TERMS OF
REFERENCE
WHICH PERFECTLY MATCH THE
REQUIREMENTS
OF ANPTIC

AWARD OF THE CONTRACT

AWARD OF THE CONTRACT TO SUPPORT THE DEVELOPMENT
OF THE ANPTIC DEVELOPMENT STRATEGY



CABO VERDE



4

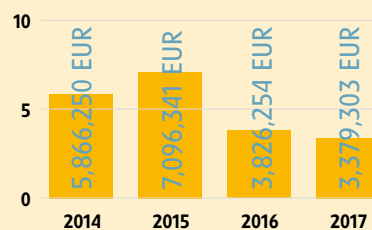
PROJECTS BEING
IMPLEMENTED

→ 39 COLLABORATORS
IN CABO VERDE

3% OF THE
TOTAL AMOUNT
OF THE AGENCY'S
DISBURSEMENTS

3.38 M EUR
IMPLEMENTED
IN 2017

Disbursements

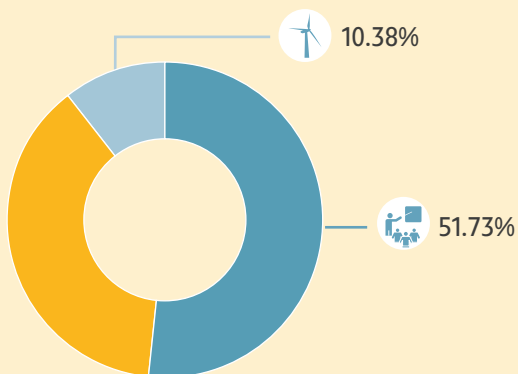


Sectoral distribution of disbursements



37.89%
LOCAL DEVELOPMENT

37.89%





CVE/081

EMPLOYMENT AND EMPLOYABILITY

The Employment and Employability Programme (CVE/081) contributes to the evolution of the technical education and vocational training sector, to the strengthening of employability processes and to the development of skills and human resources by strengthening coordination mechanisms and governance of the sector, supporting capacity building, moving the system towards a more demand-driven formative supply of the productive sector and supporting decentralisation efforts for all the islands of the archipelago.

GLOBAL OBJECTIVE

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

SPECIFIC OBJECTIVE

Strengthen the employability of vocational training beneficiaries, in particular young people and women

AREAS OF IMPLEMENTATION

- strengthening the governance and capacities of actors in the education - training - employment (ETE) sector;
- improving the match between training provision and labour market requirements;
- increase in the technical and financial viability of public institutions in the ETE sector, the organisations of the private sector and civil society.



 Budget

10,000,000 EUR

Project duration

2016

2017

2018

2019

2020

SIGNIFICANT EVENTS

- 54 organisations have been listed at national level in the context of a census of entities working on training and professional integration;
- two local working networks on employment promotion and employability have been created;
- a process of social dialogue between the public sector, private sector, trade unions and civil society, focusing on employment and employability issues, has been launched;
- 60 managers and technical executives of the ETE sector from nine Portuguese-speaking countries have received training in intermediation and professional integration techniques;
- a strategy for Gender Equality has been developed;
- more than 300 managers in the sector have been trained, on the basis of several training modules, in programming, project management and monitoring;
- the training needs of the energy and industrial maintenance sector, as well as the hotel, restaurant and tourism sector, have been defined;
- a legal framework, establishing the legal regime of the National Qualifications System and governing its coordination mechanism has been approved;
- 44 mountain guides have been trained on the islands of Fogo and Santo Antão;
- the Hotel and Tourism School has been supported in setting up a training centre on the island of Sal;
- more than 20 representatives of Santo Antão associations and NGOs have been trained in rural and community tourism and two pilot projects have been identified to support professional integration and job creation.



CVE/082

WATER AND SANITATION

Access to adequate sanitation and the improvement of water supply have always been among the priority axes of cooperation between the Grand Duchy of Luxembourg and Cabo Verde. Significant results have been achieved in managing water resources, supporting the establishment and strengthening of municipal water services and promoting self-sustaining sanitation. More recently, cooperation has made it possible to initiate and conduct a genuine reform of the sector.

GLOBAL OBJECTIVE

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

SPECIFIC OBJECTIVES

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



IMPROVEMENT OF AGUABRAVA'S ENERGY EFFICIENCY WITH SOLID INFRASTRUCTURE AND EQUIPMENT HANDLING ACTIONS

INSTALLATION OF A PHOTOVOLTAIC SYSTEM IN THE PUMPING STATION OF SANTO ANTÃO, FOGO

-33%

Average reduction in electricity consumption in 2017 compared to previous years



 Budget

8,300,000 EUR

Project duration

2016

2017

2018

2019

2020

AREAS OF IMPLEMENTATION

- strengthening the sector's capacity to mobilise external investment and revenues in-house;
- capacity building of the National Water and Sanitation Agency (NWSA), the Economic Regulation Agency (ERA) and management entities in data collection, processing and analysis;
- improving the energy efficiency of water supply systems;
- improving the commercial performance of drinking water service operators;
- improving the quality of drinking water;
- support to the sector for the implementation of the legal and contractual regulation of the sector;
- improvement of the capacities of NWSA and municipalities in advisory support, planning and monitoring-control of sanitation;
- improving the capacities of municipalities and inter-municipal enterprises in the management of sanitation services;
- promotion of the most promising methodologies successfully tested, in particular within the context of PromoSan programmes (rehabilitation of water infrastructure and sanitation in schools) and schools promoting health.

CREATION OF A REVOLVING FUND FOR THE FINANCING OF INFRASTRUCTURES WATER AND SANITATION

OTHER HIGHLIGHTS

- strengthening the sector monitoring system through the production of the first annual report about water and sanitation services of Cabo Verde;
- improvement of the commercial efficiency of Aguabrava through the acquisition of 2,500 micro-counters which contribute to the reduction of the level of commercial losses of the intermunicipal company (estimated gain of EUR 30,000/year);
- strengthening operators' water quality control skills;
- the development of ANAS's 2018 annual plan for sanitation and personnel capacity building.



CVE/083

RENEWABLE ENERGIES

This is the first time that renewable energy sources (RE) have been one of the priority areas of cooperation between the Grand Duchy of Luxembourg and Cabo Verde. Whereas in the past the primary concern was energy supply, today it is issues related to the sustainability of the electricity sector, access to energy in more remote communities as well as issues related to the reduction of electricity tariffs that concern the country.

GLOBAL OBJECTIVE

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

SPECIFIC OBJECTIVE

Strengthening governance, regulation and commercial conditions in the renewable energy (RE) sector in Cabo Verde

AREAS OF IMPLEMENTATION

- strengthening the governance of the RE sector;
- improved fundraising capacity for the RE sector.

**DRAFTING
PRELIMINARY
DIAGNOSIS STUDIES
FOR THE PARTNERS**

 Budget

4,500,000 EUR

Project duration

2016

2017

2018

2019

2020



Signature of the Bilateral Agreement enabling the actual start of the programme.



Holding of a working seminar with the technical experts of the Department of National Energy, Industry and Energy Trading Board, which has led to an action plan with concrete interventions to make operational the markets for independent producers and the micro-production scheme.



CVE/881

STRENGTHENING THE REGIONAL POSITIONING OF THE CERMI

This project is part of a wider programme, the action programme for West Africa, financed by the 11th European Development Fund, entitled "Improving Energy Sector Governance in West Africa".

GLOBAL OBJECTIVE

IMPROVE REGIONAL GOVERNANCE OF THE ENERGY SECTOR TO ENABLE WEST AFRICAN STATES TO ACHIEVE THE THREE SE4ALL OBJECTIVES BY 2030, NAMELY:

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

SPECIFIC OBJECTIVE

Strengthen the capacities of energy sector actors so that they can fulfil their missions

AREAS OF IMPLEMENTATION

- setting up and implementing training plans for trainers from the 16 West African countries in the various fields related to renewable energy development and energy efficiency;
- supporting the transformation of CERMI into a regional centre of competence.



 **Budget**
2,000,000 EUR

} European Development
Fund (Regional
Indicative Programme
for CEDEAO)

Project duration

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

RECRUITMENT
OF THE **PROJECT
MANAGER**

ACQUISITION
OF A **MINIBUS**
TO ENSURE THE
TRANSPORTATION
OF **APPLICANTS**



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MALI



MAURITANIA

ALGERIA

NIGER

BURKINA FASO

GUINEA

IVORY COAST

6

PROJECTS BEING
IMPLEMENTED

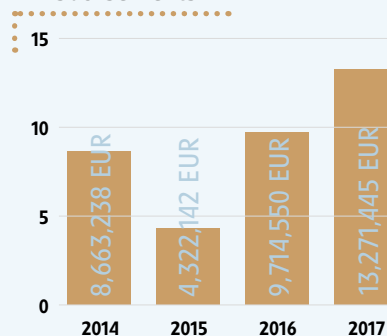
→ 99 COLLABORATORS
IN MALI



13% OF THE
TOTAL AMOUNT
OF THE AGENCY'S
DISBURSEMENTS

13.27 M EUR
IMPLEMENTED
IN 2017

Disbursements



Sectoral distribution of disbursements



78.43%
LOCAL DEVELOPMENT

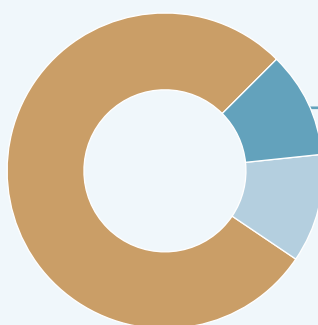
32.69%



28.02%



17.72%



10.85%



10.71%





MLI/021

RURAL DEVELOPMENT AND FOOD SECURITY

This programme objectives 210 producer organisations and 100 medium-scaled and small enterprises, and operates in the rice, fonio and sesame sectors. It strives to support and strengthen local actors and State services in harmony with the sectoral policies and strategies at the level national and regional, as well as at the level of the circles and municipalities. It is a programme for structuring agricultural value chains by supporting actors from the production of feedstocks to the final consumers of processed products. The programme is based on a market promotion approach, with greater emphasis on the commercial outlets for the three sectors in a public-private partnership perspective.

GLOBAL OBJECTIVE

DIVERSIFYING AND SUSTAINABLY STRENGTHENING AGRICULTURAL INCOME SOURCES AND HOUSEHOLD FOOD SECURITY

SPECIFIC OBJECTIVE

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

AREAS OF IMPLEMENTATION

- the development of the sesame and fonio sectors through 110 producer organisations and 50 micro and small enterprises;
- improving food security, in particular through the development of the rice sector;
- contribution to the achievement of environmental and climate results of agricultural policies and strategies;
- promote investment and the economic environment with a view to optimum development of the sectors.



100 }

farmers' organisations producing rice supported

 Budget

17,767,383 EUR

Project duration

2016	2017	2018	2019

550_{ha}

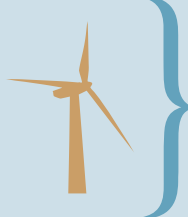
LAUNCH OF
ADJUSTMENT WORKS
ON 550ha OF BASIC
AGRICULTURAL
U N I T S

57

} Start of construction
work on 57 stores
for the storage
and marketing of
agricultural products



} Contact with
beneficiaries to develop
a diagnosis



} Establishment of an opera-
tional mechanism to take into
account the environment and
climate change by signing an
agreement with a consortium
of NGOs

DRAFTING AND
PRODUCTION OF
EQUIPMENT FOR
HARVESTING AND
POST-HARVESTING
IN THE 3 BRANCHES

ANALYSIS OF HEALTH
RISKS FOR FOODSTUFFS FROM
THE THREE BRANCHES



MLI/022

VOCATIONAL TRAINING AND ACCESS TO EMPLOYMENT

Although the Malian education system has made significant progress in terms of changes in its gross enrolment rate, it now faces major challenges: maintaining enrolment and developing infrastructure to increase access and the quality of education. The poor quality and low effectiveness of existing training underline the lack of adequacy of skills to the needs of the productive sector and complicate the challenge of professional integration.

GLOBAL OBJECTIVE

SUPPORT JOB CREATION AS A PRIORITY FOR WOMEN AND YOUNG PEOPLE AND FOR INCOME-GENERATING ACTIVITIES

SPECIFIC OBJECTIVE

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

AREAS OF IMPLEMENTATION

- improving the structure of the vocational training sector to meet the initial training needs of rural areas;
- satisfaction of the need for continuous training in rural areas;
- strengthening support schemes for the professional integration of young people in rural areas.



28

NEW PROFESSIONAL
TRAINING
OPERATORS
SKILLS

1,000

MASTERS
APPRENTICE
IDENTIFIED
AND FORMED

500

YOUNG PEOPLE
PLACED IN
RESIDENTIAL
TRAINING

3,800

YOUNG PEOPLE
PLACED IN
APPRENTICESHIPS

 Budget

9,961,000 EUR

Project duration

2016	2017	2018	2019

90

Teacher training of 90
trainers on the
Skills-based Approach

10

Establishment of 10
School - Company
liaison offices

30

LEARNER
GUIDES
PRODUCED

5

LEARNER
GUIDES
ADAPTED

120

COURSES
DEPLOYED

FOR

3,700
PRODUCERS



For the last 20 years, the Malian State has embarked on a vast process of decentralisation and deconcentration. However, despite significant achievements, operational implementation is not in line with the decisions and stated ambitions of decentralisation.

GLOBAL OBJECTIVE

CREATE OPTIMAL CONDITIONS FOR TERRITORIAL SOCIO-ECONOMIC DEVELOPMENT IN COMPLIANCE WITH THE PRINCIPLES OF GOOD GOVERNANCE WHILE ALIGNING WITH NATIONAL POLICIES AND STRATEGIES

SPECIFIC OBJECTIVE

Making the public sector more efficient and accountable to the rural population

AREAS OF IMPLEMENTATION

- promotion of favourable conditions for socio-economic development and their sustainable management;
- institutional and organisational support for the development, steering and monitoring of decentralisation and deconcentration strategies and policies;
- accompanying the State in the programming and budgeting of its support for regionalisation, as exercised by the decentralised services;
- optimisation of local authority financing mechanisms through innovative solutions.



 Budget

11,238,500 EUR

Project duration

2016	2017	2018	2019

15

PLANS FOR ECONOMIC
SOCIAL
AND CULTURAL
DEVELOPMENT

287

Completion of the skills
acquisition programmes
for 287 local authority
employees

DRAFTING
REGIONAL
LISTS OF VILLAGE
CHIEFS TO REINFORCE
THE INVOLVEMENT
OF THE TRADITIONAL
AUTHORITIES IN
MUNICIPAL ISSUES

90

MEMBERS
OF NON-STATE
ORGANISATIONS
TRAINED

TRAINING
& **COACHING**

FOR
AGENTS OF THE
REGIONAL COUNCIL

OF **SÉGOU**
AND **SIKASSO**



Launch of rehabilitation
and equipment work
on the seed laboratory

5

Development and strengthening of
good practices for local taxation in
five pilot municipalities

30

Production of a
methodological note
for the establishment
of 30 associations

COMPLETION OF THE
EXTENSION OF THE REGIONAL
COUNCIL OFFICES IN
SÉGOU

IMPLEMENTATION OF A
MONITORING DEVICE FOR
TRAINING AT THE
AT THE LEVEL OF THE TERRITORIAL
COMMUNITY
TRAINING CENTRE

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

GLOBAL OBJECTIVE

TO ENSURE IMPROVED FOOD SECURITY AND INCOME, WHILE AT THE SAME TIME BEING PART OF AN EQUITABLE TERRITORIAL DEVELOPMENT VISION

SPECIFIC OBJECTIVE

Improving public sector performance and accountability to the rural population

AREAS OF IMPLEMENTATION

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



<

6,505
OPERATIONS
TRAINED

88

The support programme for the agro-pastoral sectors of Sikasso has 88 new organisations

193

RETAIL PRODUCERS
TRAINED

affecting approximately
1,350 producers

THESE THREE PROJECTS WILL RECEIVE A GRANT AND SEE THE LIGHT OF DAY

1

Setting up of an industrial transformation unit for local milk in Sikasso by a private entrepreneur

2

Test of potato production from seedlings in partnership with rural scientific institutions

3

Equipment of a specific storage warehouse, intended for the conservation of the seeds produced

33

The regional federation of producers' cooperative unions for Sikasso milk now has a registered office and equipment. It also has 33 more cooperatives

The MLI/802 and MLI/803 projects cover 30 municipalities in the regions of Gao and Timbuktu, Taoudéni and Ménaka. Both plan to meet the material needs of communities in terms of equipment and rehabilitation of social and community infrastructure: schools, health centres, water points and town halls; and to revive activities through support for local economic projects benefiting at least 720 households (MLI/802) and 2,400 households. (MLI/803). MLI/802 also aims to support 3,838 very poor households by providing social safety nets.

GLOBAL OBJECTIVE

CONTINUE THE STABILISATION OF TARGETED POST-CONFLICT AREAS BY ACCOMPANYING THE RECOVERY OF THE LOCAL ECONOMY AND THE IMPROVEMENT OF SERVICES PROVIDED BY LOCAL AUTHORITIES

SPECIFIC OBJECTIVES

- revive the local economy and improve the standard of living of households supported;
- accompany local authorities so that they can best fulfil their missions to the populations.

AREAS OF IMPLEMENTATION

- support for local economic projects contributing to the revival of the local economic fabric;
- support for the most vulnerable households through social safety nets (MLI/802 only);
- meeting the most urgent material needs (equipment/repair of buildings) of local authorities, necessary for their missions to the populations;
- supporting local authorities in carrying out their missions in favour of local populations.



 **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

MLI/802

43

Local economic projects were supported (agriculture, livestock, fish farming)

3,839

Households supported in social nets, 76% of which increased their number of daily meals



In terms of investments and material support to the municipalities:
 33 community health centres, 113 schools, 56 water points, 8 food stores,
 7 cattle pens or vaccination, 12 rehabilitated and/or equipped town halls, etc.

163

Elected officials and municipal officials have received training

MLI/803



Identification and validation of equipment and rehabilitation needs for schools, town halls, health centres and water points

99

Local economic projects identified and formulated in the fields of agriculture, livestock, crafts and the environment

78

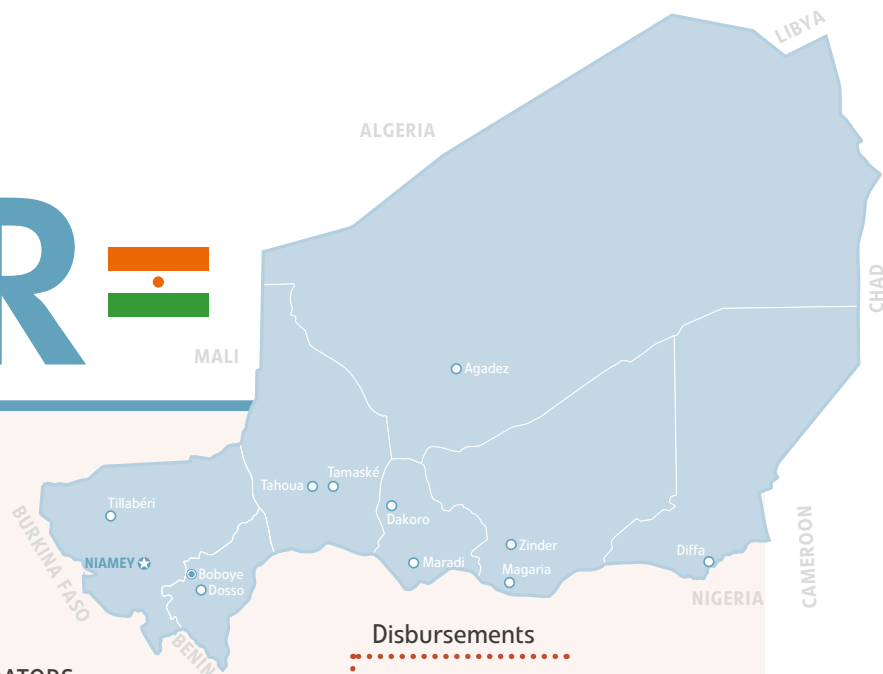
Tripartite implementation agreements signed between project leaders, mayors and the programme



Identification of the training needs of elected officials and municipal agents



NIGER



8

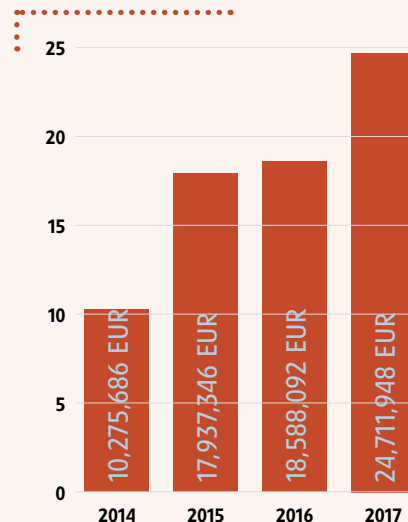
PROJECTS BEING
IMPLEMENTED

→ 59 COLLABORATORS
IN NIGER

25% OF THE
TOTAL AMOUNT
OF THE AGENCY'S
DISBURSEMENTS

24.71 M EUR
IMPLEMENTED
IN 2017

Disbursements



Sectoral distribution of disbursements

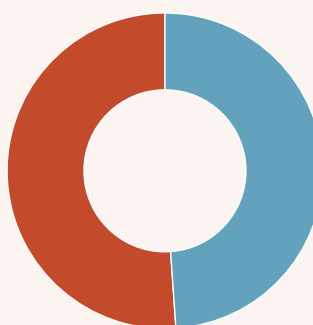


51.49%
LOCAL DEVELOPMENT

38.55%



12.94%



48.51%





NIG/023

BASIC EDUCATION AND LITERACY

The programme supports the basic education sector while integrating a decentralisation process based on full municipalisation. This allows regions and municipalities to see real possibilities for action and is an opportunity for them to promote their own education policy. Through access to quality education, economically and socially marginalised persons will increase their chances of escaping poverty. This programme also contributes to the gender dimension by strengthening the inclusion and transversality of the gender approach in all programme interventions.

GLOBAL OBJECTIVE

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

SPECIFIC OBJECTIVES

Support the operationalisation of the sectoral programme to ensure its effective and sustainable anchoring in the regions:

- compensate for shortcomings in the quality of education;
- ensure better and equitable access to basic education;
- contribute to the gender dimension.



 Budget

12,000,000 EUR

Project duration

2016	2017	2018	2019	2020

AREAS OF IMPLEMENTATION

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



Sustained and ongoing dialogue between the various partners in the sector



Implementation of the agreement on delegation of funds and implementation signed with the two ministries in charge of basic education



Support for the establishment of the bodies of the Education and Training Sector Programme (ETSP) in the regions



Support for the installation and structuring of the Support Unit for the implementation and monitoring of the ETSP



Creation of the Education Sectoral Common Fund and its implementation tools



While education and vocational and technical training were the “poor cousins” of the education system until 2010-2011, this sub-sector has occupied an important place in Niger’s government policy in recent years. It is also experiencing significant progress in terms of reception capacity and resource allocation. However, the capacities of actors at all levels still need to be strengthened and vocational training still suffers from a lack of image among the population and especially young people.

GLOBAL OBJECTIVE

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

SPECIFIC OBJECTIVES

- complete the work in progress;
- contribute to providing a more appropriate response for the development of employment and the economic integration of young people and young women in particular;
- ensure a firm commitment to the process of decentralisation of sub-sector resources and operations.

AREAS OF IMPLEMENTATION

- improving governance and capacities for steering and managing vocational and technical education and training at national, regional and local levels;
- improved national access for youth to training which is diversified and in line with the needs of the job market;
- improvement at central and decentralised level of the quality of vocational training and apprenticeship schemes.



Project duration		
	2016	2017
2018	2019	2020

 **Budget**
 : 18,400,000 EUR



The sessions of the eight regional councils were devoted to the role of stakeholders in improving the quality of vocational and technical education and training



Allocation of sufficient resources for a programme involving 800 young people in agricultural apprenticeship, 1,770 young people in short-term training in agro-sylvo-pastoralism and 2,080 young people in apprenticeship in craft trades



Support for the structuring and generalisation of support schemes for school leavers and professional integration in 50 Career Training Centres (CTC)



Equipping CTC centres with teaching materials and work materials



Technical and pedagogical training for trainers and supervisors, in the use of new equipment, in equipment maintenance, in particular at the level of the CTCs



Support for the provision of educational resources (feedstocks training manuals) especially for VTC trainers and learners



Training of the Directors of the 257 CTC on the Management of Training Institutions



NIG/025

SUSTAINABLE AGRICULTURE DEVELOPMENT PROGRAMME, PHASE II

The intervention of Luxembourg Cooperation in Niger and in particular in the Dosso region dates from the mid-1990s. This region has significant groundwater and surface water resources. The region lives mainly off agriculture and livestock. Recent developments in the decentralisation process have been marked by the establishment of the Dosso Regional Council, which has developed a regional development plan (2016-2020). The latter appears to be an appropriate framework for the region's development in line with the various national strategies.

GLOBAL OBJECTIVE

**PROTECT THE NIGERIEN POPULATION FROM RECURRENT FAMINES,
GUARANTEE THEM THE CONDITIONS FOR FULL PARTICIPATION IN
NATIONAL PRODUCTION AND IMPROVE THEIR INCOME**

SPECIFIC OBJECTIVE

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

AREAS OF IMPLEMENTATION

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



Project duration

	2016	2017
2018	2019	2020

Budget

13,400,000 EUR



A standardised technical pre-visit guide for the assessment of the feasibility of youth projects has been developed and has significantly improved the quality of agricultural credit applications

3,788

young farmers, 49% of whom were young women, benefited from information, education and training activities and/or advice

56%

MISSIONS OF SUPERVISION OF TECHNICAL AGENTS OF THE NONCENTRAL SERVICES IMPLEMENTED

171

projects (43% of which were women's projects) have been financed since the beginning of the year from mutual funds with Swiss Cooperation



NIG/026

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

A joint Luxembourg/Denmark programme, which supports the water and sanitation sector.

GLOBAL OBJECTIVE

GUARANTEE ACCESS TO WATER AND SANITATION FOR ALL AND ENSURE SUSTAINABLE MANAGEMENT OF WATER RESOURCES (ODD 6 EN 2030)

SPECIFIC OBJECTIVE

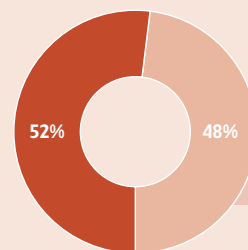
To contribute to the improvement of the populations' access to water and sanitation services (PROSEHA, phase I - 2016 - 2020) by 250,000 additional persons in five years

AREAS OF IMPLEMENTATION

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



Project duration				
	2016	2017	2018	
2019	2020	2021	2022	



Budget
54,236,908 EUR

 **Luxembourg Government**
 28,000,000 EUR
 **Danish Cooperation**
 26,236,908 EUR

144

An action plan for 144 deep and medium boreholes for village water supply and pumping stations pastoral has been developed and validated

LAUNCH OF THE DRAFTING OF A COMPREHENSIVE SANITATION GUIDE BY THE COMMUNITIES

8

Commitments have been made for the construction of eight additional medium and deep boreholes (152 boreholes in total), the construction of three administrative blocks, the construction of 40 cemented pastoral wells, the construction of five pastoral pumping stations, the acquisition of 12 4x4 vehicles and a project management team to accompany the Ministry of Water and Sanitation and companies in the construction of the works.



NIG/702

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

As the demand for education is not yet evident in Niger, parents are encouraged to enrol their children and keep them in the education system thanks to the quality education provided to them. On this basis, they will enable the younger generations to escape illiteracy, to open up to the world and to cultivate good citizenship and a culture of peace and tolerance.

GLOBAL OBJECTIVE

THE ACADEMIC SKILLS OF 1,900,000 PUPILS (INCLUDING 900,000 GIRLS) IN FOUR REGIONS OF THE COUNTRY ARE BEING SUSTAINABLY IMPROVED THROUGH TRAINING, TEACHER SUPERVISION AND THE COMMITMENT OF COMMUNITIES AND COMMUNITY STRUCTURES TO INCLUSIVE AND NON-DISCRIMINATORY QUALITY EDUCATION PROVISION

SPECIFIC OBJECTIVES

- training teachers (student teachers) receive adequate and quality training in the teachers' schools;
- teachers, mainly contract teachers without initial training, receive training or supervision adapted to identified needs;
- municipalities and communities in reference areas are involved in the management of education through the implementation of local quality initiatives;
- the common education fund has led to a better orientation of the Sector Programme for Education and Training on teacher training and the curriculum and ensured its sustainability by diversifying its sources of supply.

AREAS OF IMPLEMENTATION

- transmission by teacher training colleges of adequate and quality basic training;
- provision of supervision adapted to the training needs of the teaching profession;
- involvement of municipalities and communities within education management, through the implementation of domestic initiatives;
- provide access to quality education for refugee, displaced and returnee children in the Diffa emergency area.

Project duration				
	2014	2015	2016	
2017	2018	2019	2020	


Budget
 10,789,460 EUR

} Swiss and Norwegian Cooperation

285
 EXECUTIVES
 TRAINED

18
 TRAINING
 MODULES
 DESIGNED AND
 BROUGHT BACK
 UP TO DATE

500
 SCHOOL
 PROJECTS
 DRAFTED AND
 DEPLOYED





NIG/801

YOUTH PROFESSIONAL INTEGRATION AND TRAINING

The Agadez and Zinder regions alone represent almost a third of 15- to 30-year-olds in Niger. These young people are confronted with problems of access to vocational training opportunities, land and the reluctance of financial institutions to grant them loans for their integration into the socio-economic fabric of their regions. These factors severely limit their ability for self employment and employability in wage employment, leading to high underemployment and unemployment. Without work, these young people are easy prey for the lucrative market linked to illegal immigration.

GLOBAL OBJECTIVE

IMPROVE THE LIVING CONDITIONS OF YOUNG PEOPLE IN THE ZINDER AND AGADEZ REGIONS BY DEVELOPING VOCATIONAL SKILLS AND IMPROVING EMPLOYABILITY

SPECIFIC OBJECTIVE

Improve the employability of 6,000 young girls and boys through vocational training and the creation of small businesses

AREAS OF IMPLEMENTATION

- improving the management of vocational and technical education and training at central and especially regional levels;
- improving young people's access to diversified training and accompanying measures to promote professional integration.



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

Project duration

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

300

Institution and signature of a delegation of funds and implementation with the Vocational Training and Apprenticeship Support Fund of 300 training/integration measures for more than 6,000 young people throughout the duration of the project

✓

Conduct of 96 training activities in eight sectors: motor-pump mechanics (14), market gardening (21), fattening (15), transformation - conservation and marketing (16), hairdressing (8), basket-making (4), dairy - cheese making (5) and solar energy (13) for 1,980 trainees

96

The operators responsible for the 96 training/integration actions were provided and equipped with the materials and tools necessary for the success of these training actions

288

workshops identified to welcome the trainees benefiting from the training courses as trainees



NIG/021
NIG/721

WATER, SANITATION AND HYGIENE SECTOR SUPPORT PROGRAMME - PHASE II - PASEHA 2

This project, which is part of the framework national rural development policy and poverty reduction strategy, has two components. One focuses on drinking water supply and integrated water resources management, the other on hygiene and sanitation promotion.

DEVELOPMENT GOALS

Within the context of the Accelerated Development and Poverty Reduction Strategy and the Rural Development Strategy, contribute to improving sustainable access to safe drinking water and sanitation and improved hygiene behaviour of rural populations and semi-urban centres.

Components:

- contribute to improving access to drinking water;
- contribute to sanitation;
- help improve the hygiene behaviour of rural populations and semi-urban centres.

AREAS OF IMPLEMENTATION

- improving drinking water supply and integrated water resources management;
- promotion of hygiene and sanitation.

8

HYDROMETRIC
MEASUREMENT
COMMISSIONS



 **Budget NIG/021**
1,473,463 EUR

Project duration

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

Budget NIG/721
2,187,691 EUR

} Danish  Cooperation

Project duration

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

IMPLEMENTATION OF:

34

REHABILITATED CEMENT
WELLS



17

MINI DRINKING
WATER
PURCHASE
CIRCUITS

85

CONSTRUCTED
WELLS

2

HYDROMETRIC
MEASUREMENT
STATIONS

15

DRINKING
WATER
SUPPLY
ROUTES



SENEGAL

DAKAR



5 → **64**
COLLABORATORS
IN SENEGAL

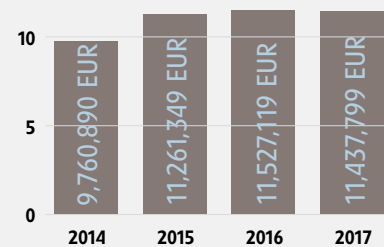
PROJECTS BEING
IMPLEMENTED



11% OF THE
TOTAL AMOUNT
OF THE AGENCY'S
DISBURSEMENTS

11.44 M EUR
IMPLEMENTED
IN 2017

Disbursements



Sectoral distribution of disbursements

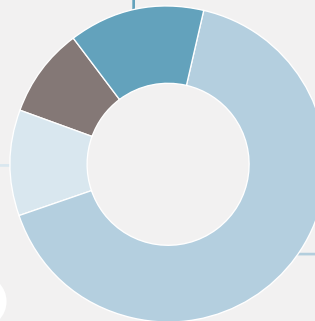


9.26%
LOCAL DEVELOPMENT

9.26%



11.03%



14.05%



65.66%



In line with national sectoral policies and strategies, the SEN/027 programme is contributing to improving the health of populations in the northern regions of Senegal through support for the equitable distribution of the supply of services and adapted and widespread financing of health demand (extension of mutual health insurance). The methodology of its implementation focuses on strengthening national performance and on the quest for sustainability of achievements.

GLOBAL OBJECTIVE

CONTRIBUTE TO POVERTY REDUCTION AND SUSTAINABLE DEVELOPMENT IN SENEGAL

SPECIFIC OBJECTIVE


Increase accessibility of populations to quality health care, by supporting the implementation of the plan domestic health development with a view to increasing the efficiency of operational structures.

AREAS OF IMPLEMENTATION

Increased sector performance in disease prevention and control.



Project duration		
2013	2014	2015
2016	2017	2018

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



Finalisation of the national health financing strategy (snfs) and its implementation plan



Finalisation of the multiannual programming document for expenditure 2018-2020



Preparation of texts relating to the nursing profession



Finalisation of the yearbook of statistics 2015 of the Ministry of Health and Social Action



Finalisation of the 2013 National Health Accounts and launch of the preparation of the 2014, 2015 and 2016 Health Accounts



Substantial improvement in the organisation and functioning of the Planning, Research and Statistics Department



SEN/028

VOCATIONAL TRAINING & EMPLOYMENT SUPPORT PROGRAMME

SEN/028 is a national programme operating at two levels: on the one hand, at the national level, by providing technical support to the various departments of the Ministry of Vocational Training, Apprenticeship and Crafts and, on the other hand, at the local level in the area of operational concentration.

The programme is structured around the strengthening of four major focuses: management, quality, access and support for socio-professional integration with increased support for decentralised bodies.

GLOBAL OBJECTIVE

CONTRIBUTING TO POVERTY REDUCTION AND SUSTAINABLE DEVELOPMENT IN SENEGAL

SPECIFIC OBJECTIVE

To contribute to the development of quality vocational and technical training that is equally accessible to girls and boys and meets the needs of economic and social development

AREAS OF IMPLEMENTATION

- improving the steering and governance of the vocational and technical training system;
- development of a vocational and technical training offer qualitatively adapted to the needs of the economy;
- development of access to vocational training;
- implementation of a sustainable support system for the integration of graduates from the technical and vocational training system, backed by a national employment strategy.



Project duration

2013	2014	2015
2016	2017	2018

Budget

23,640,622 EUR

5

PRELIMINARY
STUDIES
RELATING TO
PRIORITY
SECTORS
ACHIEVED

16

NEW PROFESSIONAL
TRAINING
PROGRAMMES
DRAFTED

17

TRAINING AND
INDUCTION
PROJECTS
DEPLOYED

6



Development of guides for apprenticeship masters as well as notebooks for apprentices

50%



Implementation of the skills-based approach in more than 50% of vocational and technical training centres

3



START OF CONSTRUCTION
WORK ON THREE
PROFESSIONAL
TRAINING
CENTRES

IMPLEMENTATION OF
WORK AT A
REHABILITATION
TECHNICAL COLLEGE

This programme falls under the following topics:

- land use planning;
- the empowerment of local and regional authorities;
- capacity building of territorial actors;
- local governance;
- citizen participation in local public action.

The programme implementation level is likely to evolve gradually according to the organisational diagnoses in order to arrive at a national implementation level if the organisational diagnoses are conclusive.

GLOBAL OBJECTIVE

CONTRIBUTING TO POVERTY REDUCTION AND SUSTAINABLE DEVELOPMENT IN SENEGAL

SPECIFIC OBJECTIVE

Support territorial development, decentralisation and good governance in the three northern regions

AREAS OF IMPLEMENTATION

- consolidation of the legislative and regulatory context for decentralisation, spatial planning and participatory governance policies;
- strengthening the capacities of local authorities to exercise their competences in a functional manner, including the competences transferred under Phase III of decentralisation;
- pilot experiment in the Louga region for the implementation of the local community economic development strategy domestic;
- support for civil society initiatives to improve good local governance and citizen control;
- support to the Mediator of the French Republic to strengthen his presence and action in the three regions of St Louis, Matam and Louga.



Project duration		
2013	2014	2015
2016	2017	2018

 **Budget**
8,430,095 EUR

550
TERRITORIAL
ACTORS OF THE
3 NORTHERN REGIONS
HAVE BENEFITED FROM
STRENGTHENING
CAPACITIES

STRUCTURING ECONOMIC PROJECTS HAVE BEEN FINANCED BY TRANSFERS OF RESOURCES TO THE THREE DEPARTMENTAL COMMUNITIES IN THE LUGA REGION



Re-opening and diversification of activities at the Dahra slaughterhouse



Improvement of the artisanal production capacities of the actors in processed products in Lompoul sur mer



Installation of a cowpea processing unit



SEN/030

SUPPORT TO THE NATIONAL IMPLEMENTATION OF THE ICP III VOLUME 1

ICP III Senegal-Luxembourg has undergone a twofold shift in focus: it is now adopting the “programme approach” and providing for increased use of national performance modalities. In order to implement these orientations, the Ministry of the Economy, Finance and Planning, in collaboration with LuxDev, has developed a new approach supporting national implementation by entrusting the resources of the sectoral components of the Senegal-Luxembourg bilateral cooperation programme to Senegal’s institutions. This is budgeted aid.

GLOBAL OBJECTIVE

CONTRIBUTING TO POVERTY REDUCTION AND SUSTAINABLE DEVELOPMENT IN SENEGAL

SPECIFIC OBJECTIVE

Governance of national institutions responsible for the implementation of ICP III is being strengthened

AREAS OF IMPLEMENTATION

- alignment of budgeting for areas of concentration and programmes of ICP III on public policies, in line with the reform of public finances, linked to the implementation of the directions of the West African Economic and Monetary Union;
- alignment of the implementation modalities of ICP III with national procedures, institutions and actors in public financial management;
- improvement of contract management capacities, financing agreements and public service delegations;
- improving the quality of administrative management in the partner ministries of the Senegal-Luxembourg bilateral cooperation programme.



Project duration

2013	2014	2015
2016	2017	2018

Budget

8,176,565 EUR

- Volume1:
3,692,565 EUR
- Volume 2:
4,484,000 EUR

57



training sessions at central and deconcentrated level



Support to the experimentation and implementation of the innovations of the frame harmonised public finance: deconcentration of scheduling, programme budget, management control, material accounting



Improving public finance management training systems: e-learning approach



Improvement of the operational performance level of the programme at shortcomings budgeted assistance



Self-evaluation context for the civil service in Senegal



Improved and modernised human resources management in three departments



SEN/030

SUPPORT TO THE NATIONAL IMPLEMENTATION OF THE ICP III VOLUME 2

Water governance in Senegal is an important issue in the national context, particularly for monitoring the quality of resources and their use.

GLOBAL OBJECTIVE

CONTRIBUTING TO POVERTY REDUCTION AND SUSTAINABLE DEVELOPMENT IN SENEGAL

SPECIFIC OBJECTIVE

Strengthen the organisational and steering capacities of sectoral water and sanitation services for the improvement and sustainability of water and sanitation services for rural populations

AREAS OF IMPLEMENTATION

- capacity building for good governance, planning and monitoring/evaluation of sectoral policies and programmes;
- ensuring integrated and efficient management of water resources for the sustainable satisfaction of needs related to all uses;
- promotion of universal access to drinking water through the strengthening of infrastructures guaranteeing the continuity of public service;
- promotion of good management of wastewater, excreta and rainwater.



Project duration

	2013	2014
2015	2016	2017

48

FINALISATION OF THE
IMPLEMENTATION OF THE
PRIORITY
TRAINING PLAN
FROM WHICH 48 MINISTRY
OF HYDRAULICS AND
SANITATION AGENTS
HAVE ALREADY BENEFITED

148

Agents have been trained on
environmental and social safeguard
tools and their integration in
project planning

11

IMPLEMENTATION OF A
WATER RESOURCE MANAGEMENT
PLAN AND 11 INTEGRATED
MANAGEMENT ACTION
PLANS FOR LOCAL WATER
RESOURCES

50

LOCAL ARTISANS
TRAINED IN THE TECHNIQUES
FOR IMPLEMENTING
RURAL
SANITATION
OPERATIONS



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 essential measures to combat the exclusion, dropout and emigration of young people from disadvantaged backgrounds.

GLOBAL OBJECTIVE

SINCE SENEGAL IS A MAJOR PROVIDER OF CANDIDATES FOR ILLEGAL IMMIGRATION, TRAINING AND ACCESS TO EMPLOYMENT ARE ESSENTIAL MEASURES TO COMBAT THE EXCLUSION, DROPOUT AND EMIGRATION OF YOUNG PEOPLE FROM DISADVANTAGED BACKGROUNDS.

SPECIFIC OBJECTIVE

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

AREAS OF IMPLEMENTATION

The project thus comprises four components concerning the main regions of departure of the migrants:

- improving the quality of vocational training provision;
- improving the quality of training;
- adaptation of training to social and economic needs;
- strengthening support mechanisms for professional integration and continuing training.



 **Budget** } Emergency trust fund
19,000,000 EUR

Project duration

2016	2017	2018	2019	2020

250

SELECTED
MASTER
ARTISANS
AND TEACHER
TRAINEES

1,450

YOUNG
TRAINEES

1,200

YOUNG PEOPLE
IN THEIR INDUCTION
PROGRAMME

100

ADMINISTRATIVE
EMPLOYEES
TRAINED ON THE
SKILLS-BASED
APPROACH

700

identified for youth courses
qualifying within the Training
and Induction Projects

125

ARTISANS
& 320 YOUNG PEOPLE
IDENTIFIED IN PARA-
AGRICULTURAL TRADES



KOSOVO



3

PROJECTS BEING
IMPLEMENTED

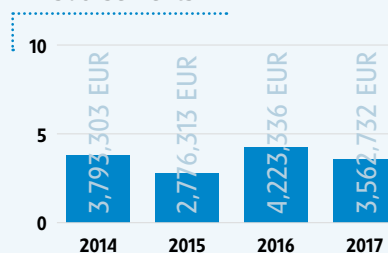
➔ 2 PROJECTS IN
FORMULATION

➔ 22 COLLABORATORS
IN KOSOVO

4% OF THE
TOTAL AMOUNT
OF THE AGENCY'S
DISBURSEMENTS

3.56 M EUR
IMPLEMENTED
IN 2017

Disbursements



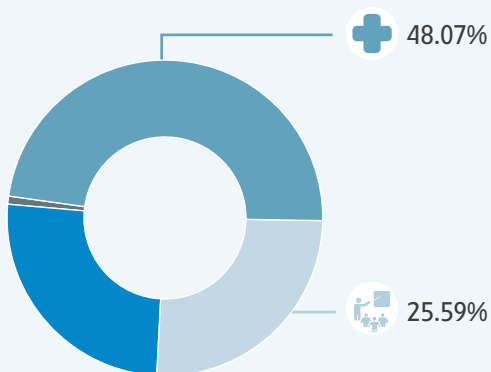
Sectoral distribution of disbursements



26.35%
LOCAL DEVELOPMENT

25.55%

0.8%





The project supports the Ministry of Education, Science and Technology (MEST) of Kosovo and contributes to the modernisation of the formal education system through a Vocational and Educational Training (VET) sector reform. It concentrates on the establishment of two Centres of Competence (CoC), one for health care in Ferizaj and the other for economy, trade and tourism in Prizren. The main purpose of the CoCs will be to provide VET in secondary education for pre-university students of Kosovo. In addition, these centres will work closely with private companies in their respective sectors to develop hands-on and "work-based" learning opportunities for VET students and will also offer in-house training and Life-Long-Learning services for the private, public and social sectors.

GLOBAL OBJECTIVE

CONTRIBUTING TO THE ECONOMIC GROWTH THROUGH THE MODERNISATION OF THE EDUCATION SYSTEM IN KOSOVO

SPECIFIC OBJECTIVE

Implement Vocational Education and Training (VET) reform in two Centres of Competence, in Ferizaj and in Prizren

AREAS OF IMPLEMENTATION

- revise and develop curricula and respective training and didactic materials for the two Centres of Competence in line with labour market needs and linked to the National Qualifications Framework;
- build, equip and operationalise the Centres of Competence in Ferizaj and in Prizren.



Project duration

2009	2010	2011	2012	2013
2014	2015	2016	2017	2018

Budget

10,310,500 EUR



Pioneering in the development of the first public Level 5 qualifications in Kosovo in the fields of Special Education Needs and Career Guidance Counselling through a project-supported Public Private Partnership between Pearson Education from the UK and the Ministry of Education, Science and Technology of Kosovo



Development of the National Career Guidance Model, the first phase of the National Career Guidance Information System (busulla.com) as well as the provision of capacity development to 622 pre-university teachers on the implementation of the component



Support in formalisation and development of multi-purpose partnerships between the CoCs and renown companies from France, Germany, Switzerland and Kosovo



Technical support to MEST through an analysis aimed at determining the procedures required to formalising partnerships between the CoCs and other private, social and/or public entities



First income-generating activities in both CoCs through the collection of fees for Level 5 qualifications



Enlargement of the territorial coverage by the CoCs through partnering with antenna-institutions in Pristina

Since 2003, Luxembourg has been the main donor involved in the health sector of Kosovo. This new venture corresponding to phase II of the “Health Support Programme in Kosovo”, builds on the achievements of KSV/014, aiming at supporting the implementation of the health sector reform and developing management capacities within the Ministry of Health and the health care institutions as well as creating new financing mechanisms. During the implementation of the predecessor KSV/014, support was provided to elaborate the design of the health reform and the key sector laws. The implementation of the KSV/017 project will focus on organisational development, training, coaching and guiding the Ministry of Health towards implementing the health care reform.

GLOBAL OBJECTIVE

**CONTRIBUTE TO THE QUALITY OF THE HEALTH SERVICES TO THE
BENEFITS OF THE POPULATION OF KOSOVO**

SPECIFIC OBJECTIVE

Improve the planning, leadership and management capacities of the health actors

AREAS OF IMPLEMENTATION

- strengthen the institutional and organizational capacities of the health actors to fulfill their new roles and responsibilities;
- improved the performance and quality of health services in the public sector;
- use the integrated Health Information System, as put in place and functional in all Public Health Institutions, effectively in the pilot sites.



 Budget

6,000,000 EUR

Project duration

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

30



English courses were given to 30 people to select staff from the sector



The project provided logistical, administrative, and financial support to the first ever election of the assembly and president of the chamber

63



Ministry of Health recruited 63 new doctors



The analysis of all Kosovo hospitals in terms of service delivery was finalised, published, and presented to all stakeholders

63



health facilities in seven municipalities and four clinics of the University Clinical Centre of Kosovo were connected to the Health Information System

4,000



Approximately 4,000 end-users are trained in Health Information System applications with 350,000 patients registered



KSV/018

INSTITUTIONAL AND TECHNICAL SUPPORT FOR THE WATER SUPPLY SYSTEM – PHASE II

KSV/018 is a logical follow-up to the KSV/016 project by the same name. It consolidates the results achieved through the former phase in the area of technical capacity development. Moreover KSV/018 aims at strengthening the management capacity of the Mitrovica Regional Water Company (MRWC) and ensuring a reliable and sustainable water supply for the population served.

GLOBAL OBJECTIVE

CONTRIBUTE TO THE RECONSTRUCTION PROGRAMME FOR THE NORTHERN PART OF KOSOVO

SPECIFIC OBJECTIVE

Contribute to the achievement of a reliable and sustainable water supply to the population served by the Mitrovica Regional Water Company

AREAS OF IMPLEMENTATION

- upgrade Mitrovica Regional Water Company organisation and procedures towards a customer-oriented water company;
- upgrade or replace existing assets of the regional water supply system.



Project duration		
	2014	2015
2016	2017	2018

 **Budget**
4,500,000 EUR



Investment in additional IT equipment for the server room, as well as provision of adequate security-related equipment, to safeguard the customer database and prevent damage from unexpected surges in electricity



Continuous investment in improving the water supply system, through replacement of old and installation of new pipelines, refurbishment of water supply reservoirs, extension of existing District Metering Areas (DMAs)



Establishment of a Reserve Investment Fund, with expenditures conditioned on the achievement of set performance targets



Adoption of a new web-based mobile billing application and expansion of remote reading functionality



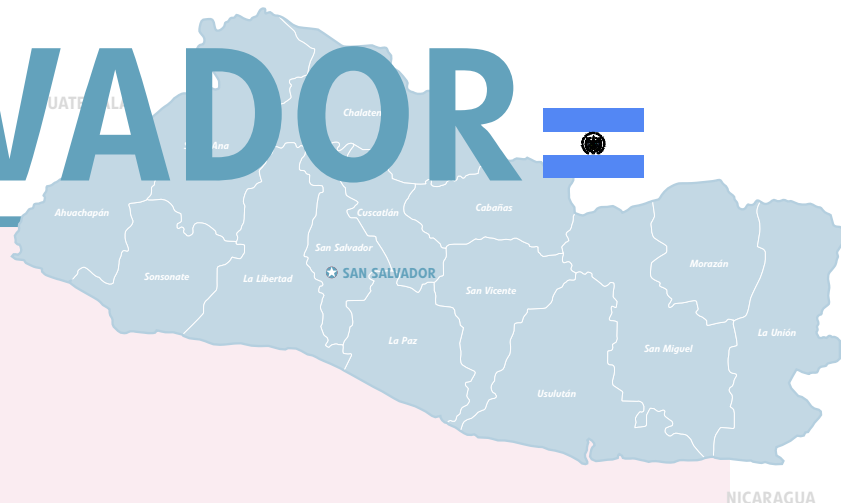
Implementing measures for combating high levels of non-revenue water, including the application of state-of-the-art satellite technology



Continuous improvement in the operational conditions of MRWC, enabling a better environment for capacity development absorption



EL SALVADOR

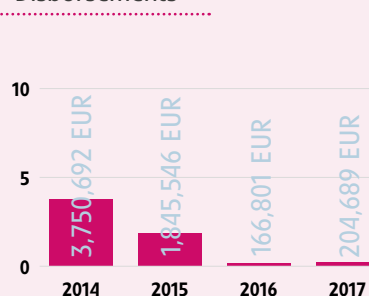


1

PROJECT BEING
IMPLEMENTED

→ 3 COLLABORATORS
IN SALVADOR

Disbursements



0.2% OF THE
TOTAL AMOUNT
OF THE AGENCY'S
DISBURSEMENTS

0.20 M EUR
IMPLEMENTED
IN 2017

Sectoral distribution of disbursements



100%
VARIOUS





SVD/024

SUPPORT & MONITORING PROJECT

In 2016, cooperation between Luxembourg and El Salvador reached a new stage in which El Salvador directly implements projects financed by Luxembourg. National performance is a major step forward in terms of ownership and alignment with national policies and strategies for the Salvadoran government. It can also be a challenge in managing for development results, as there is a need to develop performance assessment frameworks and better resource management.

GLOBAL OBJECTIVE

PROVIDE THE LUXEMBOURG MINISTRY OF FOREIGN AND EUROPEAN AFFAIRS AND THE SALVADORAN INSTITUTIONS RESPONSIBLE FOR IMPLEMENTING BILATERAL PROJECTS WITH A TECHNICAL ASSISTANCE MECHANISM TO SUPERVISE AND MONITOR THESE PROJECTS.

AREAS OF IMPLEMENTATION

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



 Budget

800,000 EUR

Project duration

2016

2017

2018

2019

14

Civil society
organisations involved
in the formulation of
public development
policies

40

municipalities

11

departments

33

PROJECTS SELECTED
BY THE SOUTH-SOUTH
TRIANGULAR
COOPERATION FUND

26

PROJECTS
COMPLETED
OR IN PROGRESS

COORDINATION
OF THE VERIFICATION
MISSION OF THE DATA OF
PERFORMANCE
OF THE SALVADORAN
GOVERNMENT'S
SOCIAL PLAN



NICARAGUA



3

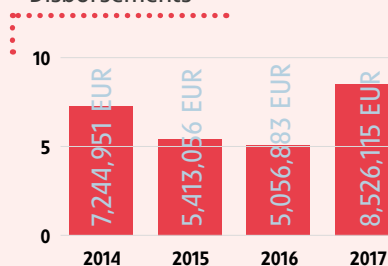
→ 44 COLLABORATORS
IN NICARAGUA

PROJECTS BEING
IMPLEMENTED

8.5% OF THE
TOTAL AMOUNT
OF THE AGENCY'S
DISBURSEMENTS

8.53 M EUR
IMPLEMENTED
IN 2017

Disbursements

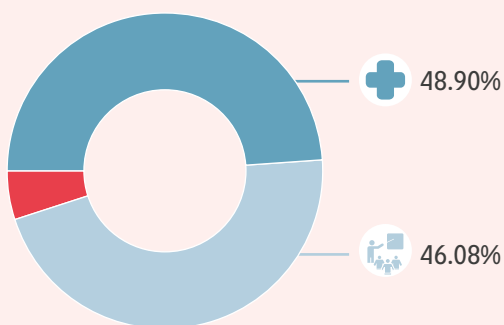


Sectoral distribution of disbursements



5.02%
LOCAL DEVELOPMENT

5.02%





NIC/026

INSTITUTIONAL SUPPORT TO VOCATIONAL TRAINING IN HOSPITALITY AND TOURISM

Initially the project focused on the hotel and tourism sector and was conceived as a continuation of previous projects carried out by the Luxembourg Cooperation in vocational training, in particular the construction and commissioning of the National Hotel School.

Reformulated in 2015 and refinanced in 2017, the project now includes, in addition to tourism and hotels, three industrial sectors, namely welding, automotive and electricity and electronics.

GLOBAL OBJECTIVE

TO CONTRIBUTE TO IMPROVING THE EMPLOYABILITY OF THE BENEFICIARIES OF THE SERVICES OF THE NATIONAL INSTITUTE OF TECHNOLOGY (INATEC)

SPECIFIC OBJECTIVE

Improve the quality and increase the relevance of the services offered by the INATEC training centres

AREAS OF IMPLEMENTATION

- improve the technical education and vocational training services offered by INATEC in the centres benefiting from the project;
- strengthen INATEC's relations with other institutions, the productive sector and society in general.



49



Training of 49 hotel and tourism teachers and 43 teachers in industry

 Budget

13,230,000 EUR

Project duration

2014

2015

2016

2017

2018

4 TRAINING CENTRES
CURRENTLY BEING
RENOVATED
AND EQUIPED

8 JINOTEPE
CHINANDEGA

COMPLETION
OF THE CONSTRUCTION OF
HOTEL SCHOOL
CASA LUXEMBOURG
IN POCHOMIL

14
INATEC TRAINING
CENTRES CERTIFIED
UNDER ISO 9001:2015

6 RENEWALS
8 NEW CERTIFICATIONS

MID-TERM EVALUATION
OF THE SELF-ASSESSMENT
PROJECT WITH THE
NATIONAL PARTY



In addition to institutional strengthening, the programme includes a major infrastructure component with the construction and equipping of a first-level hospital in the municipality of El Cua, the rehabilitation of a polyclinic in Matagalpa and the repair of the hydro-sanitary infrastructure of some 100 health establishments in the departments of Matagalpa and Jinotega.

GLOBAL OBJECTIVE

CONTRIBUTE TO THE REDUCTION OF MATERNAL AND CHILD MORTALITY IN NICARAGUA BY ENSURING THE CONTINUITY OF EFFORTS MADE IN THE CONTEXT OF THE MILLENNIUM DEVELOPMENT GOALS

SPECIFIC OBJECTIVES

- improve the quality and increase the coverage of health services for the inhabitants of 10 municipalities in the departments of Jinotega and Matagalpa;
- help ensure that the Nicaraguan population has access to safe transfusion therapy in the beneficiary public hospitals.

AREAS OF IMPLEMENTATION

- a joint management mechanism combining delegated management and direct labour;
- application of a results-based management approach based on management instruments and institutional indicators;
- support to existing institutional processes by strengthening management capacities and improving the quality of interventions;
- implementation and monitoring of activities to promote voluntary and altruistic blood donation in eight departments;
- networking and compliance with technical standards in transfusion medicine services in public hospitals.



 Budget

14,118,709 EUR

Project duration

2016

2017

2018

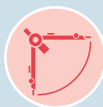
2019



CONSTRUCTION WORK BEGINS ON EL CUA HOSPITAL (MAY 2017)



DELIVERY OF THE FIRST BATCH OF TRANSFUSION MEDICINE EQUIPMENT TO THE MINISTRY OF HEALTH (AUGUST 2017)



TECHNICAL STUDIES FOR THE REHABILITATION OF POLYCLINICS TRINIDAD GUEVARA IN MATAGALPA

111

FAMILY AND COMMUNITY HEALTH AUXILIARIES TRAINED IN RURAL AREAS OF THE MATAGALPA AND JINOTEGA DEPARTMENTS

6,400

6,400 HEALTH LEADERS, BRIGADIERS AND NATURAL MEDICINE OFFICERS TRAINED

38

HEALTH FACILITIES IN RURAL AREAS BENEFIT FROM IMPROVEMENTS TO THEIR HYDRO-SANITARY FACILITIES

Tourism is the country's second largest foreign exchange earner, but its potential is still under-exploited. Since 2007, Luxembourg has financed two phases of the coffee road project aimed at promoting local development through tourism in five departments in northern Nicaragua. LuxDev has also implemented the project for the colonial road and volcanoes in the context of delegated cooperation from the European Union, involving six departments on the Pacific coast.

GLOBAL OBJECTIVE

CONTRIBUTE TO IMPROVING THE QUALITY OF LIFE, REDUCING POVERTY AND PROMOTING THE SOCIO-ECONOMIC GROWTH OF THE NICARAGUAN POPULATION



Official launch of the project

SPECIFIC OBJECTIVE

To contribute to the increase of arrivals, average length of stay and average daily expenditure of tourists in Nicaragua

AREAS OF IMPLEMENTATION

- diversify and make better known the tourist destinations of the Nicaragua on the national and international market;
- improve the offering of tourism products and services in the targeted territories;
- conducting sustainable tourism planning and management with the participation of public and private stakeholders in the sector at national, regional and territorial level.



 Budget

3,875,147 EUR

Project duration

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

SIGNATURE
OF A **DELEGATION**
AGREEMENT
WITH THE **NICARAGUAN**
INSTITUTE OF
TOURISM (INTUR)

3
TECHNICAL
ASSISTANTS
PROVIDED TO
INTUR



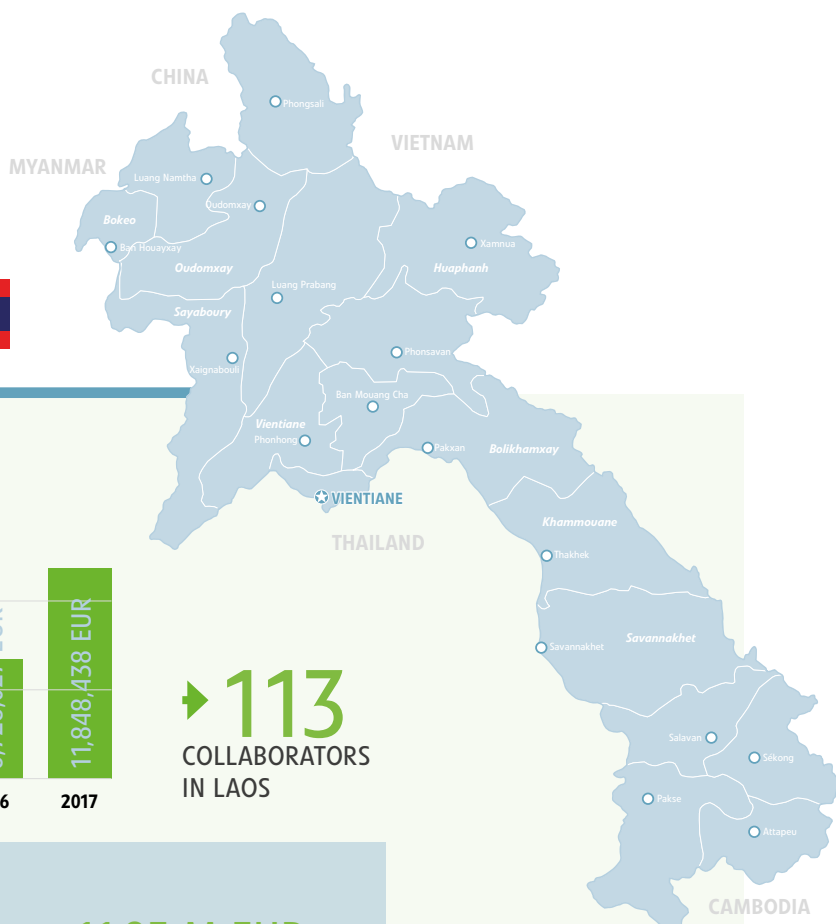
PREPARATORY STUDIES FOR THE RENOVATION OF THE XILONEM
TOURIST CENTRE MANAGED BY INTUR



ADVENTURE TOURISM, RURAL EXPERIENCES AND COLONIAL CITIES
ARE IDENTIFIED AS PRIORITY TOURISM PRODUCTS



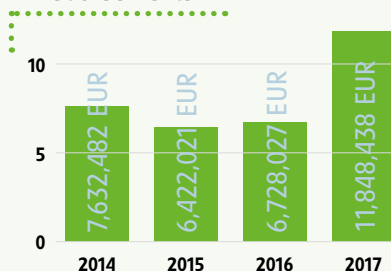
LAOS



7

PROJECTS BEING
IMPLEMENTED

Disbursements



► **113**
COLLABORATORS
IN LAOS

12% OF THE
TOTAL AMOUNT
OF THE AGENCY'S
DISBURSEMENTS

11.85 M EUR
IMPLEMENTED
IN 2017

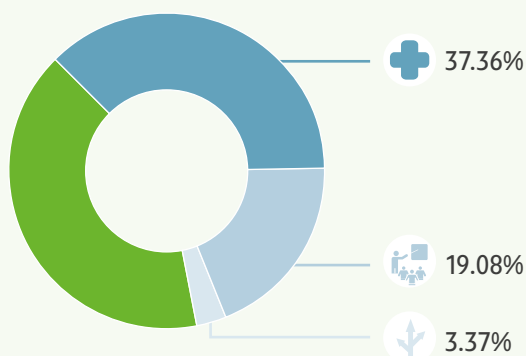
Sectoral distribution of disbursements



40.19%
LOCAL DEVELOPMENT

38.93%

1.26%





LAO/026

TECHNICAL ASSISTANCE TO THE IFAD SOU M SON SEUN JAI PROGRAMME

The LAO/026 project is delivering technical assistance to the International Fund for Agricultural Development (IFAD). The Community-based Food Security and Economic Opportunities Programme, funded by the project, was launched in 2011 and operates in the Northern part of Laos. The programme is carried out jointly by the Government of Lao PDR, the IFAD, the World Food Programme and LuxDev.

LuxDev contributes to the programme by delivering technical assistance through two international and five national programme advisers. Besides building the capacity of the implementing agencies to efficiently manage and implement the programme, the advisers are also instrumental in introducing innovative approaches and technologies to the programme.

GLOBAL OBJECTIVE

CONTRIBUTE TO REDUCE EXTREME POVERTY AND HUNGER

SPECIFIC OBJECTIVE

Ensure sustainable food security and income generation for the rural poor in the target villages

AREAS OF IMPLEMENTATION

- ensure the use of improved and sustainable integrated production and conservation systems for target group farmers in the uplands;
- ensure effectively functioning links to markets;
- ensure farmers a sustainable access to markets.



 Budget

1,850,000 EUR

Project duration

2012	2013	2014
2015	2016	2017

SIGNIFICANT EVENTS

130,000

Project reached over 24,000 households and around 130,000 people through its initiatives

-30%

Poverty in target districts have reduced by 30%, from 57% to 27

-7%

Incident of stunting has decreased by 7%, from 38% to 31%

-41%

The target households experienced one hunger season of over three months per year or more has decreased from 62% to 21%

774

A total of 774 Provincial/ District Agriculture and Forestry Office staff benefitted from training events

76

community water supply systems have been constructed or rehabilitated

62

small-scale irrigations schemes have been built serving 478 hectare of paddy land

97

community rice banks were established and operational

220

farmer field schools were initiated

140

Village Development Funds financed and completed 500 small community-based activities and investments, and directly benefiting 11,639 households

176

km of road constructed benefiting 54 villages

The Grand Duchy of Luxembourg has been providing support to the health sector since the Cooperation between Laos and Luxembourg started in the late 1997. The preceding phase's (LAO/017) specific objective was to "assist the Lao Ministry of Health (MOH) in implementing and operationalising its long-term Health Sector Strategy 2000-2020, Primary Health Care Strategy and Health Sector Development Plans.

LAO/027 stays in that continuity and concentrates on fostering the Provincial Health Department roles and responsibilities, towards facilitation of effective Primary Health Care service delivery at district level and Mother and Child Health activities. Special attention is given to the development of a patient-centred health care approach, and to the priority target groups such as pregnant women and children under five.

GLOBAL OBJECTIVE

IMPROVE THE HEALTH STATUS OF LAOS' POPULATION WITH A SPECIAL EMPHASIS ON MOTHER AND CHILD HEALTH AND A GEOGRAPHICAL FOCUS ON THE THREE CENTRAL PROVINCES (VIENTIANE, BOLIKHAMXAY AND KHAMMOUANE)

SPECIFIC OBJECTIVE

Support the Ministry of Health to implement Health Sector Reform framework 2013-2025, prioritising access to quality Maternal, Newborn and Child Health services through the strengthening of Health districts

AREAS OF IMPLEMENTATION

- establish the Joint Participatory Fund as a mechanism to enhance national contribution to the financing of priority activities;
- improve performance of health services delivery, particularly for Maternal, Newborn and Child Health activities at district level;
- adequate technical conditions to support services delivery in the targeted provinces;
- strengthen governance within the health system through results-oriented planning and management of provincial health activities.



Project duration				
	2014	2015	2016	
2017	2018	2019	2020	

 **Budget**
25,400,000 EUR

SIGNIFICANT EVENTS



Joint Participatory Mechanism was put into operation and a formal provincial legal framework for the mechanism has been guaranteed.

98%

The construction of Bolikhamxay Provincial Hospital is 98% complete

10

students of the Family Medicine Specialisation scholarships graduated

8

An innovative set of eight short and long-term human resource capital development programmes were finalised in collaboration with the provincial health offices, the MoH department of training and research and the university of health sciences

3

provincial proposals for the 2018 JPM funding cycle corresponding to a total amount of 1 078 100 EUR were approved for inclusion in the 2018 MoH budget by the Department of Planning and International Cooperation



Web-based Health Management Information System trainings were provided in each of the programme provinces

The project is set in the framework of the capacity strengthening and governance priorities defined in the 2011–2015 Indicative Cooperation Programme (ICP) between Laos and Luxembourg. It is an answer to a special request submitted by the Lao government to its Luxembourg counterpart. The project is dedicated to the capacity strengthening of institutions in charge of Official Development Assistance (ODA) management.

GLOBAL OBJECTIVE

CONTRIBUTE TO THE IMPROVEMENT OF DEVELOPMENT COOPERATION EFFECTIVENESS IN THE LAO PDR

SPECIFIC OBJECTIVE

Strengthen the Department for International Cooperation's capacity to manage aid effectively, build partnerships and establish effective working practices with national and international stakeholders

AREAS OF IMPLEMENTATION

- strengthen the organisational, managerial and individual competence base of the Department of International Cooperation;
- ensure the Department of International Cooperation is able to advise the government on aid and cooperation effectiveness decisions and strategies;
- strengthen five selected pilot Sectors of International Cooperation and play effectively their role of Official Development Assistance management at provincial level.



Project duration				
	2014	2015	2016	
2017	2018	2019	2020	

 **Budget**
860,000 EUR

SIGNIFICANT EVENTS



The Document Management System was launched by a local Information Technology company



The inauguration of the DIC building following the renovation works and supply of office furniture



Policy driven workshops were held with the Ministry of Planning and Investment, other line ministries, Development partners and the private sector

7

Department of International Cooperation's (DIC) operations have been strengthened through the delivery of workflow procedures for seven divisions and an overall procedure for DIC through Total Quality Management training and counselling

110

Training was provided to more than 110 people on leadership and management, IT for communication, report writing, or negotiation and presentation

6

task force members of DIC, the Division Head to Europe and America, and the Deputy Director General assessed the five Provincial Sectors of International Cooperation



LAO/029
LAO/729

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

The tourism sector in the Lao PDR has expanded rapidly, participation in the tourism labour force is seen as the main potential growth area for increasing poor people's share of tourism-related income. Accordingly, Luxembourg and Switzerland, together with the Ministry of Education and Sports of the Lao People's Democratic Republic, have joined hands for a vocational education and skills development project.

GLOBAL OBJECTIVE

PROMOTION OF SUSTAINABLE AND INCLUSIVE GROWTH OF THE TOURISM AND HOSPITALITY (T/H) SECTOR THEREBY CONTRIBUTING TO POVERTY REDUCTION

SPECIFIC OBJECTIVE

Graduates of improved and expanded tourism/hospitality technical and vocational education and training and skills development, including people from disadvantaged backgrounds, find gainful employment or pursue further studies in tourism/hospitality

AREAS OF IMPLEMENTATION

- the quality of vocational education and training and skills development programmes in tourism/hospitality is improved;
- the scale and variety of technical and vocational education and training and skills development programmes in tourism/hospitality is expanded and enhanced;
- people from disadvantaged backgrounds are included in tourism/hospitality technical and vocational education and training and skills development programmes;
- an enabling governance, institutional and regulatory framework for technical and vocational education and training and skills development, particularly in tourism/hospitality, is in place.

3

senior management staff members were supported to participate in the International Labour Organisation 2017 Skills Academy on the theme of "Skills and TVET for Improved Productivity, Employment Growth and Development"

500

An agreement was signed with Swisscontact to

- develop a training programme, for 500 new entrants from disadvantaged backgrounds, over the next four years;
- upskill 500 employees in micro, small and medium T/H enterprises.

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

14

Capacity building of 14 key personnel in the Ministry of Labour and Social Welfare (MoLSW), Ministry of Education and Sports (MoES) and Ministry of Information, Culture and Tourism



Labour Market Information System was established in the Ministry of Labour and Social Welfare

52

An intensive English Language Summer School with 52 teachers participating, coupled with development of an English language teaching/learning mobile app, provision of tablets to teachers and Integrated Vocational Education and Training schools/colleges enhanced language teaching

13

teachers undertook a three-month professional internship in a four-star hotel in Thailand

20

teachers/trainers (16 women and four men) undertook a housekeeping training programme

1

teacher was supported to take up an overseas scholarship in Luxembourg

7

A three-to six-month on-the-job training programme was launched for seven participants from disadvantaged backgrounds

20

participants (16 from disadvantaged backgrounds) started a three-month training programme in Hotel Gardening

25

Short artisan training programmes, including 25 participants from disadvantaged backgrounds were supported

41

Skills Development for Tour Guides has been provided in Green Horticulture and Ecology to 41 people



Support was provided to the National Training Council Permanent Office to improve its working environment

33

participants from disadvantaged backgrounds integrated a three-month training programme in Food Production and Food and Beverage Service

Lao PDR has seen rapid macro-economic growth during the past decade. However, economic development has mainly benefited urban and lowland populations, while progress has been much slower in uplands and mountainous areas where the people are increasingly falling behind lowland populations in terms of incomes, education, health, nutrition and other social indicators. LAO/030 was conceived to help reduce poverty in the more disadvantaged upland areas of the four target provinces. The Programme will also assist in strengthening local governance, decentralisation and policy dialogue in support of upland development. The primary beneficiaries will be approximately 150,000 people in about 225 target villages selected on prevailing high poverty rates. Due to the demographic situation, most of the target population will be ethnic minority groups.

GLOBAL OBJECTIVES

- **REDUCE POVERTY LEVELS IN LAO PDR**
- **END HUNGER AND REDUCE STUNTING AND MALNUTRITION**
- **IMPROVE ENVIRONMENTAL PROTECTION AND SUSTAINABLE NATURAL RESOURCES MANAGEMENT**

SPECIFIC OBJECTIVE

Improve living standards and get over the poverty line in target villages

AREAS OF IMPLEMENTATION

- strengthen the ability of the Government in local development in the target districts and provinces;
- promote community-led development and use it in the target villages;
- improve access to socio-economic infrastructure with the use of additional funds in the target villages and their clusters.



Project duration		
2017	2018	2019
2020	2021	2022

 **Budget**
23,003,561 EUR

SIGNIFICANT EVENTS

50,000

Co-financing of equipment amounting to 50,000 EUR for the Ministry of Planning and Investment management information system on Official Development Assistance to the Lao PDR



Orientation workshops were carried out at central level and in all target provinces and districts



Support to training for government and programme staff on administrative and financial management, Geographic Information System and mapping, English language, and gender mainstreaming

225

Identification of 225 target villages across 14 districts in four provinces

1

general implementation manual and formats for the delegation and implementation agreements were issued

4

Signature of delegation agreements for infrastructure and village development funds with all four provinces amounting to a total of 6,976,961 EUR

83

rural infrastructure including education facilities and water supply schemes have been selected



LAO/031

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

In 2009, Lao PDR adopted a Legal Sector Master Plan (LSMP) that establishes the framework to develop effective institutions in the entire legal sector as the foundation for the Rule of Law. Furthermore, the Lao PDR's 8th National Socio-Economic Development Plan (NSED) 2016-2020 aims to facilitate the graduation from Least Developed Country status by 2020 and to consolidate regional and international integration in the context of the Association of Southeast Asian Nations (ASEAN) Economic Community. Among the cross-cutting issues addressed by the NSED is the enhancement of the effectiveness of the public governance and administration. These goals highlight the need to develop a law system that is complete, harmonised, clear, reliable and accessible to everybody. Positive trends have been triggered through the previous Luxembourg-funded project LAO/023 in order to strengthen the higher education in the legal sector. However, complying with ASEAN standards and updating the curricula towards the evolution of the legal framework requires a constant effort to improve further the efficiency of the faculties.

GLOBAL OBJECTIVE

CONTRIBUTE TO STRENGTHENING THE RULE OF LAW IN LAOS

SPECIFIC OBJECTIVE

- reinforce the enabling environment to access to justice;
- continue strengthening legal education and training.



AREAS OF IMPLEMENTATION

- enhance capacities of targeted legal practitioners and civil servants in law;
- strengthen formal/Informal legal awareness raising campaigns;
- strengthen coordination between academia and practitioners;
- develop New curricula complying with the Association of Southeast Asian Nations standards and requirements;
- enhance competencies of targeted teachers;
- improve management and governance of Vientiane's Faculty of Law and Political Science and the Faculty of Law and Administration in Champassak.

Project duration		
2017	2018	2019
2020	2021	2022

 Budget
5,000,000 EUR

SIGNIFICANT EVENTS



Establishment of a Project Office at Vientiane's Faculty of Law and Political Science



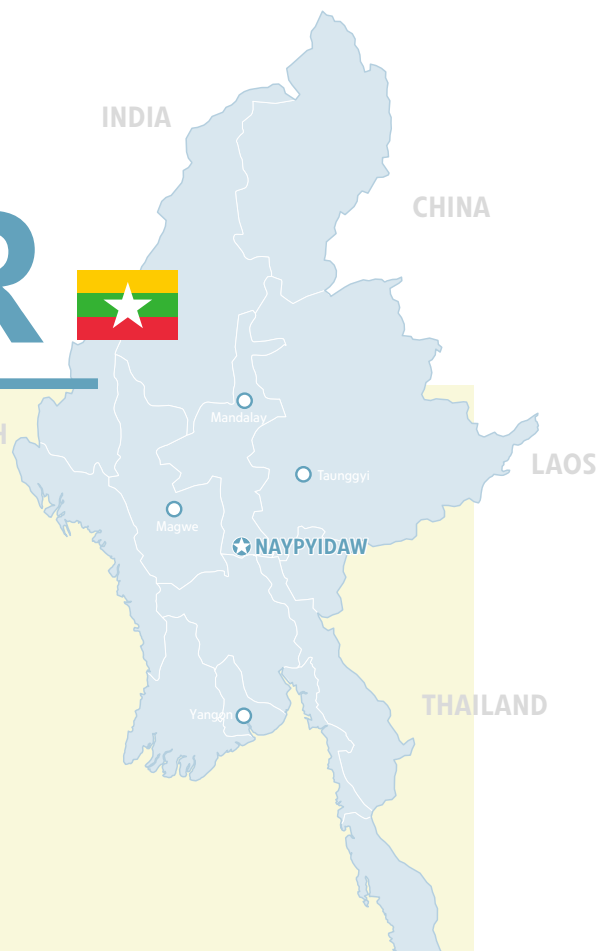
Elaboration of a general Annual Work Plan and Budget for 2018



Recruitment of project staff and the configuration of administrative procedures



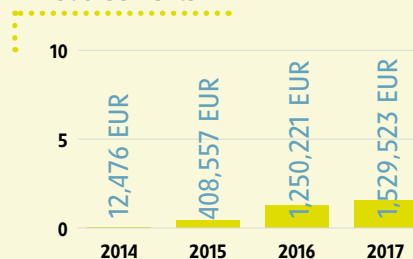
MYANMAR



2

PROJECTS BEING
IMPLEMENTED

Disbursements



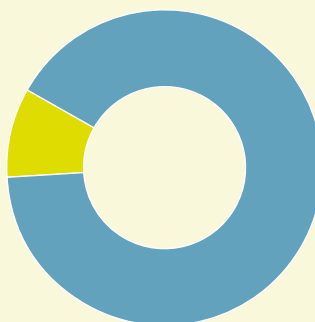
▶ **36** COLLABORATORS
IN MYANMAR

Sectoral distribution of disbursements



9.03%
LOCAL DEVELOPMENT

9.03%



90.97%

1.5% OF THE
TOTAL AMOUNT
OF THE AGENCY'S
DISBURSEMENTS

1.53 M EUR
IMPLEMENTED
IN 2017





MYA/001

HUMAN RESOURCES DEVELOPMENT IN THE HOSPITALITY AND TOURISM SECTOR

During the last two years, the liberalisation of its economic and political systems has directly led to a substantial growth in international tourist arrivals in Myanmar.

The aim of the project is to provide poor men and women the skills and experience they need to access a wide range of employment opportunities throughout the tourism and hospitality industry.

GLOBAL OBJECTIVE

THE OVERALL DEVELOPMENT OBJECTIVE OF THE PROJECT IS TO CONTRIBUTE TO THE GOAL OF THE MYANMAR'S TOURISM MASTER PLAN 2013-2020 BY MAXIMISING HOSPITALITY AND TOURISM CONTRIBUTION TO NATIONAL EMPLOYMENT AND INCOME GENERATION

SPECIFIC OBJECTIVE

To build human resources capacity and promote service quality in the tourism sector with the focus on designing and implementing a long-term Human Resources Development strategy and action plan to meet the current and future employment needs of the sector



AREAS OF IMPLEMENTATION

- strengthen the organisational and HR capability of MOHT;
- strengthen the operational capacity of existing and new educational and training providers ;
- upgrade the skills of the existing tourism workforce.



Project duration

2015	2016	2017
2018	2019	2020

Budget

5,000,000 EUR

271



Ministry of Hotels and Tourism staff benefited from trainings (31% in English language; 31% in tourism knowledge; 31% in managerial and professional skills; 7% in Information and Communication Technology)



The completion of the Myanmar Tourism Human Resources Development Strategy and Action Plan (2017-2020) and its publication on the Ministry of Hotels and Tourism official website in both English and Myanmar languages



The establishment of Nay Pyi Taw Training Centre

73



students have received certificates in tourism and hospitality courses

140



supervisory and management units were developed in accordance with the National Skill Standards Authority

288



young people trained in food & beverage service, housekeeping and front office

The Eastern Shan State (ESS) is an exceptional case of disadvantage in a country struggling with numerous cultural, political, economic and environmental challenges. Since the MYA/002 project has a specific geographical and population focus with considerable technology development, innovation and piloting, a direct financing modality via local management structures, technical expertise and dispersed facilitation in the targeted tracts/districts and among the different villages will be applied during the first few years of implementation. A major assumption of the MYA/002 strategy is that gradual cooperation and necessary interdependence in new activities will incrementally enhance the attitudes and practices for social and civic organization, as the roots for mutual respect, sharing resources, community development and informed governance.

GLOBAL OBJECTIVE

PROMOTE INCLUSIVE, COHESIVE AND SUSTAINED GROUPS, COMMUNITIES, INSTITUTIONS AND SYSTEMS FOR THE BENEFITS OF THE RURAL POPULATION OF EASTERN SHAN STATE

SPECIFIC OBJECTIVE

- improve the means and resources for legal livelihood activities of the local population;
- improve the interaction, interdependence, cooperation and capacity in the community's development of participatory governance.

AREAS OF IMPLEMENTATION

- guarantee access to safe and affordable water;
- expand access to sustained electricity supplies;
- increase in quality and quantity tracks and roads networks;
- increase agricultural productivity of land, water, people and capital;
- widen and perfect formal and non-formal education and literacy in relevant languages;
- make modern and affordable telecoms available.



Project duration

2017	2018	2019
2020	2021	2022

Budget

10,000,000 EUR



The bilateral protocol was jointly signed on 12 December 2017 by Luxembourg and the Department of Rural Development (DRD)

Progress has been made in regard to the preparations for the project start-up including with



The completion of field staff recruitment



Successful completion of detailed surveys in 67 target villages



The organisation of two monitoring trainings (introductory courses) for project staff and DRD



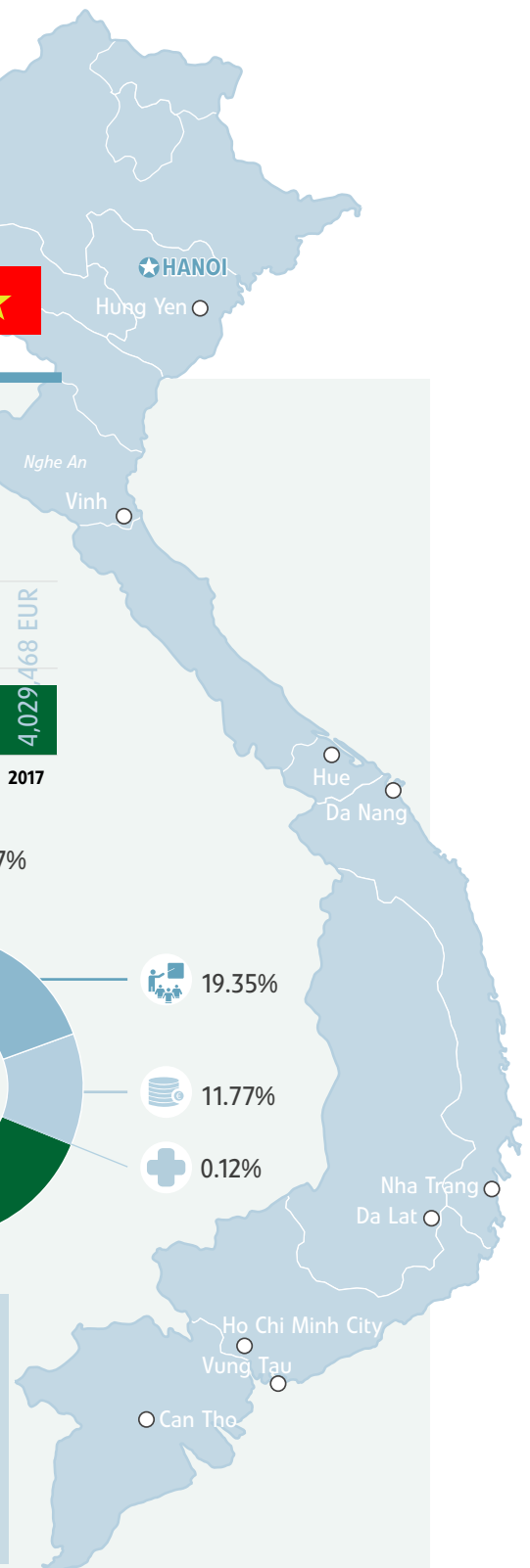
The completion of the baseline surveys



The completion of key monitoring documents including monitoring and evaluation matrix and detailed definitions of 27 project indicators



VIETNAM



6

PROJECTS BEING
IMPLEMENTED

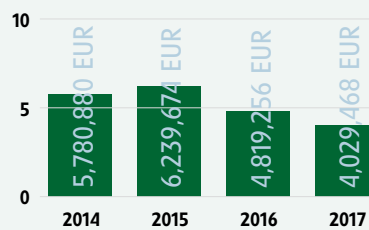
2

PROJECTS IN
FORMULATION

30

COLLABORATORS
IN VIETNAM

Disbursements



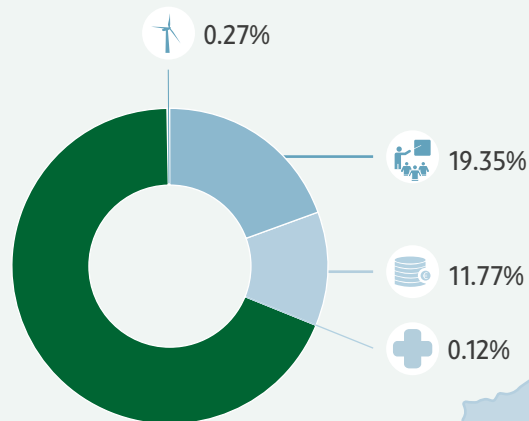
Sectoral distribution of disbursements



68.49%

LOCAL DEVELOPMENT

68.49%



12% OF THE
TOTAL AMOUNT
OF THE AGENCY'S
DISBURSEMENTS

4.03 M EUR
IMPLEMENTED
IN 2017





VIE/032

SUPPORT VIETNAM'S SECURITIES MARKET CONSOLIDATION AND IMPROVE TRAINING CAPACITIES

The securities market in Vietnam has faced many challenges. In 2012 an estimated 40% of securities companies made losses and 2012 also saw the highest number of market violations to date, with the State Securities Commission (SSC) issuing some 180 decisions. One major reason cited for this is the pressure on many securities companies to be profitable and find attractive investments, which encourages some to "cut corners". Corporate governance and risk management still require improvement and these problems all contribute to a lack of investor confidence in the market.

SSC and the market participants recognise the need for the consolidation and restructuring of the securities market. Among the challenges, SSC needs to be more empowered in its legal and governance framework, and in the capacities of its staff, for example in supervision, inspection and enforcement. The project aims to support the capacity development of the financial sector targeting to SSC, in order to provide a solid and stable financial sector foundation to underpin dynamic economic growth.

GLOBAL OBJECTIVE

CONSOLIDATE A DYNAMIC ECONOMIC GROWTH BASED ON A SOUND FINANCIAL SECTOR

SPECIFIC OBJECTIVE

Support the Vietnam Securities Market in line with the Government Strategy for the Securities Market Development for the period 2011-2020

AREAS OF IMPLEMENTATION

- an upgraded legal and governance framework for the securities market;
- training and educational initiatives that cater towards a better understanding of the securities market;
- improved quality of operations and trading on the securities market.



 **Budget**
3,860,000 EUR

Project duration

2016	2017	2018	2019	2020
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A WORKSHOP, “LEGAL FRAMEWORK DEVELOPMENT FOR SECURITIES AND SECURITIES MARKET” WAS HELD WITH THE FOCUS ON PUBLIC COMPANIES, PUBLIC OFFERINGS, PRIVATE PLACEMENTS OF SECURITIES AND CUSTOMER FUNDS PROTECTION



A VIETNAM CORPORATE GOVERNANCE ASSOCIATION WAS ESTABLISHED AND A PROJECT EXPERT FROM THE INSTITUT LUXEMBOURGEOIS DES ADMINISTRATEURS (ILA) GAVE A WORKSHOP ON “CONFLICTS OF INTEREST” TO STATE SECURITIES COMMISSION LEADERS



THE ALUMNI ACTIVITIES WERE DEVELOPED IN COLLABORATION WITH THE HOUSE OF TRAINING



THE NEEDS ASSESSMENT/FEASIBILITY STUDY FOR STATE SECURITIES COMMISSION’S OVERALL INFORMATION TECHNOLOGY (IT) 2016-2020 WAS COMPLETED



VIE/033

LOCAL DEVELOPMENT AND ADAPTATION TO CLIMATE CHANGE IMPACTS IN THE THUA THIEN HUE PROVINCE

The Climate-Adapted Local Development & Innovation Project (CALDIP, VIE/033) is a five-year (2013-2018) project jointly funded by the Governments of Vietnam and the Grand Duchy of Luxembourg. It built upon the successes of project VIE/023 Quang Dien Local Development (2007-2012). CALDIP is operational in 29 poor and vulnerable communes in three districts of Thua Thien (TT) Hue province. The 400,000 beneficiaries of the project live on 124,000 hectares of land and 22,000 hectares of lagoon area. The Climate-Adapted Local Development & Innovation Project aims to strengthen, adapt and protect people's livelihoods and assets from the various manifestations of Climate Change. The project places a special focus on local participation, which enables households to be more creative and self-reliant according to their aspirations, abilities and resources in the process of planning and implementing 'hard' and 'soft' activities.

GLOBAL OBJECTIVE

ASSIST SUSTAINABLE, EQUITABLE AND EFFICIENT TRENDS OF POVERTY REDUCTION AND ADAPTATION TO ENVIRONMENTAL AND CLIMATE CHANGE IN SOCIO-ECONOMIC DEVELOPMENT IN LAGOON AND COASTAL COMMUNES OF THREE DISTRICTS (QUANG DIEN, PHU VANG AND PHU LOC) OF TT HUÉ PROVINCE

SPECIFIC OBJECTIVE

Reduce poverty rates among the poorest areas, and to reduce damage in the most vulnerable areas



AREAS OF IMPLEMENTATION

- improve capacity of communities and government staff for adaptive socio-economic development and poverty reduction;
- increase protection, availability, resilience and use of natural resources;
- make productive activities more diversified, efficient and market-competitive.



Project duration

2013	2014	2015
2016	2017	2018

 Budget
8,000,000 EUR

2,225



households were alleviated from poverty line

13



Fishery Associations are now fully functional. This initiative has a great contribution and influence to the new Law on Fisheries in 2017 in which the right is given to civil society organisations such as FAs to be responsible for the co-management of aquaculture resources and activities nationwide



The project supported climate-adapted participatory local planning model has now been integrated into the government's five-year Socio-Economic Development Plans

76%



Though various cultivation and aquaculture models, as well as access to loans under the Revolving Fund, around 76.1% of the women in the target communes had improved access to economic opportunities and/or had strengthened their livelihoods

-92%



With Gender Equality Clubs established, gender based violence incidents report reduced by 92%

92.5%



of primary and secondary pupils in target communes were recorded to have improved knowledge about climate change and disaster risk reduction

5,338



hectares of production land were better protected against the effects of climate change by the completed infrastructure works

29,155



households in the targeted communes were directly benefited (in one way or another) from the completed rural infrastructure works

567



hectares has now earmarked as fisheries conservation zone. Aquatic resources were much better managed and protected



VIE/034

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING - PHASE II

Project VIE/034 is the second phase of a Luxembourg development cooperation support to the Bac Kan Vocational College (BKVC). The aims of this new project are to:

- consolidate the achievements of the first phase;
- improve the school's management thereby also enhancing the financial robustness through its income-generating potential; and
- offer a market as well as client-oriented educational programme.

GLOBAL OBJECTIVE

**PROMOTE EMPLOYMENT AND LIVELIHOOD DEVELOPMENT IN
LINE WITH THE ECONOMIC OPPORTUNITIES AND THE LOCAL
SOCIOCULTURAL CONTEXT IN THE NORTH OF VIETNAM**

SPECIFIC OBJECTIVE

Develop the Bac Kan Vocational College to an attractive, well-managed and financially robust school providing vocational education and training which meets the opportunities and demand of the regional labour market as well as the sociocultural expectations of the local population



AREAS OF IMPLEMENTATION

- improve the overall management of Bac Kan Vocational College;
- build Bac Kan Vocational College an attractive market- and client-oriented educational programme.



BKVC's Director attended an International Labour Organization Academy on skills development



The project supported BKVC in building a training demo facility in the Tan Son commune for safe vegetable production in order to provide practical training for farmers and students



The project supported BKVC's mechanical engineering faculty to acquire a used car as a teaching tool allowing students to have more practice oriented training

Project duration

2015	2016	2017
2018	2019	2020

Budget

2,400,000 EUR

12



BKVC department heads/deputy heads attended a study-tour to visit the Ho Chi Minh Vocational College of Technology (HVCT) (HVCT is a vocational colleges of excellence in Vietnam and a pioneer in terms of management structure, practices and autonomy)

9



A study-tour was organized to visit the Dalat Vocational College for nine BKVC managers and teachers to learn and share experiences

387



teachers and staff members attended different technical advanced courses and acquired new soft skills

11



teachers and staff members received support for their master or bachelor courses

60



+/- 60 teachers and staff members participate daily in the English as Second Language (ESL) courses

✓



The College Advisory Board (CAB) was established. CAB roles are to improve the college curriculum, student learning outcomes, vocational trades' curricula and ensure these meet workplace needs and employer expectations

333



BKVC recruited 333 students for the new intake

148



BKVC staff members and district VTCs teachers were trained on the 5S workplace organisation method



VIE/035

IFAD TAM NONG SUPPORT PROJECT IN TUYEN QUANG PROVINCE

Luxembourg Development Cooperation is committed to provide TA (Technical Assistance) and possibly other types of support to increase the efficiency and effectiveness of the IFAD loan in Tuyen Quang province. The IFAD Tam Nong Support Project (TNSP) will help a number of provinces including Tuyen Quang to carry out a number of pro-poor institutional reforms, including a more decentralised, grass-roots, bottom-up participatory approach, promoting agribusinesses and working in a “facilitator-not-implementer” manner. A particular focus is placed on reaching ethnic minorities, especially those in remote and upland areas, for whom the gap in rural incomes is growing.

GLOBAL OBJECTIVE

**INCREASE THE QUALITY OF MATERIAL AND SPIRITUAL LIFE
FOR RURAL PEOPLE, ESPECIALLY THOSE WHO LIVE IN MOST
DISADVANTAGED AREAS**

SPECIFIC OBJECTIVE

Sustained and profitable economic participation of 73,800 ethnic minority and rural poor households living in 117 poor communes in 16 districts of the three provinces of Tuyen Quang, Gia Lai and Ninh Thuan

AREAS OF IMPLEMENTATION

- strengthen policy and institutional environment to carry out effective and sustainable pro-poor market oriented innovations with a focus on ethnic minorities, and to engage the private sector in the implementation of Tam Nong;
- stimulate demand driven, value chain focused services (public and private) available for connecting poor, ethnic minority households to market opportunities;
- make poor and ethnic minority households in project communes and villages benefit from profitable and sustainable market opportunities.



Project duration

2014	2015	2016	2017
------	------	------	------

Budget

2,000,000 EUR



Training on safe food production technologies (reduction of pesticides/herbicides, VIETGap registration, etc) which in the case of the orange value chain, led to a 50% improvement in productivity



VIE/035 also supported the improvement of tea production by restructuring two tea processing facilities, as well as 3 packaging facilities leading to a 30% increase in income



Project supported the branding of products, provided better packaging and labeling material



Project financed the set up two marketing outlets (one in the province and one in Hanoi, as well as the participation in agricultural trade fairs



Establishment of a waste water treatment facility for arrow root vermicelli noodles reducing the toxic level of the waste water



VIE/036

IRRIGATION IN CAO BANG - WISE USE OF WATER & AGRICULTURE

The project is the second Luxembourg project to support the Department of Agriculture and Rural Development (DARD) in Cao Bang province in the north of Vietnam, following the successful implementation of the Nam Tuan irrigation project from 2006 to 2010. The project aims to contribute to sustainable trends of poverty reduction and food security in Cao Bang. Since July 2015, the project has been focusing on supporting divisions under DARD to pilot innovations providing the basis for restructuring and capacity development of the agricultural sector. The project supports four communes through the provision of Commune Development Funds (CDF) for improvements in inter-village roads and small-scale irrigation works, thereby strengthening commune capacity for participatory prioritisation, planning and implementation. The experience gained in developing the participatory approach will be formalised as to facilitate replication and capacity development in other communes to be applied as a provincial guideline for commune managed investments. All construction works are implemented by counterparts through delegation agreements thereby providing the opportunity for VIE/036 to contribute to capacity development of actors as based on assessment of performance as well as to improvements of systems and procedures.

GLOBAL OBJECTIVE

ASSIST SUSTAINABLE TRENDS OF POVERTY REDUCTION AND FOOD SECURITY IN MOUNTAINOUS AREAS OF CAO BANG PROVINCE

SPECIFIC OBJECTIVE

Improve effective natural and financial resource management focused on agricultural production while meeting the needs of ethnic minorities and other population segments with difficulties

AREAS OF IMPLEMENTATION

- optimise, diversify and make agricultural production systems more resilient;
- increase water availability for agricultural production systems;
- actively support producers and service providers to invest the planning and management of agricultural production systems.



Project duration

2015	2016	2017
2018	2019	2020

Budget

5,500,000 EUR

11



products have been identified for value chain development of which three have been certified by DARD's Quality Assurance Division



Market connectivity has been established through the establishment of a Cao Bang market outlet in Hanoi

4,255



metres of roads have been built by using the Commune Development Funds (CDF)

2



Through the construction/rehabilitation of four small-scale irrigation systems, farmers were able to use an area of 64.05 ha for two crops a year instead of only one crop like in the past

3



of the four pilot communes implemented small-scale irrigation works through a cost-sharing agreement with the project



VIE/037

VIETNAM LUNG PATHOLOGY PROJECT

Vietnam currently lacks up-to-date pathology services in the area of lung diseases, particularly Tuberculosis (TB) and lung cancer. This means diagnoses are inadequate to allow the selection of the most appropriate treatment for critically ill patients.

The project aims to strengthen partnerships beyond traditional cooperation by setting up a cooperation in the field of medical research between the "Integrated BioBank of Luxembourg" and the two main hospitals in Vietnam specialised in lung diseases.

Project duration



Budget

1,500,000 EUR

GLOBAL OBJECTIVE

STRENGTHEN THE ANATOMO-PATHOLOGY CAPACITY IN PREVENTING LUNG DISEASES IN VIETNAM

SPECIFIC OBJECTIVE

To improve the quality of the diagnosis of Tuberculosis and lung cancer in the two national reference hospitals

**PROJECT PENDING
OF CONFIRMATION**

AREAS OF IMPLEMENTATION

- upgrade the laboratory facilities and equipment of two hospitals to international standards;
- develop the capacities of pathologists and technicians (know-how) for the diagnosis of Tuberculosis and lung cancer to international standards;
- set the ground for future collaborative research partnership between Luxembourg and Vietnam.

OTHER PROJECTS





MONGOLIA

KAZAKHSTAN

RUSSIA

Ulaanгом

Mörön

ULAN BATOR



Dalandzadgad

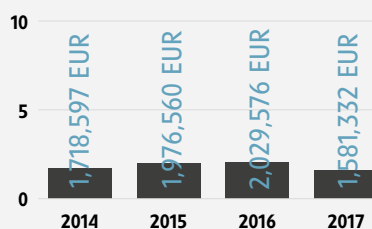
CHINA

CHINA

1

PROJECT BEING
IMPLEMENTED

Disbursements



2

COLLABORATORS
IN MONGOLIA

1.6% OF THE
TOTAL AMOUNT
OF THE AGENCY'S
DISBURSEMENTS

1.58 M EUR
IMPLEMENTED
IN 2017

Sectoral distribution of disbursements



100%
HEALTH



This project has been conceived as the exit phase of a long-standing intervention in support of the Mongolian health sector, namely the fight against Cardio Vascular Diseases (CVD). Therefore, the focus is on capacity development in order to guarantee an orderly transfer of responsibility with regard to project activities.

In continuation with the previous phases of this intervention, the primary (direct) beneficiaries of the project are all hospitals involved in the project country-wide and the entire staff of the National Cardiac Centre (NCC), while the final beneficiaries are the patients affected by CVD and the entire Mongolian population at large, through the upgrading of the NCC and all cardiovascular services across the country.

GLOBAL OBJECTIVE

TO CONTRIBUTE TO A BETTER HEALTH OF THE POPULATION OF MONGOLIA

SPECIFIC OBJECTIVE

To improve the health services in the areas of cardiovascular diseases at National Cardiac Centre and nation-wide

AREAS OF IMPLEMENTATION

- consolidate the nation-wide telemedicine network;
- maintained and further improve cardiac surgery at National Cardiac Centre;
- strengthen and consolidate cardiovascular services at all level;
- strengthen and institutionalise National Cardiac Centre.



 Budget

3,000,000 EUR

Project duration

2017	2018	2019	2020

SIGNIFICANT EVENTS

130

A nation-wide campaign against High Blood Pressure (HBP) had been launched, followed by a training of 130 specialists on HBP diagnostics and treatments

897

cardiac emergency cases were performed

33

18 doctors from 11 provinces and 15 doctors from eight districts have been involved by an express training programme

1,130

coronary stent implantations were performed

250

More than 250 professionals attended the 15th Annual National Cardiovascular Conference

130

Thanks to the NCC heart failure management programme, 130 patients have been regularly monitored and the results show a reduced hospitalisation and a better quality of life.



Various awareness campaigns targeting the general public have been conducted



MAE/013

TECHNICAL SUPPORT FOR THE FORESTRY AND CLIMATE CHANGE FUND (FCCF) OF THE LUXEMBOURG MICROFINANCE AND DEVELOPMENT FUND

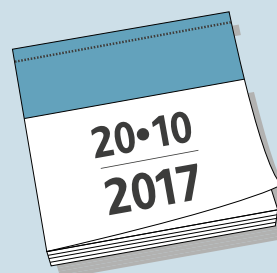
The MAE/013 project provides the FCCF with technical support to enable it to build up its investment portfolio focused on degraded and secondary forests in Central America.

GLOBAL OBJECTIVE

SUPPORT THE FCCF IN IDENTIFYING INVESTMENT OPPORTUNITIES IN DEGRADED OR SECONDARY FORESTS AND STRENGTHEN THE CAPACITY OF FOREST OWNERS TO MANAGE THEIR FORESTS SUSTAINABLY

AREAS OF IMPLEMENTATION

- conduct feasibility studies, including on forest productivity and existing value chains;
- promote FSC forest certification;
- train forest workers in sustainable silvicultural management;
- capitalise and share knowledge on business models adapted to the specificities of secondary tropical forests;
- develop social and environmental indicators that enable impact monitoring;
- support reflection on the necessary evolution of the legal framework;
- to contribute in Luxembourg and at the international level to the growing interest in climate financing.



The FCCF was officially launched on 20 October 2017

3

First investment proposals were submitted to the FCCF Investment Committee at the end of 2017

Project duration

2015	2016	2017
2018	2019	2020

Budget

2,000,000 EUR

2 MAJOR STUDIES CARRIED OUT

1

The first concerns the growth rate of secondary forests and is an indispensable tool for assessing the profitability of projects.

2

The second concerns specific silvicultural interventions for the sustainable management of secondary forests. The study has been translated into a teaching guide which serves as a reference for the training of forest workers.





MAE/014

BUSINESS PARTNERSHIP FACILITY (BPF)

For several years, the private sector has been increasingly recognised as an indispensable partner in achieving development goals.

Thus, this programme consists of encouraging, through a financing facility called the Business Partnership Facility, the Luxembourg and European private sector to join forces with partners - public or private - present in developing countries to set up sustainable commercial projects.

GLOBAL OBJECTIVE

CONTRIBUTING TO SUSTAINABLE DEVELOPMENT AND INCLUSIVE GROWTH IN DEVELOPING COUNTRIES

SPECIFIC OBJECTIVE

Create value through the reinforcement of commercial synergies and the transfer of know-how between private operators in the North and actors in the South

AREAS OF IMPLEMENTATION

- launch of an annual tender for projects with a two-stage selection process;
- selection and follow-up of 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 supported by the Luxembourg or European private sector;
- partnerships between the Luxembourg/ European private sector and private, public or civil society actors from developing countries;
- four sectors of activity - biohealth, ICT, fintech, eco-innovation - to which the circular economy and logistics have been added for the 2018 tender;
- BPF objectives all developing countries eligible for official development assistance, as defined by the OECD Development Assistance Committee. Among the almost 150 countries concerned throughout the world, those where Luxembourg is present are prioritised;
- 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 objectives, the principle of additionality of the co-financing, the neutrality of the co-financing which must under no circumstances create distortions of the targeted market, the common interest between the partners, the demonstration effect and compliance with social, environmental and fiscal standards;
- co-financing by BPF in the form of a grant up to a maximum of 50% of the cost of the project with a ceiling of 200,000 EUR;
- respect of the so-called "de minimis" rules.

 Budget

3,000,000 EUR

Project duration

2016	2017	2018	2019

ECO-INNOVATION

production of silk from vegetable fibre in Senegal

value chain for organic spices in Nepal

renewable energy in Cabo Verde

BIOHEALTH

clinical research to combat tropical diseases in Ethiopia and Myanmar

ITC

cybersecurity for microfinance institutions in Senegal

development of computer software for road safety



The online business plan writing support platform project at the *Maison de l'Entreprise* in Burkina Faso was finalised in 2017.

4

Sectors of activity are currently covered by varied and promising projects

- Biohealth
- ITC
- Fintech
- Eco-innovation

8 PROJECTS
COFINANCED
IN 6 DIFFERENT
COUNTRIES



The growth of information and communication technologies is an important feature necessary for the economic and social development of sub-Saharan Africa. AXIS is one of the flagship projects in the Regional Action Plan for the Knowledge Economy.

GLOBAL OBJECTIVE

FACILITATE THE ESTABLISHMENT OF A NETWORK OF NATIONAL AND REGIONAL INTERNET EXCHANGE POINTS (IXP) AND REGIONAL AND CONTINENTAL INTERNET OPERATORS IN SUB-SAHARAN AFRICA

AREAS OF IMPLEMENTATION

- institutional development support for Internet community stakeholders through two series of 30 capacity-building workshops:
 - organisational arrangements and best practices;
 - technical aspects and administration of IXPs.
- support to IXPs in initial material;
- initial financial support to facilitate internet service provider pairing at the regional level;
- support for the development of interconnection regulations and policies.



Project duration			
2011	2012	2013	2014
2015	2016	2017	2018

 **Budget**
5,100,000 EUR

EU-Africa
trust fund for
infrastructure

5



The development of regional Internet exchange points has started in the five regions

2



Regional communities are developing interconnection regulations

30

SUPPORT PROVIDED to 30
COUNTRIES & CONSENSUS
ON IMPLEMENTATION OF
IXP BY ALL OF THEM

15

NATIONAL
INTERNET
EXCHANGE
POINTS ARE CURRENTLY
OPERATIONAL

2017

SUMMARY OF FUNDS IN AREAS OF CONCENTRATION (EUR)

	Total budget*	Disbursed 2017	Disbursed 2016
BURKINA FASO OFFICE			
Total Office	123,419,219	14,491,461	11,065,995

CABO VERDE OFFICE			
Total Office	73,777,016	3,379,303	3,826,254

MALI OFFICE			
Total Office	98,668,606	13,271,445	9,714,550

NIGER OFFICE			
Total Office	172,287,521	24,711,948	18,588,092

SENEGAL OFFICE			
Total Office	73,874,886	11,437,799	11,527,118

KOSOVO OFFICE			
Total Office	34,320,500	3,562,732	4,223,336

REGIONAL OFFICE OF VIENTIANE			
	Total budget*	Disbursed 2017	Disbursed 2016
Total Office	155,272,661	17,407,429	12,797,504
Laos	96,213,561	11,848,438	6,728,027
Myanmar	15,000,000	1,529,523	1,250,221
Vietnam	44,059,100	4,029,468	4,819,256

REGIONAL OFFICE OF MANAGUA			
	Total budget*	Disbursed 2017	Disbursed 2016
Total Office	52,559,856	8,730,804	5,223,684
Nicaragua	37,359,856	8,526,115	5,056,883
El Salvador	15,200,000	204,689	166,801

DIRECT MANAGEMENT			
	Total budget*	Disbursed 2017	Disbursed 2016
Total	27,722,319	3,058,266	3,568,563
Regional Africa	5,100,000	56,187	1,845
Europe	933,361	-	-
Mongolia	13,436,184	1,581,332	2,029,576
Others (Training, etc.)	8,252,774	1,420,747	1,537,142

Total	811,902,584	100,051,184	79,801,436
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* Programmes and projects in formulation and implementation phase in 2017.



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