



ANNUAL REPORT 2020

SPECIAL DOSSIER

VISION 2020



 **VISION
2020**

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VISION 2020

THE REVIEW

01

THE INITIAL CONTEXT

THE STARTING POINT

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



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



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



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



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



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

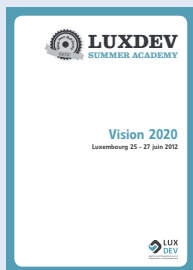
The reflection based the analysis of what the Busan Partnership and the Agenda for Change meant for development cooperation practitioners. This study was prepared and presented by the European Centre for Development Policy Management (ECDPM) at [the 2012 annual meeting of the Practitioners' Network for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



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

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

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



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

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

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

ADAPTATIONS ALONG THE WAY

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

SUSTAINABLE DEVELOPMENT GOALS

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



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

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

02

THE 2020 VISION

The 2020 Vision is divided into four pillars:

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

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

STRATEGY

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

SYSTEMS

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

SKILLS AND STAFF

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

STRUCTURE

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



03

MAJOR PROJECTS

Trustworthy
& effective
partner

Flexibility & proximity
to operational realities
in the field

Capacity building
for sustainable &
inclusive results

APPROACHES, MODALITIES AND INSTRUMENTS

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

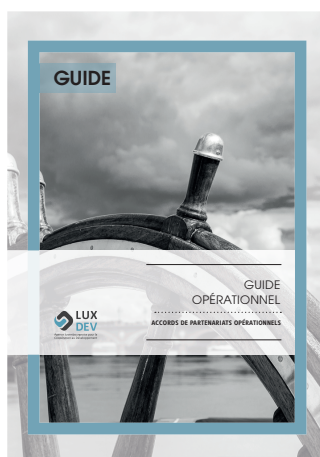
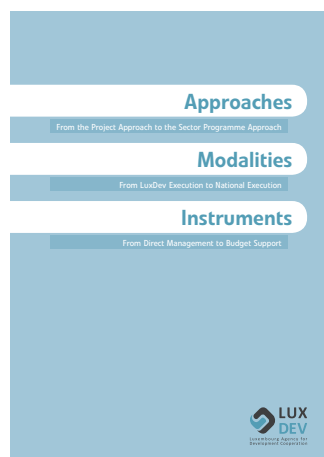
- promoting multi-stakeholder dialogue for policy reform;
- the use of national systems in combination with the aid modalities;
- the reconciliation of the Agenda for Change with the Busan Partnership;
- increased support for effective and targeted capacity building in developing countries to the national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

GUIDES AND CAPACITY BUILDING

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

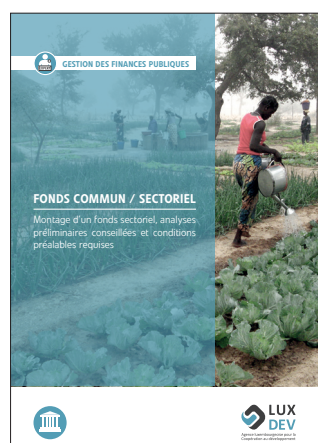
The design, writing and testing of all the guides were done through a participatory and federative approach, involving many LuxDev collaborators. The guides are pragmatic, with theoretical and bibliographical references combined to practical tools for the field. They target LuxDev staff, particularly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

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



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

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



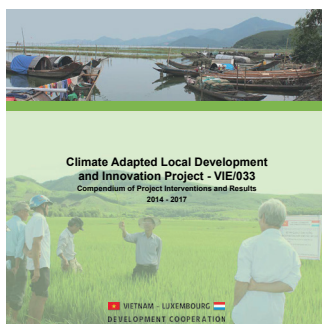
In the same vein, in 2019 LuxDev also published a note on setting up a sector fund and capitalised this approach through case studies.

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



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

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



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

Concrete examples published as a Compendium

The Operational Capacity Building Guide - 2018



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

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

In 2020, the main achievements are

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

FOCUS ON THE CHANGE MANAGEMENT PROCESS

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

Added value of the change-oriented approach



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



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



Evaluate change and test assumptions throughout the intervention.



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

INTERNATIONAL RECOGNITION

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

Extract from the OECD Global Partnership Report



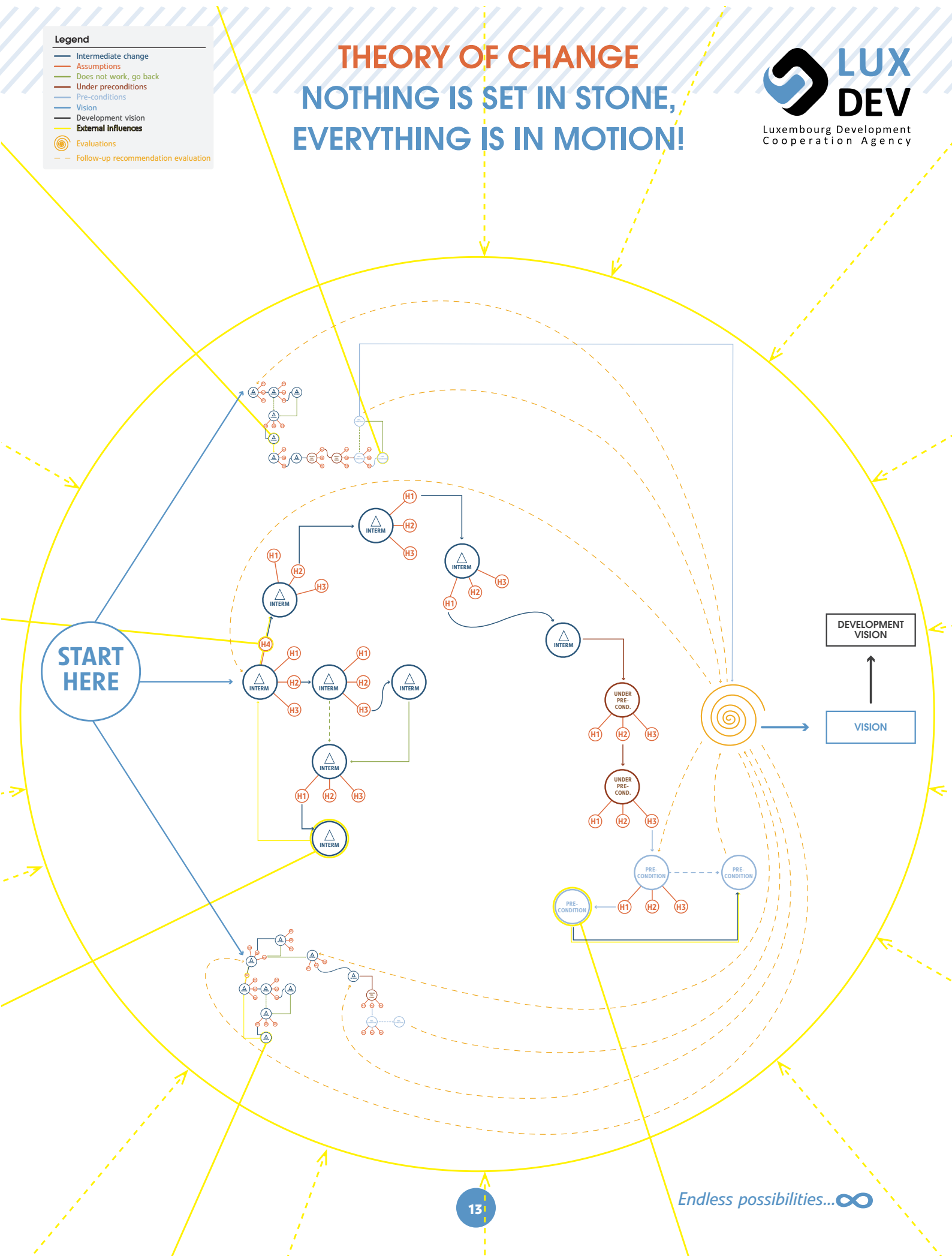
Box 3.4. Factors and initiatives that increase the use of national systems

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

Legend

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

THEORY OF CHANGE NOTHING IS SET IN STONE, EVERYTHING IS IN MOTION!



Endless possibilities...∞

OPTIMUS, AN IN-DEPTH RESTRUCTURING OF OPERATING METHODS

Trustworthy
& effective
partner

Flexibility & proximity
to operational realities
in the field

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

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

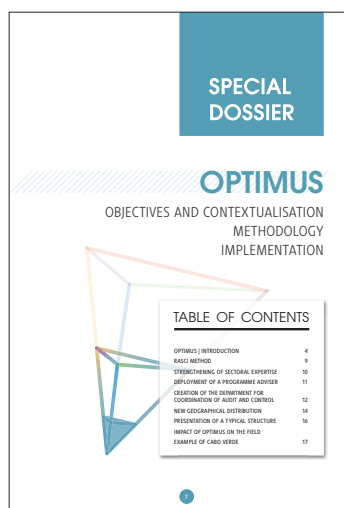
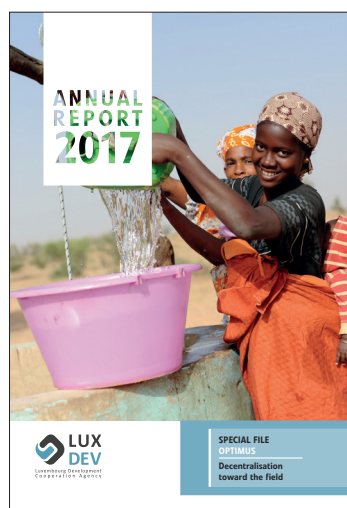
Second key principle of Vision 2020

Structural objectives of Vision 2020:

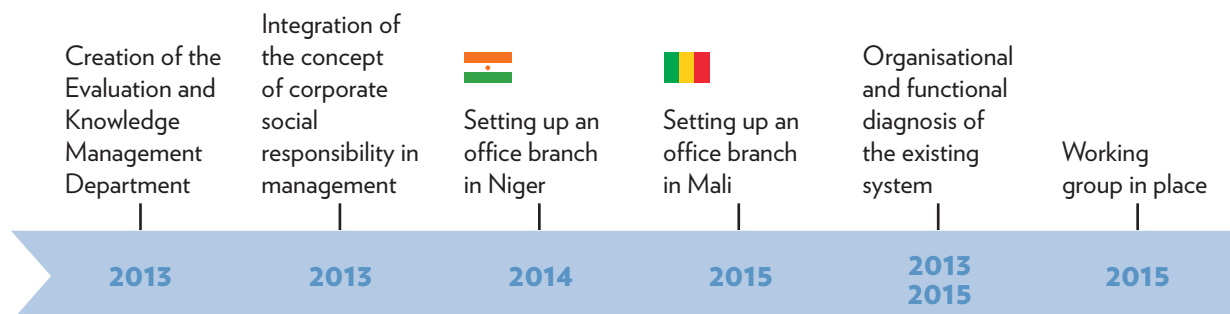
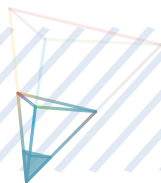
- redefining the division of roles between the headquarters and the decentralised offices;
- reinforcing the presence in partner countries in coordination with the MFEA.

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

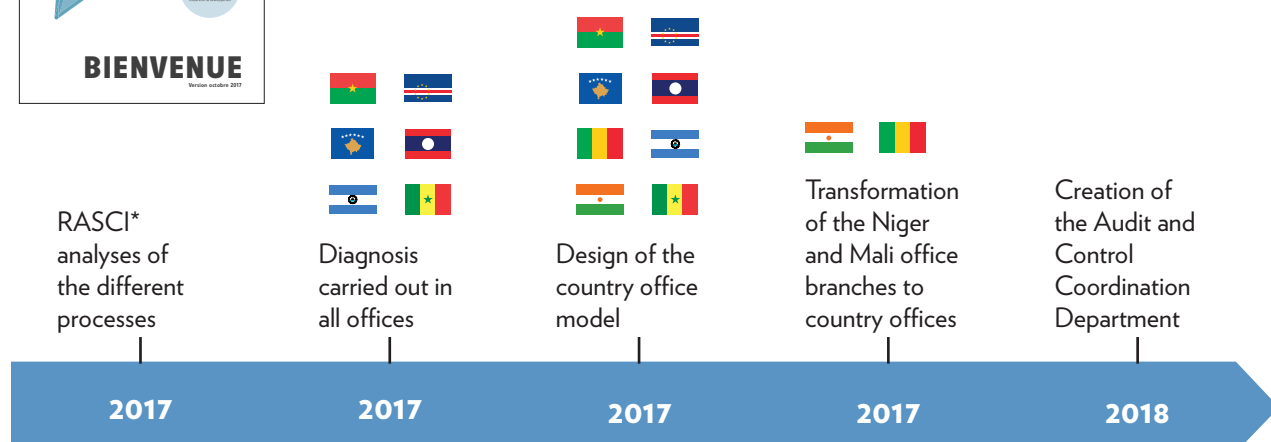
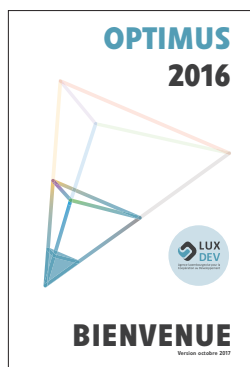
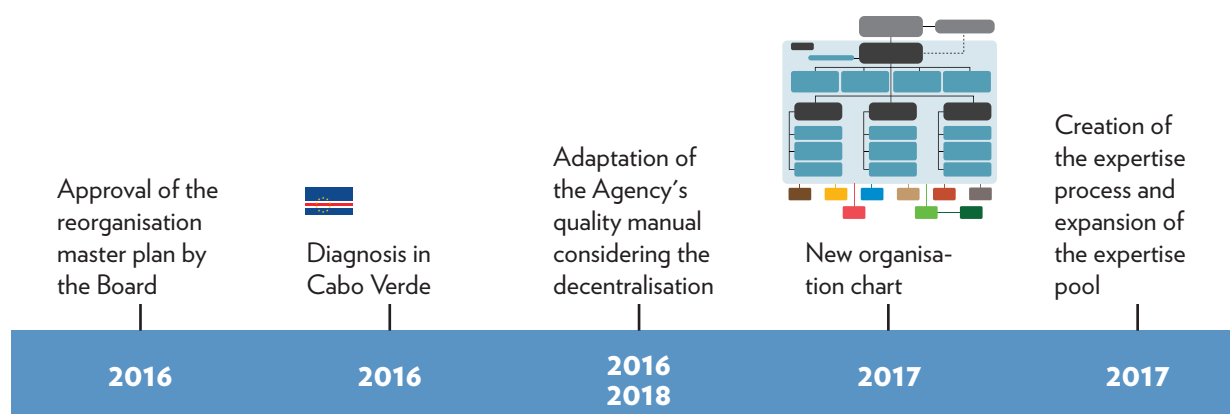
The Optimus reform redefined the roles between headquarters and the decentralised offices, aiming at an increased field autonomy. Among the transferred responsibilities are the formulation and aspects of internal control, essentially of an ex-ante nature, i.e. verification and validation of actions before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



Optimus reform



Prerequisites for the Optimus reform



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



Capacity building
for sustainable &
inclusive results

Developing skills
& capitalisation

CROSS-CUTTING THEMES

STRENGTHENING THE EXPERTISE POOL

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

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

Areas of expertise

Current expert pool:



Digital4Development - D4D



Vocational training



Monitoring



Environment and
climate change



Gender



Capacity building



Sustainable finance



Public finance management
and institutional support

Developing skills
& capitalisation

INTERNAL AWARENESS RAISING FOR CROSS-CUTTING THEMES

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

Examples of training courses:

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

Examples of capitalisation

Capitalisation notes

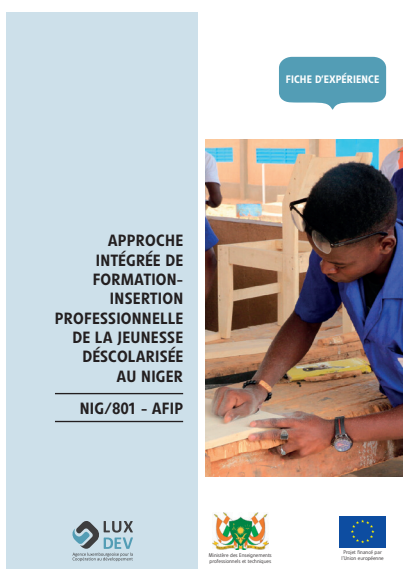


Progress towards institutionalisation of gender in Senegal



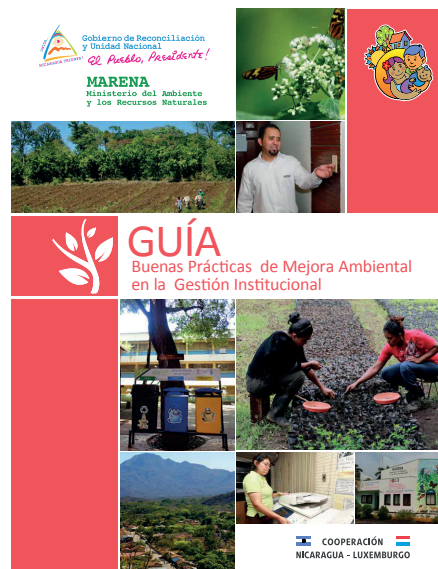
Aid effectiveness: another way is possible

Experience Sheets



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

Good practice



Guía | Buenas prácticas de mejora ambiental en la gestión institucional

Trustworthy
& effective
partner

ADVISORY ROLE IN CROSS-CUTTING THEMES

CABO VERDE



Études de diagnostic
initial du sous-secteur des
énergies renouvelables

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

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

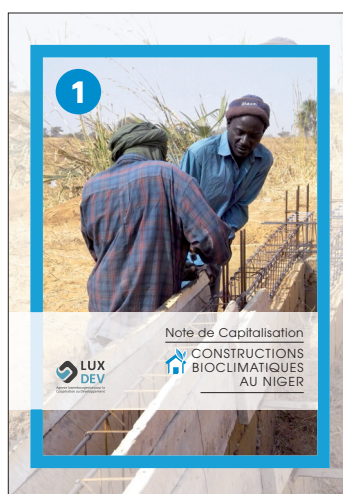


In response to the many challenges in vocational education and training, the European Union decided to create the VET-Toolbox. This facility provides partner countries with high-level expertise and tools for VET policies and reforms, while stimulating private sector involvement and ensuring the inclusion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



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

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



Bioclimatic constructions in Niger

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

SPECIALISATION IN CROSS-CUTTING THEMES OPENS NEW DOORS!

In 2019, after a three-year integration process, LuxDev was accredited to the Green Climate Fund. This fund, set up by the United Nations Framework Convention on Climate Change, is the largest international fund for the fight against climate change.

This accreditation opens important opportunities for the identification of new adaptation and mitigation projects that will be complementary to the bilateral cooperation programme.

1 Mars

Par **Baas Brimer**



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LuxDev is Green Climate Fund accredited!

LuxDev is proud to announce that, during the 22nd Meeting of the Board of the Green Climate Fund in Songdo, South Korea, the Agency was accredited to the GCF as an international accredited entity.



22nd Meeting of the Board of the Green Climate Fund / © GCF

Following this accreditation, the Luxembourg Development Cooperation Agency will have access to a new source of funding that will complement official development assistance (ODA) funding and, hence, contribute to a continuous shift to low-emission and climate resilient sustainable development.

This will allow LuxDev to contribute to furthering the objectives of the GCF and increasing the share of adaptation and mitigation efforts to combat the fierce effects resulting from climate change and affecting the most vulnerable.

WELCOME TO OUR NEW ACCREDITED ENTITIES

Accredited Entities (AEs) are GCF's partners in channeling resources to climate projects in developing countries.

TOTAL NUMBER OF AEs AS OF 28 FEBRUARY 2019

84

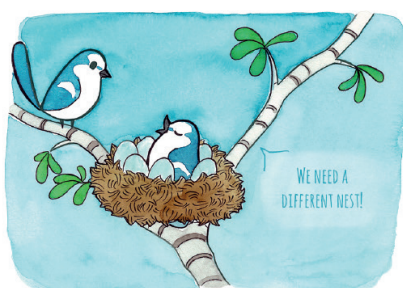
DIRECT ACCESS ENTITIES (REGIONAL AND NATIONAL)

48

SKILLS DEVELOPMENT, EXCHANGE OF EXPERIENCE AND CAPITALISATION

THE FRAMEWORK

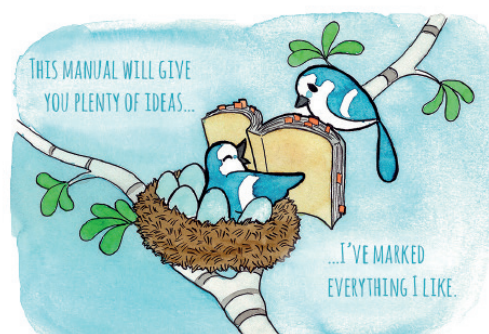
Through its Vision 2020, the Agency expressed a clear commitment to putting learning and knowledge management at the heart of its working practices. Based on a survey and a benchmark, a first knowledge management strategy was developed in 2014 integrating capitalisation and learning as key elements of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



Knowledge

Knowledge refers to the totality of acquired information and skills that an individual utilises in solving problems.

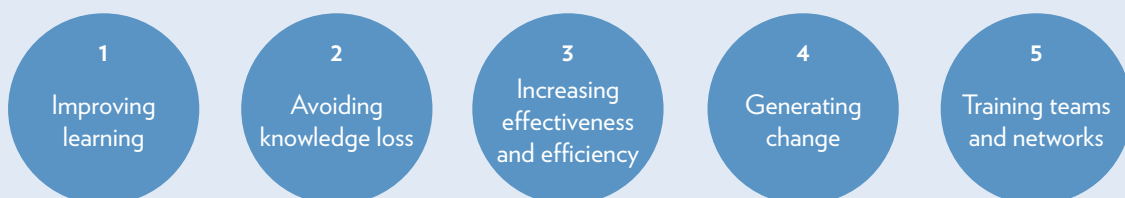
“ It takes knowledge to solve a problem... ”



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

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

The benefits of capitalising on experience



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

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

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

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



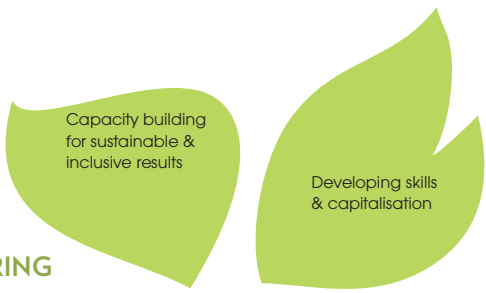


Developing skills
& capitalisation

TRAINING AND SKILLS STRENGTHENING

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

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



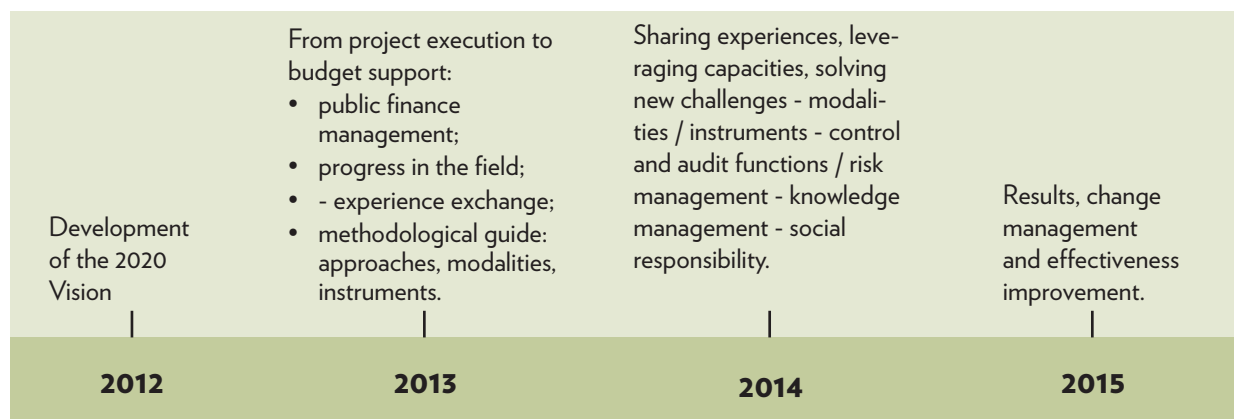
Capacity building
for sustainable &
inclusive results

Developing skills
& capitalisation

EXCHANGE AND SHARING

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

The various summer academies that punctuated Vision 2020:



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

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

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

Trustworthy
& effective
partner

Flexibility & proximity
to operational realities
in the field

LUXDEV REPUTATION AND CREDIBILITY

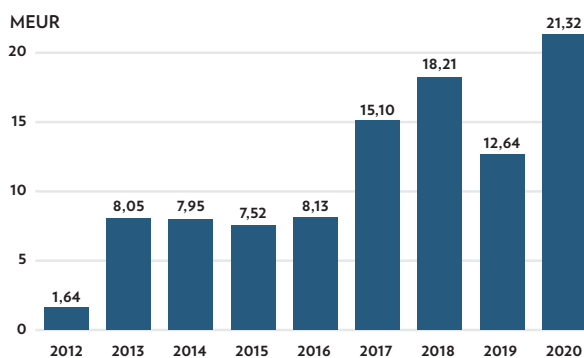
In December 2017, LuxDev signed a new agreement with the Luxembourg State, represented by the MFEA. This agreement gives LuxDev more room for support/advice to the State and clarifies the delegated cooperation and third party operations, allowing the Agency to serve multiple constituencies.

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

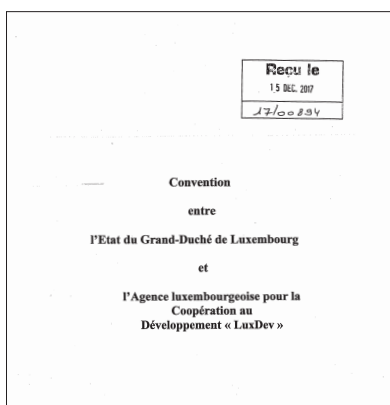
LuxDev actively participates in the networks, such as Learn4Dev, the Practitioners' Network, the TVET¹-Toolbox, the DAC/OECD EvalNet, etc. LuxDev engaged into partnerships, for example, in Cabo Verde with the Luxembourg Competence Centre, in Laos with the Luxembourg University, ADA and CARITAS or in Mongolia with the Luxembourg National Institute of Cardiac Surgery and Interventional Cardiology.

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

Evolution of budgets related to operations for third parties



Launch of the VET-Toolbox



LE GOUVERNEMENT
DU GRAND-DUCHÉ DE LUXEMBOURG



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

¹ TVET - Technical and Vocational Education and Training

1 October
By **Benoît SANTIQUIAN**



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

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

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

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

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

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

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



13 Octobre
Par **Alice Risch**



[Bureau régional de Managua](#) [Bureau Sénégal](#)
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Signature de la Charte de la Médiation par LuxDev

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

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

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



04

LESSONS FROM THE 2020 VISION

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

STRENGTHS

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

WEAKNESSES

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

OPPORTUNITIES

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

THREATS

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



THE MAIN STRENGTHS OF THE 2020 VISION

SET THE COURSE TO FOLLOW

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

ENHANCE THE VALUE OF THE AGENCY

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

ALLOCATING RESPONSIBILITIES TO INCREASE EFFICIENCY

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

IMPROVING THE SYSTEMS

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

DEVELOP THE AGENCY'S REPUTATION

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

MAKE THE AGENCY'S WORK MORE FLUID

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

LESSONS LEARNED FOR DEVELOPING THE 2030 VISION

ENSURE CONTINUED COMMITMENT

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

ENSURE GLOBAL INVOLVEMENT

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

PROVIDE TOOLS TO MEASURE THE IMPACT

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

PROMOTE THE VISION

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

05

OVERVIEW



External environment



Publications and activities related to 2020 Vision



Busan
Partnership

2011

Signature of the
revised LuxDev
- Luxembourg
State agreement

2011



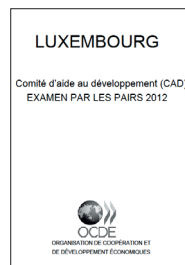
Agenda
for change

2012



MFEA
2012
Policies

2012



OECD/DAC
Peer Review

2012

2013

Review of the
evaluation
policy



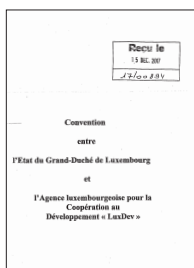
OECD/DAC
Peer Review

2017



Sustainable
Development
Goals

2017



Signature of
revised LuxDev
- Luxembourg
State
agreement

2017



General
strategy -
On the way
to 2030

2018



Launch of a new
corporate identity
for the
Luxembourg
Cooperation

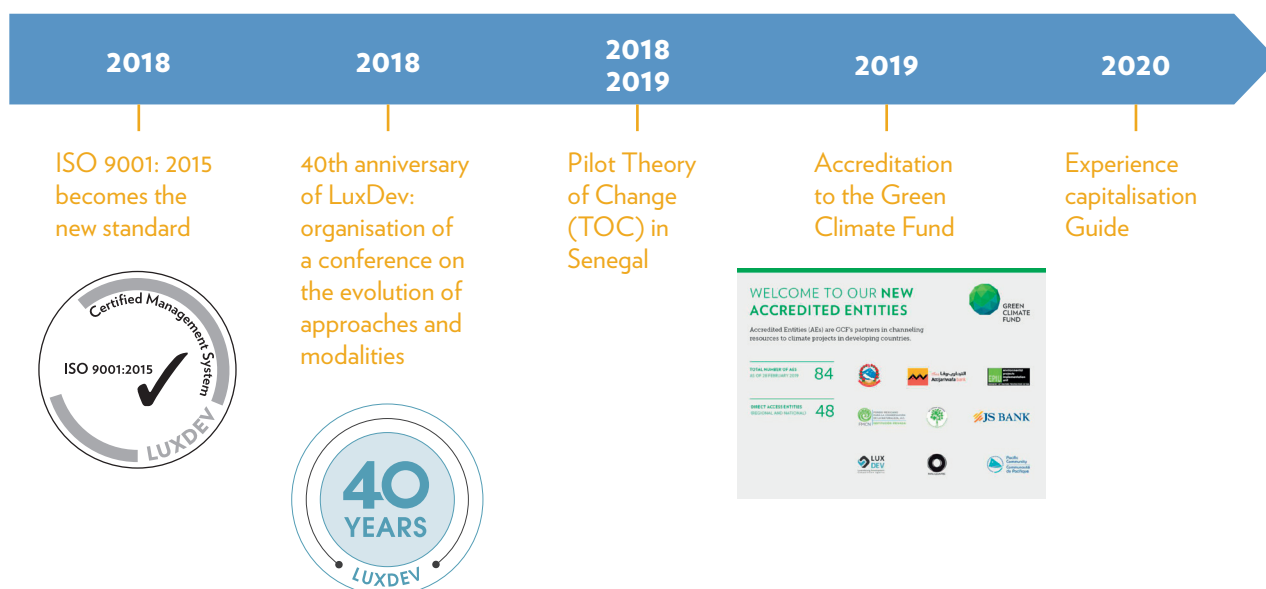
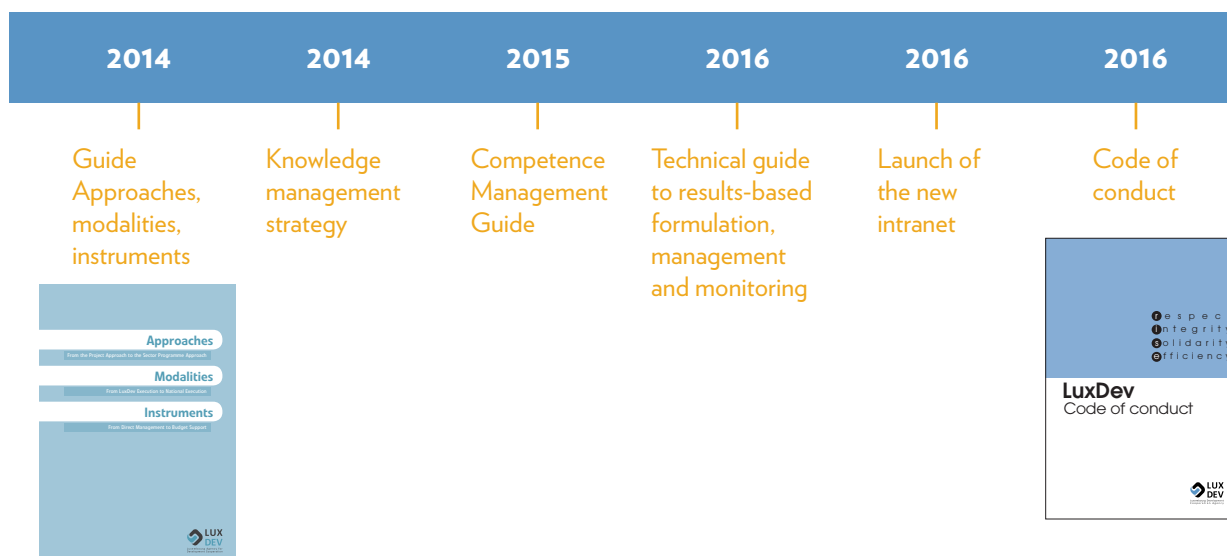
2018

2018

Capacity
Building
Guide

Launch of
the project
TVET-Toolbox
carried out
jointly with four
other agencies









THE PROGRAMMES

AS OF 31 DECEMBER 2020



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