



# ANNUAL REPORT 2019



Luxembourg Development  
Cooperation Agency

SPECIAL DOSSIER

CAPACITY  
BUILDING











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# A WORD FROM THE PRESIDENT AND THE DIRECTOR-GENERAL

In 2019, LuxDev formulated, implemented or conducted studies for more than 60 projects or programmes. The total amount disbursed was EUR 115,939,034. Apart from these quantitative considerations, 2019 will have been a year that can be described as a "start-up year". The past year was indeed marked by the emergence of new opportunities for the Agency. In addition to having initiated the development of our vision 2030, which will be the guiding element of our major orientations for the next 10 years and whose maturation process is ongoing, four other steps which will have an impact on the Agency's future were undertaken in 2019.

## LUXDEV'S PARTICIPATION IN THE IDENTIFICATION OF THE INDICATIVE COOPERATION PROGRAMME (ICP) DEVELOPMENT-CLIMATE-ENERGY 2021-2025 IN CABO VERDE

The Covid-19 crisis, with its short-term emergencies, should not make us forget that climate change has and will have even more devastating effects on the economy, health, environment and society in general. It is therefore our duty to strengthen the degree of resilience of our partner countries and to integrate climate change mitigation and adaptation into our cooperation programmes and practices.

In order to specifically integrate these objectives into future ICPs, the Ministry of Foreign and European Affairs (MFEA) has mandated us to support them in identifying a 2021-2025 Development-Climate-Energy ICP for Cabo Verde. The responses we have proposed to the Luxembourg government's orientations, including the implementation of a whole-of-government approach, take the form of multiple innovations such as :

- the involvement of three Luxembourg ministries (MFEA, Ministry of the Environment, Climate and Sustainable Development (MECSD), Ministry of Energy and Town and Country Planning) in the steering and of various Luxembourg institutions in the operational aspects;
- complementarity between different sources of financing (Luxembourg Development Cooperation Fund and Climate Energy Fund);
- integration of the energy transition as a central paradigm;
- the articulation of mitigation and adaptation concerns in all sectors of intervention;
- the generalisation of water production by desalination using photovoltaic solar energy; and
- direct involvement in the strengthening of climate governance, etc.

We were thus called upon to strengthen our major role in the resilience and sustainability of development in Cabo Verde. In the immediate term, thanks to an initial formulation mandate received from the MECSD, we will be able to support this country in reviewing its determined national contribution for COP26, developing its National Adaptation Plan and building robust climate governance.

However, our desire is to take advantage of these innovative experiments carried out in Cabo Verde in order to position the Agency in the partner countries of Luxembourg Cooperation as a reference in terms of articulating approaches to sustainable development, energy transition and the fight against climate change and its effects.

In addition, through our accreditation with the Green Climate Fund, given our designation by the Cape Verdean government as its implementing agency, we will also try to attract substantial additional funding.

## ACCREDITATION TO THE GREEN CLIMATE FUND

The least developed countries are not only particularly exposed to the risks associated with climate change, but also, because of their economies' heavy dependence on natural resources and climate-sensitive sectors such as agriculture, forestry and fisheries, are less able to cope with its effects. Moreover, climate change not only adds to the complexity of our development cooperation work, but, combined with the population growth encountered in most of the countries in which we operate, could even jeopardise the results of our past efforts.

Therefore, we have long been fully aware that climate change and development cooperation are inseparable and that it is essential to take due account of the climate challenge in all our projects and programmes. This approach is moreover fully in line with the general strategy of Luxembourg Cooperation "The Road to 2030" which defines environmental sustainability as a transversal priority for achieving sustainable development.

The Green Climate Fund, established by the United Nations Framework Convention on Climate Change, is the largest international fund for combating climate change. Its aim is to make a significant and ambitious contribution to global efforts to promote climate-smart development by helping developing countries reduce their greenhouse gas emissions and adapt to the effects of climate change.

We were officially accredited in February 2019 after a three-year integration process during which our various operational, administrative and financial policies and procedures, our proven ability to undertake projects and programmes, the financial instruments we use, and environmental and social risks were assessed against the fund's standards.

This accreditation opens up important opportunities to intervene in the identification of new adaptation and mitigation projects, complementary to the bilateral cooperation programme. Concretely, to implement projects financed by the fund, the Agency starts with projects in progress with a strong environmental component and whose beneficiaries are vulnerable communities, to develop together with the counterpart new adaptation projects to meet the challenges posed by climate change.

# A WORD FROM THE PRESIDENT AND THE DIRECTOR-GENERAL

## SAFETY

The safety of field teams and employees on mission has always been one of LuxDev's primary concerns. It has been present since the implementation of our quality system, can be found in our various internal processes and procedures and is discussed in consultation and shared in full transparency with the MFEA.

In 2013, following the 2012 political crisis in Mali, we adopted a much more comprehensive "Security on the ground and crisis management" procedure adapted to the changing security context. This process is complemented, for partner countries at risk, by Country Security Plans, which are implemented, managed and continuously updated under the responsibility of the country/regional offices. In addition, risk management is included as part of the Agency's ISO certification, and a safety point and an update of the risk classification by country are carried out at each Management Committee meeting.

The security aspect comes into play from the very beginning of our interventions since all formulations, particularly in the Sahel, take the security aspect into account. Also, in a concern for alignment and harmonisation, but also for the protection of our employees, we have adapted the approaches and modalities of implementation and monitoring of the projects and programmes entrusted to us to the context of intervention and its evolution.

Since 2019, we have deployed an international security advisor to support our Sahel teams in managing security issues and professionalise safety and security management in the field. This adviser is also responsible for supporting our teams on a daily basis and during crises. In addition, a training process related to the security and safety situation has been put in place and has been reinforced since the arrival of the Safety Advisor.

To conclude this security aspect, day-to-day management in this area requires the implementation of a security policy which is divided into several aspects related to operational procedures and security devices:

- human resources are adapted and dedicated since, in addition to the international safety adviser, the Agency already has or will soon have national security technical assistants in Mali, Niger and Burkina Faso to support the resident representatives;
- a security watch has been set up to ensure regular monitoring of the security situation and its dissemination via channels adapted to the different situations;
- the physical security of the infrastructure (offices and residences of expatriate staff) has been reinforced;
- security measures during travel have been consolidated by specific procedures concerning mission authorisations, security assessment when travelling in sensitive areas, monitoring the presence of employees in the country (to be implemented in 2020), installation of geolocation systems on vehicles, establishment of minimum security standards for the acquisition of vehicles and their equipment, regular vehicle maintenance, etc.;
- the means of communication have been strengthened through the acquisition of satellite telephones and radios and will be further strengthened in the near future through the setting up of a monitoring platform;
- employees have been and will continue to be regularly informed and trained through specific training courses on first aid, fire risks, how to behave in a crisis, emergency evacuations or driving in risk areas/escorts.



## DIGITAL4DEVELOPMENT

In a context where the digital revolution is profoundly transforming the functioning of our social and economic systems, Digital4Development (D4D) is emerging as an approach that aims to integrate digital technologies and data into development policies. In particular, this approach contributes to sustainable growth, job creation, improved governance and social inclusion.

Although Luxembourg has been mobilising digital technologies for development for several years, this orientation has recently gained new impetus in the agenda of Luxembourg Cooperation since the latter is committed to promoting innovation for development by capitalising on the know-how and expertise of the players in the Grand Ducal ecosystem in terms of digital innovation.

Aware of the importance of digital as a catalyst for sustainable and inclusive development and in order for us to be able to align with the orientations of the MFEA, we decided to develop our skills in this area and recently recruited a D4D expert.

Our objective in the field of digitalisation for development is twofold. On the one hand, it is a matter of accompanying the digital transformation of Luxembourg Cooperation's partner countries through the support of structuring initiatives and, on the other hand, of accelerating the achievement of development results in our sectors of intervention by systematically integrating digital technologies into the projects and programmes for which we are mandated.

These are a number of projects that were launched in 2019 and that will be decisive for the development of our Agency in the years to come. The Board of Directors, the Management of LuxDev and all the employees are committed and more motivated than ever to meet the expectations of our various principals, partners and beneficiaries in the field.



Étienne REUTER  
Chairman of the Board  
of Administration



Gaston SCHWARTZ  
Director-General



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**SPECIAL DOSSIER**



# CAPACITY BUILDING

## CAPACITY BUILDING AS A DRIVER OF CHANGE

The time is long gone when LuxDev was commissioned to build, in isolation, a high school or a hospital, and help it to function properly. It is now a question of contributing to the sustainable development of quality social services. This requires support for complex public policies borne by partner countries. To do this, the two main levers are:

- the construction of infrastructures including the provision of suitable equipment; and
- support for capacity building involving complementary investments in human capital, organisations and the institutional context.

For supported national systems to become more effective and sustainable, it must be possible to combine these two types of support. Through physical investments such as infrastructure/equipment, access to services is broadened. Thanks to support for capacity building, the quality and governance of the services provided are more robust, with a view to the long-term autonomy of the systems, organisations and actors in the partner countries supported. These two types of support are indissoluble. The physical investment made cannot function and be sustainable unless the system that "manages" them is functional and efficient.

It is important to correctly balance between hard and soft support<sup>1</sup>. This is often made difficult by the fact that soft supports are, in most cases, less visible and less tangible than those relating to infrastructure and equipment. Their relevance can thus be questioned. Why invest in long, often silent and uncertain processes? Shouldn't we rather expect quick and visible, easily identifiable results? Capacity building is often the tip of the iceberg. It is often long to set up and difficult to appreciate.

But what is meant by capacity building? What are the big issues? What place and vision for capacity building support today and tomorrow for LuxDev? What are the results and changes seen on the ground? Finally, what are the innovative approaches, methodologies and tools to improve support for capacity building and enable it to achieve maximum impact in terms of performance and change?

<sup>1</sup> "Hard" refers to "heavy" investments such as infrastructure or equipment, "soft" refers to investments in human capital, quality and governance, often including "intangible" support for capacity building.



# 01

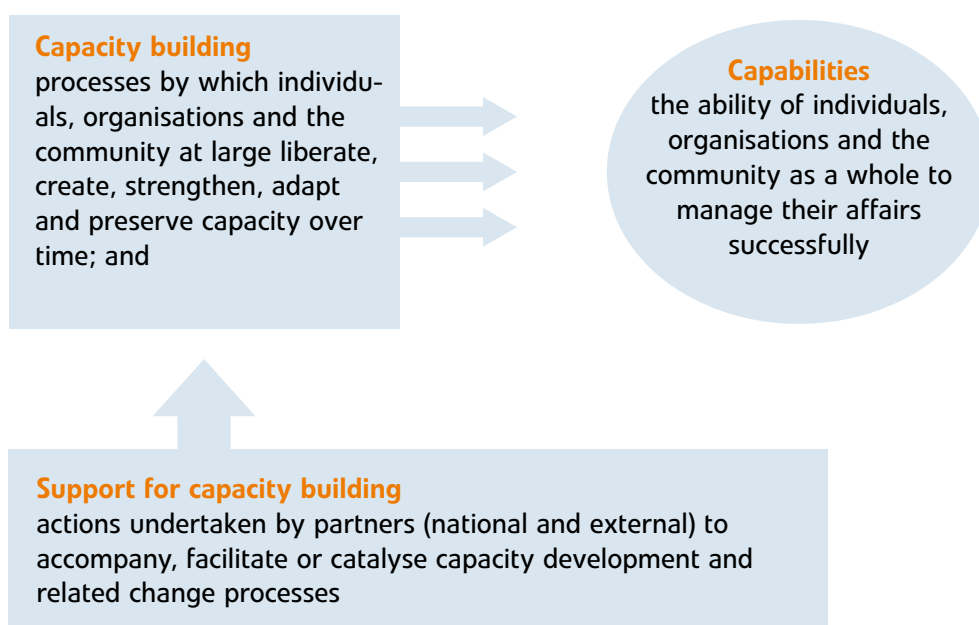
## WHAT EXACTLY IS CAPACITY BUILDING?

The Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD/DAC)<sup>2</sup> in reviewing the experience of the past 50 years, points out that both donors and partner countries have long tended to view capacity building as essentially a technical process or as a transfer of knowledge and institutional models from North to South. Local ownership and leadership have often been neglected. The broader political and institutional context in which capacity-building efforts were taking place has received little attention. Capacity building is not only about improving the knowledge and skills of individuals. In reality, capacity building is very much dependent on the quality and governance of the organisations in which individuals work. The activities carried out by these organisations are themselves influenced by the general environment, including structures of authority and power, and institutions.

Over the last 10 years, capacity building has thus taken on a new dimension. The various international discussions and references on development effectiveness are unequivocal<sup>3</sup>. Capacity building is one of the key development challenges for both donors and partner countries, an essential component of development effectiveness. "All parties agree that without sufficient national capacity, development efforts in many of the poorest countries are unlikely to succeed, even with significantly increased financial resources<sup>4</sup> ».

It is also a key element for the achievement of the Sustainable Development Goals (SDGs), including in situations of conflict and fragility. Thus, SDG 17 concerning partnerships aims to "enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation".

### BUT HOW DO YOU DEFINE CAPACITY, CAPACITY BUILDING, CAPACITY BUILDING SUPPORT?



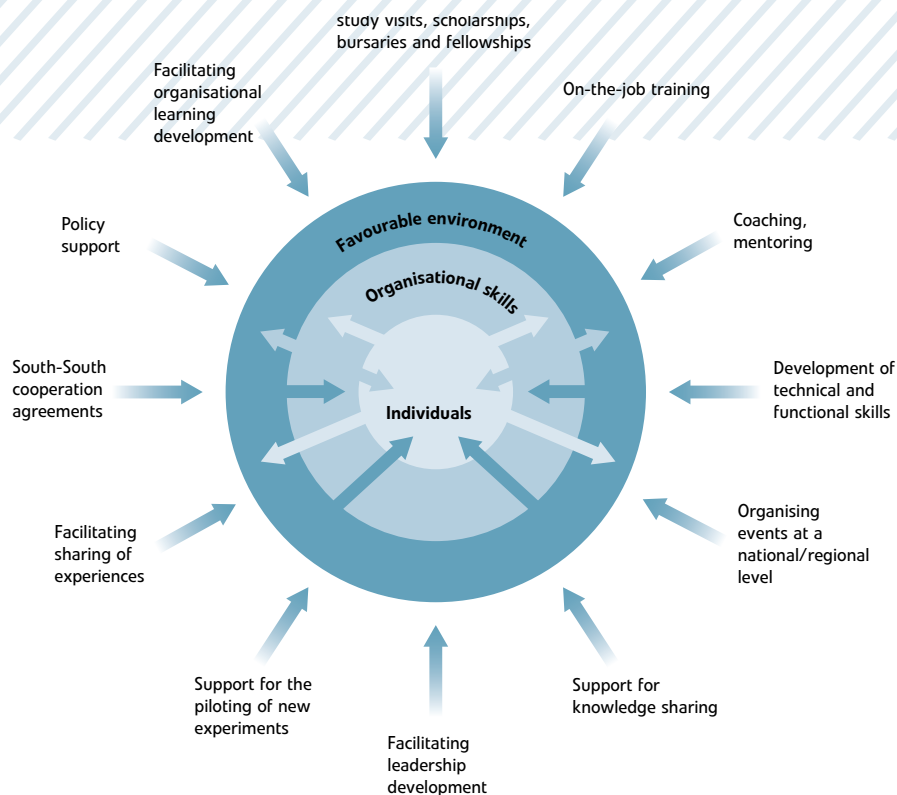
<sup>2</sup> Meeting the Capacity Building Challenge: Moving Towards Good Practice (OCDE, 2006)

<sup>3</sup> The Paris Declaration on Aid Effectiveness, the review of the implementation of the Millennium Declaration, the Accra Agenda for Action and the Busan Partnership for Effective Development Cooperation

<sup>4</sup> "Why focus on capabilities?" in the OECD Development Review, 2008/3 n°9

From these definitions proposed by the OECD, there are several important specificities to be highlighted.

First of all, capacity building takes place at different levels. There are generally three levels: the individual level, the organisational level and the contextual or institutional level. We will see that LuxDev's support for capacity building covers these different levels. The Food and Agriculture Organisation of the United Nations (FAO) carried out an in-depth study of these three levels and drew up the following diagram (see diagram opposite).



For more information, we suggest you listen to the presentation by Ms Marcella Villareal - Director of South-South Cooperation Partnership - FAO.

Second, for capacities at different levels to develop and strengthen, it takes time, sometimes a long time. It is an illusion to think, for example, that a simple training session would allow the sustainable development of skills in a field. It must be possible to provide long-term support and to combine other types of support before or after the training.

Finally, the role of the external partners, of which LuxDev is a part, is not to do capacity building directly, but to support the related processes, with a role of accompaniment, facilitation and catalyst. One of the strong challenges related to capacity building is that it should be carried out as much as possible by national actors and mechanisms.



# 02

## LUXDEV, A SUPPORTER OF CHANGE

LuxDev's interventions are carried out within the framework of cooperation, the fundamental principle of which is partnership. Over time, relations with the various partner countries of Luxembourg Cooperation have matured. Based on mutual trust and responsibility, these partnerships have led LuxDev to evolve in its role. There is less and less talk of "doing for" or "having something done". LuxDev positions itself as a "supporter" of change and the performance of public policies. The main lever for this is support for capacity building. It is no longer a question of limiting our actions to providing infrastructures, but of combining our support, if possible with that of other partners, to strengthen the systems and policies of the partner countries in a sustainable manner and over a longer period of time, thereby helping them to become more efficient and self-reliant. Thus, in 2019, almost all interventions involving LuxDev will include a capacity building support component.

The importance of capacity-building support for each intervention is linked to the nature of the intervention and often to the implementation modalities chosen. When responsibilities and resources are transferred to partners, this component may take a prominent place and combine several types of support.

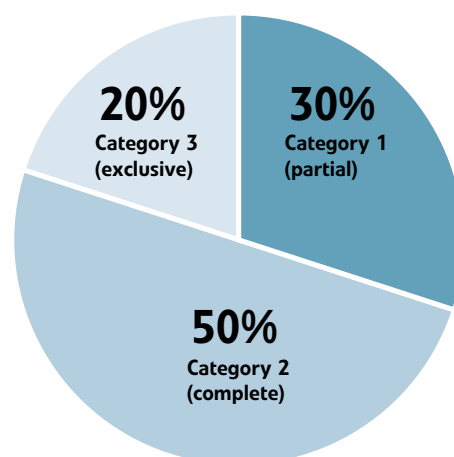
According to an internal survey, 70% of the Agency's interventions operate on all three levels of capacity building and 20% are dedicated exclusively to capacity building.

This is the case, for example, in Kosovo through support for European integration and in Laos, through two forms of support, one for the promotion of the concept of the rule of law and the other for the management of public development aid.

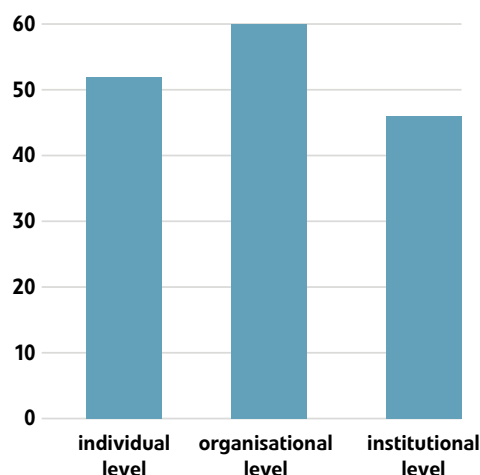
For all three levels of capacity building, there is a dominant focus on the organisational level. The individual level, referring to capacity building, is also at a high level, while support at the institutional level is somewhat less developed.

The analysis of the different types of support shows a great diversity and often a combination of several supports at the three levels of capacity building. At the individual level, however, training and coaching still predominate. In 2019, 15 million Euros from the Luxembourg Development Cooperation Fund were thus mobilised to support training activities through interventions involving LuxDev, representing approximately 15% of the total budget implemented.

At the organisational level, support covers strategic development (diagnosis, development plan), management procedures and tools (procedures manual, IT applications) and working conditions (logistics, office automation). Finally, at the institutional level, support for sectoral governance predominates, such as the strengthening of the regulatory framework and/or the creation of new institutions.

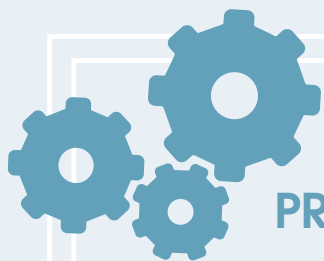


*Level of support of capacity building (internal survey, LuxDev 2019)<sup>5</sup>*



*Level of capacity building supported (LuxDev 2019)*

<sup>5</sup> These data are based on an internal survey conducted in late 2019. In order to analyse all LuxDev interventions in 2019 (a total of 44) from a capacity building perspective, three categories have been established: category 1 (partial): the CR component is limited and addresses 1 or 2 levels of CR; category 2 (full): the CR component is large and addresses all three levels of CR; category 3 (exclusive): the intervention only addresses support to CR.



## CAPACITY BUILDING, A STRATEGIC PRIORITY OF LUXEMBOURG COOPERATION

For more than two decades, capacity building has been seen as a key approach to development policy. Thus, Luxembourg Cooperation has placed capacity building at the heart of its interventions for nearly 15 years. Luxembourg sees capacity building as a cross-cutting approach. It concerns all sectors and all countries of intervention, regardless of the intervention modality chosen.

In 2010, the Luxembourg Ministry of Foreign and European Affairs (MFEA) adopted a strategy in this area. Based on definitions, concepts and lessons learnt from the experience of OECD/DAC member countries and the European Commission, this strategy provides guidance and is particularly aimed at field staff.

At the end of 2016, the MFEA commissioned an independent evaluation of the overall approach to capacity building within Luxembourg Cooperation. This strategic evaluation examined capacity building support for eight interventions in West Africa. It identified lessons learnt and made recommendations for better management of capacity building.

One of the recommendations of this evaluation was to develop specific operational guidance in order to provide a real framework for identification, formulation, monitoring-evaluation and implementation beyond procedural or financial issues on the subject. LuxDev has thus developed a guide on capacity building.

The general strategy of Luxembourg Cooperation "The Road to 2030", published in 2018, confirmed the central place of capacity building and made it the "key priority" for LuxDev. This translates into axis 1 of LuxDev's Vision 2030, which is currently being developed and is dedicated to supporting partner countries.



### Luxembourg Cooperation will continue to promote capacity-building activities.

Luxembourg will invest in capacity building programmes through the provision of technical and scientific assistance as well as technology and knowledge transfer. The impact of cooperation activities in the partner countries is maximised through capacity building at individual, organisational and institutional level. Luxembourg applies a demand-driven approach to capacity building, adapted to the contexts and local culture of the partner countries and based on their current and future needs and priorities. Capacity building is the key priority of LuxDev, the Luxembourg agency in charge of implementing bilateral aid interventions.



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GENERAL DEVELOPMENT  
COOPERATION STRATEGY  
THE ROAD TO 2030





Support takes many different forms. Here are some illustrations for each level of capacity building drawn from concrete experiences. It should be emphasised that when cooperation measures are based on a logic of delegation to partners and support, even hard support such as "infrastructure construction" or "equipment supply" can contribute to capacity building. This mode of cooperation is more partnership-based and makes it possible to involve all the actors in a system, from national to local level, involving both public and private actors.

#### THE INDIVIDUAL, THE FIRST AGENT OF CHANGE<sup>6</sup>

For a long time, the general perception of capacity building was limited to the conduct of training activities, sometimes accompanied by technical assistance. Individual skills development must of course be able to make use of this type of support. In the framework of capacity building support involving LuxDev, the development of individual skills is of paramount importance and takes many forms with the intervention of a wide range of actors. One of the challenges is to support approaches which are both relevant, responding to clearly established needs, and as integrated as possible into national human resources systems, in order to guarantee sustainability, the basis of all sustainable development. It is also important to combine training support with other types of support to maximise the potential for effects and change.

#### Breaking the circle of poverty and facilitating the integration of young people in rural areas in Niger

Skills development is inseparable from the vocational training sector, in which Luxembourg Cooperation's interventions are long-standing, massive and systemic. These relate as much to access as to the quality and governance of national skills development schemes with the aim of improving the employability of inactive or underemployed young people and adults. But often training alone, even if adapted through the use of the competency-based approach, is not sufficient to achieve the desired change.

In Niger, a strategy combining three types of support has been successfully deployed. Support for young farmers is carried out through three activities: training, agricultural advice and installation through agricultural credit.

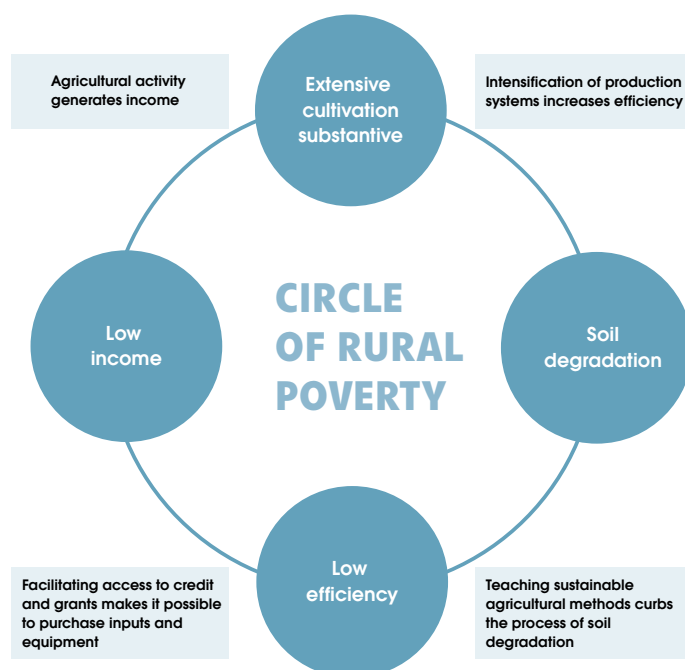
This support mechanism, piloted by the Regional Council of Dosso, with the support of the Luxembourg and Swiss Cooperations, welcomes both women and men between the ages of 18 and 35.

By the end of 2019, with 9,786 young farmers trained, 57 per cent of whom are women, the target of 10,000 young people has been practically achieved. 3,725 promoters were able to establish themselves through agricultural credit. But beyond the quantitative results, profound changes are perceptible in the daily lives of the young beneficiaries. In the publication

"The New Faces of Agricultural Activity", the journeys of young men and women from the Loga department highlight deep socio-economic and even societal changes.

#### Here is an excerpt

*This initiative has shaken things up. Indeed, in this part of the region, women have never had access to the land. Customary law deprives them of any real estate inheritance. Husbands, sometimes fathers, had to be convinced to lend a field to their wives or daughters.*



<sup>6</sup> Individual capabilities relate to competencies, skills, knowledge and the ability to use them, attitudes, values and culture.

To facilitate the outreach efforts, the programme has set up a demonstration system in the school field, which serves as an open-air classroom. Part of the field is cultivated according to the taught methods, it is in a way the experimental field. The other part is cultivated in the traditional way, it is the control field. The difference between these two parts of the land is so striking that it is enough to win the support of most villagers. That is how Mariama was able to convince her husband to let her participate, without too much difficulty. She is 29 years old and is counting on new benefits to improve the daily life of her four children. And why not allow them to continue school, she who never got to go. "Today, it is my husband who wants to reproduce what I learnt on all our lands," she says, not without a certain amount of mischief.



### Making agricultural producers in the Sahel more resilient to climate change

In the Sahelian countries, the economy has remained essentially agropastoralist. It occupies more than 75% of the population. Agropastoralist activities remain largely dependent on climatic fluctuations, particularly rainfall variability.

This represents a major risk for agricultural production with important socio-economic and environmental consequences, in particular:

- lower crop yields;
- modification of production systems and ecosystems;
- reduced growth of the plant cover, or even the disappearance of the species least resistant to drought;
- the silting up and drying up of rivers; as well as
- the displacement of rural people to the cities, increasing unemployment and poverty.

Therefore, promoting the use of climate-related information in the planning and conduct of agricultural activities is more necessary than ever. With this in mind, a partnership has been initiated in Mali with the National Meteorological Agency, Mali Météo, since the 2017 agricultural season.

Mali Météo's support takes various forms, such as training farmers, disseminating information or setting up measurement tools. This has enabled agricultural meteorology to be developed in the field. It analyses the action of meteorological, climatological and hydrological factors with a view to improving farm management.

This assistance provided by Mali Météo enables observer farmers and producers in general to ensure the importance and usefulness of respecting agro-meteorological advice and guidance in the planning and conduct of agricultural activities.

Following a mini-survey, it appears that among the observer farmers:

- 93% regularly collect data after each rainfall;
- 71% use telephones to collect and send rainfall data to Weatheradio;
- 76% participated in the workshop and were able to choose their cultivation sites according to the rainfall characteristics shared by Mali Météo;
- 100% use agro-meteorological advice and guidance in the planning and conduct of agricultural activities.

## Enhancing the skills of civil servants in view of Kosovo's integration into the European Union (EU)

Skills development can respond to very precise and specific needs. In Kosovo, for example, the aim is to contribute to Kosovo's efforts to meet the requirements of the Stabilisation and Association Agreement (SAA) with the EU, which entered into force in spring 2016. In order to meet its obligations under the SAA, Kosovo needs to engage in further democratic reforms, achieve social and economic development and gradually align with EU legislation and standards. In agreement with the Kosovo authorities, the support is based on a plan and strategies for skills building.

In 2019, a Human Resources Development Facility was established. It is jointly supported by Norway and Luxembourg. Under the coordination of the Kosovo Ministry of European Cooperation, short and specific training courses for Kosovar public actors are supported, as well as technical assistance and other forms of knowledge transfer. This contributes to meeting the requirements of the SAA and other obligations in relation to the EU normative framework. This mechanism makes it possible to cover 18 of the 35 negotiating chapters for EU integration (just over half).

For example, three training and analysis workshops were conducted in 2019. The aim was to support staff working on the analysis of EU policies and the adaptation of Kosovo's normative frameworks to EU policies in different areas: public procurement, communicable diseases, copyright and other related rights. In addition to developing the skills of Kosovar civil servants, this support made it possible to draft three high-quality concept papers on the above-mentioned themes, ready for adoption by the Kosovo Government. This is a concrete case of action learning that enables Kosovo to move towards its long-term goal of European integration.

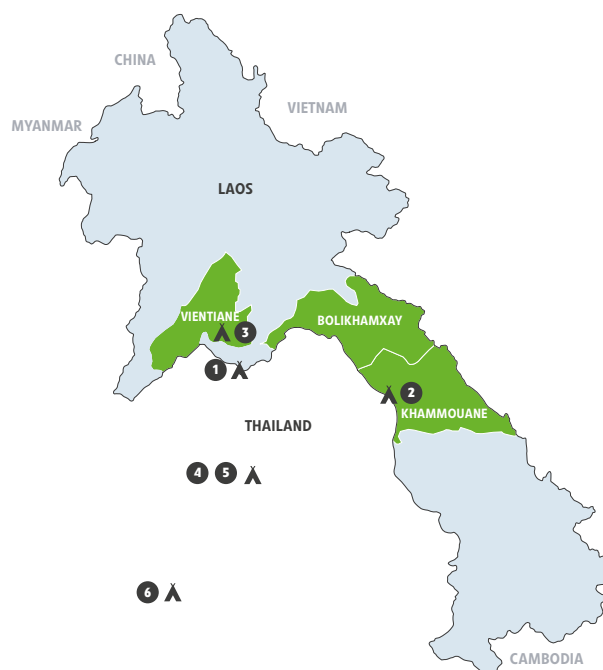
## Strengthening the number and quality of human resources in the health sector in Laos on a sustainable basis

Laos is currently facing a severe shortage of well-trained and qualified health professionals, as well as an unequal distribution of health care providers (doctors, nurses and midwives). This situation is linked to limitations in the quality of training, health sector management capacity and staff incentives. Consequently, strengthening the quantity and quality of the health workforce has been adopted as one of the five priorities of the National Health Sector Strategy (2013-2025).

For example, the Laos-Luxembourg health sector support programme, which covers three provinces (Vientiane, Bolikhamxay and Khammouane), places strong emphasis on the professional development of human resources in order to improve health services for mothers and newborns. A bursary programme helps to strengthen clinical skills at the provincial level, but also supervisory and leadership skills at the provincial hospital level, as well as the skills of health care providers at the provincial, district and health centre levels. This fellowship programme is carried out by the provincial services of the Ministry of Health and involves national training



*Public Procurement Concept Paper Writing Workshop*



## TRAINING INSTITUTIONS PARTICIPATING IN THE PROGRAMME

### IN LAOS

- ① University of Health Sciences
- ② Khammouane Nursing College
- ③ Vientiane Provincial School of Nursing

### IN THAILAND

- ④ Khon Kaen University
- ⑤ Boromarajonani Nursing College in Khon Khaen
- ⑥ Nakhon Ratchasima College



institutions and, for certain specialities, calls on Thai institutions (south-south cooperation). Scholarships are offered on a long or short-term basis, with a total of 292 people trained to date (220 of whom are long-term).

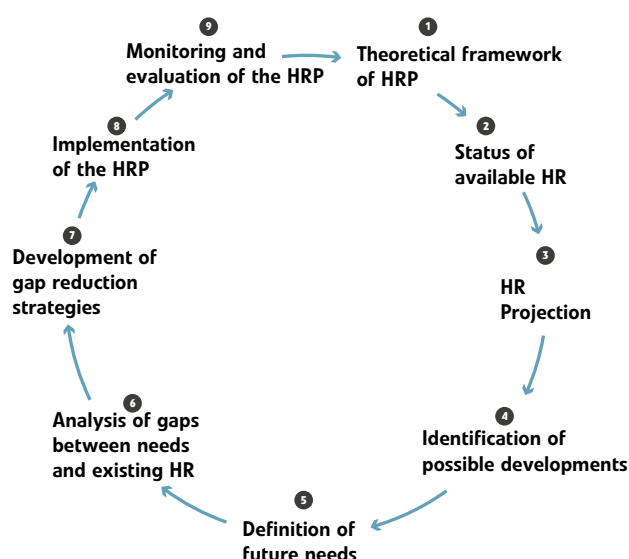
This investment is essential, given that the three provincial hospitals supported provide medical, surgical and obstetrical care for a total population of approximately 1.2 million (including 582,445 women). They are also responsible for the technical supervision of 26 district hospitals and 177 primary health care centres. This effort is contributing, along with other supports to the health system, to a significant improvement in health indicators in the provinces concerned.

An interesting aspect of this intervention is to enhance the existing infrastructure to strengthen skills in a practical way. For example, Lao surgical medical students cannot "practice" in Thailand. As a result, there is a risk that their training will remain purely theoretical. It is therefore proposed to use provincial hospitals to develop the practical side of training.

### Improving human resources management and rational and sustainable development of skills (Burkina Faso / Niger / Senegal)

In order to develop competences in a coherent and sustainable way, it is important to link the individual level to the organisational level. Training should be done as part of an integrated approach within the supported organisation, not in isolation. Training is one of the tools of human resources management. In order to support the development of skills in a systemic and sustainable way, it is possible to support the human resources management (HRM) systems put in place by the partners. In several West African countries (Burkina Faso in the forestry sector, Niger in the hydraulics sector, Senegal in the health and vocational training sectors), such an approach has been initiated in recent years.

On the basis of a detailed diagnosis of HRM, various supports have been provided within the partner administrations, with the aim of contributing to a more qualitative management of human resources, generally complemented by the implementation of tools and management information systems. This could be done in collaboration with other cooperations, Sweden in Burkina Faso and Canada in Senegal. In order to implement this type of management, generally known as Human Resource Planning (HRP), the following process was implemented in Niger<sup>7</sup> :



<sup>7</sup> Modelling of the approach developed in Niger, in support of the Ministry of Hydraulics and Sanitation.

In Burkina Faso, in the forestry sector, the same approach was adopted to support the development of a three-year training plan (2016 - 2018) and a recruitment plan. In order to take into account national realities and policy options, these plans were developed according to several priorities. Certain key positions were thus highlighted. The following budget breakdown was been adopted: 70% of the budget is allocated to the regions (where 2/3 of the staff are located), and 30% to the central directorates (where 1/3 of the staff works).

Finally, strong choices were also made at the implementation level to maximise the scope of the training:

- training in the regions is provided mainly on the territory and by group;
- the trainers are internal; a pool of trainers has been set up;
- specialised training centres have also been listed for training to be outsourced;
- only a few "advanced" training courses can be held abroad.

In this way, a high-performance human resources function is gradually being built up. The viewpoint of the different actors is changing and is moving from a personnel administration to a results-based HRM.



*The MIRADOR portal allows a mobile management of human resources. It was launched in 2013 with the support of Canadian Cooperation. LuxDev supports its operation in the vocational training sector.*

The emergence of a genuine human resources department can thus be observed, with a consequent impact on the quality of the public service offered in the field: precise knowledge and control of staff to ensure that the structures are adequately staffed, functional administrative management in real time, better trained staff, adequacy between the profile of the staff member and the post occupied, etc. The emergence of a genuine human resources department has also had an impact on the quality of the public service offered in the field.

The approach is long-term and progressive. In Senegal, for example, the implementation of a genuine culture of results-based management and continuous training at central level (HRD) is now beginning to take off at local level.

The road ahead is often strewn with pitfalls and the process can be slowed down: high mobility of managers and staff in general and in charge of the HRM function in particular, lengthy and sometimes slow diagnostic phases, sharing of responsibilities between the sector ministry and the ministry in charge of the civil service, weak monitoring and evaluation. It also happens that some partners feel that "the step is very high", the approach is too ambitious. During the workshop to present the HRP to the Ministry of Hydraulics and Sanitation (MHA) in Niger, some participants felt that their ministry would have difficulties in developing such an approach:

"Frankly, the Ministry cannot carry out the HRP. The civil service is not yet ready to do so. In short, alone, as a department, we can hardly carry out such a project. Why hope to succeed?". One of the challenges is precisely to properly articulate this type of approach with the institutional environment, particularly that of the civil service.

It is clear that in order to develop the individual level, it is therefore necessary to be able to call on the other two levels: a functional and coherent HRM organisation and a favourable institutional environment in which the development of HRP can take place. A key factor for the successful conduct of this type of process and the achievement of the expected changes is the commitment of partners at all levels.

#### What do our partners say ?

"With the support of LuxDev (...), I have seen a number of significant changes in HRM. The physical audit beyond the control of the workforce made it possible to lower the employment ceiling of the Ministry of Employment, Vocational Training and Handicrafts. The MIRADOR database is fully updated for structures that are located in the ICP IV area of concentration, which corresponds to half of the country. In addition, many staff members at both central and decentralised levels have benefited from capacity-building through the ICP IV Training Fund."

**Sidy Faty NDIAYE, Head of Division GPEEC / HRD / MEFPA (Senegal)**

## HIGH-PERFORMING ORGANISATIONS AS AN ACCELERATOR OF CHANGE<sup>8</sup>

The complex systems in which LuxDev operates are characterised by a diversity of organisations with different forms and statuses, which themselves constitute subsets. These organisations may be public (ministries, public agencies, funding funds, local authorities, training schools, hospitals, etc.) or private (farmers' organisations, companies, banks or micro-finance institutions, associations, NGOs, etc.). All of these organisations are structured, with a purpose, hierarchy, funding and infrastructure requirements, equipment and staff. They are generally formal, with statutes specifying their missions and mode of governance. Each of these different organisations is responsible at their own level and according to their missions, for a part of the targeted socio-economic development. Capacity building for these organisations is a major challenge.

### How can a process of organisational capacity building be optimally conducted?

As with other levels of capacity building, the issues and the nature of possible improvements must be well defined at the outset: "No cure without prior diagnosis". Capacity assessment is the first key to a successful capacity building process. Several approaches/methods are available to carry out this organisational diagnosis. Generally, it is possible to analyse the organisation through its different functions.

These may be technical, relating to the organisation's major missions: the ability to design and produce a training offer for a professional training centre, the ability to handle emergencies for a health service, etc. Other functions are transversal and provide support to the technical functions. Most organisations have the same cross-cutting or support functions. They refer to the overall management of the organisation. This includes steering, planning, administrative and financial management, control, monitoring-evaluation, reporting and communication.

The capacity diagnostic helps to identify strengths and areas for improvement within the organisation. It is on this basis that relevant capacity building support can be proposed. It is also possible to support an organisation in a reform of its vision and missions.

For organisational development to be effective, it is essential that the process be driven from within (its management but also its staff). The "ideal scenario" is that the diagnosis and capacity building plan is carried out by the organisation itself. The second key is the ownership of the process by the partner organisation through a self-assessment. LuxDev accompanied, often together with other technical cooperation agencies, self-evaluation processes within sector ministries or partner organisations. This has, for example, been the case in Niger in the water and sanitation sector. It has led to the development of an internal institutional development plan for the Ministry. In Senegal, together with several other cooperations, national plans for organisational capacity building have been developed in the health and vocational training sectors.

Once the diagnosis has been carried out and the organisational capacity building plan is available, it is essential that the implementation of the support quickly follows and that the resources are appropriate. Realistic planning with available budgetary resources is the third key. If this is not the case, there is a risk that momentum will be lost and the process will be counterproductive. Unfortunately, all too often, national budgets for capacity building programmes are either subject to financial drain during the year, or are supported only by external resources.

Finally, any organisational strengthening process requires internal management and regular monitoring and evaluation. This is the fourth key to success that is often underestimated. This makes it possible to assess the state of progress, the results achieved and to revitalise or redirect according to the results achieved and the changes made.

<sup>8</sup> Organisational capacities relate to the analysis, development, implementation, monitoring, communication and ownership of procedures, processes, structures, organisations, networks, partnerships, etc.



### For a local, high-quality public service, strengthening "front-line" operators

As the main actors in the implementation of public policies, organisations delivering services at the local or intermediate level occupy a central place. It is therefore important to contribute to strengthening their performance and possibly help them to move towards certain changes, through appropriate support. Through these various interventions in the vocational training sector, LuxDev supports training operators. This long-term support affects both the technical functions related to professional training and management functions. For example, in Senegal, there are a total of 50 vocational training centres whose teams are trained and who practice the skills-based approach, following the standards and tools developed at the national level in this field, with the technical support of LuxDev. This methodological support is supplemented by mini capacity building plans, developed on the basis of ad hoc diagnostics and focusing on management functions. For the time being, these involve, on an experimental basis, about ten organisations.

Such combination of support at the level of training operators is found in most of the interventions involving LuxDev in West Africa, Asia and Kosovo.



In order to generalise the support of vocational training centres in their management capacities, a guide was drawn up as part of the VET Toolbox initiative<sup>9</sup>. Employing a model of excellence based on eight criteria (see above), it proposes a set of practical avenues for improvement in the management of this type of organisation. In addition to the guide, a set of tools (questionnaires, manuals, forms, tables) are available on the internet.

Through the VET Toolbox, several training courses for directors of vocational training centres took place. A total of 150 directors were trained in Africa and Asia<sup>10</sup>, resulting in the strengthening of the financial, administrative and pedagogical autonomy of vocational training centres. This led to greater adaptability and training for young people that is more adapted to the labour markets. The employability of young people and their chances of professional integration are thus improved.

Support may also go beyond the day-to-day operation and performance of these training structures and address deeper institutional or strategic changes, such as for the Centre for Renewable Energies and Industrial Maintenance (CERMI) in Cabo Verde. Built and equipped in 2014, CERMI started its training programme in 2015, with the status of a public entrepreneurial establishment (PEE). The vision behind its creation is that CERMI should become a national and international centre of reference and excellence. Its market is primarily Cabo Verde, but also the Economic Community of West African States (ECOWAS) and Portuguese-speaking African countries (PALOP). Luxembourg Cooperation and the EU are supporting CERMI in its institutional evolution and the development of its training offer at the level of the African continent.

<sup>9</sup> The VETToolBox is a demand-driven support modality, particularly for the EU's African and Asian partner countries. This project is implemented through a partnership with European implementing organisations. GIZ, Enabel, LuxDev, the British Council and AFD are supporting the VETToolBox in different countries. This is the first time that the EU has commissioned a consortium of bilateral organisations to carry out a project in the field of vocational training.

<sup>10</sup> 35 directors in 2017 (Dakar, Senegal), 50 directors in 2017 (Bamako, Mali) and 55 directors in 2018 (Bac Kan, Vietnam).

### A tripartite partnership (LuxDev, UNESCO, NOET) to strengthen statistical capacities in the vocational training sector in Mali

As part of its support to the vocational training sector in Mali, LuxDev supports a partnership between the African office of the UNESCO International Institute for Educational Planning (UNESCO-IIEP) based in Dakar, the UNESCO Regional Office for West Africa (Sahel) and the National Observatory for Employment and Training (NOET).

#### **Presentation by Mr. Boubacar DIALLO, Director General of the National Observatory of Employment and Training (NOET-Mali), President of the African Network of Employment and Training Observatories (ANETOEF)**

NOET was created in 2013 and has been operational since 2015. It is responsible for producing statistics and also carrying out studies and research on employment and training in Mali. In 2016, it signed an agreement with LuxDev as part of the Training and Professional Integration programme. It is within this framework that a second partnership was developed with IIEP-UNESCO Dakar. The aim of the project was to strengthen the capacity of ONEF's research officers to design and carry out a satisfaction survey among employers taking in school leavers from vocational training centres.



The implementation of this partnership has considerably improved NOET's know-how, as evidenced by the quality of the study results obtained as a result of capacity building. Like other studies carried out by NOET, this study helps the authorities in their decision-making and facilitates the management of the vocational training system in Mali.

Following the success of this first partnership, a continuation is envisaged in order to strengthen the capacities of NOET's technicians to design and conduct satisfaction surveys of beneficiaries of a vocational training scheme. This will allow NOET to broaden its scope of intervention in the conduct of studies.

#### **Contribution of IIEP-UNESCO Dakar to the strengthening of the capacities of NOET Mali, by Ibrahima DIALLO, expert in integration and employment**

The NOET of Mali, supported by LuxDev, asked us to help them carry out a satisfaction survey of employers of vocational training graduates. This support took place from September 2018 to August 2019.

With a view to capacity building, support was provided, introducing two new elements in relation to the methodology adopted by NOET in its first satisfaction survey:

- measuring satisfaction in relation to the expectations expressed: NOET's research officers got help in order to better identify the explicit or implicit expectations of employers when recruiting school leavers;
- breaking down satisfaction levels according to levels of expectations: in Mali, competence is defined around sets of learning (knowledge), attitudes (knowing how to behave in the workplace) and skills (know-how). Satisfaction was measured and weighted against the strong and average expectations expressed by employers for each of these three components.

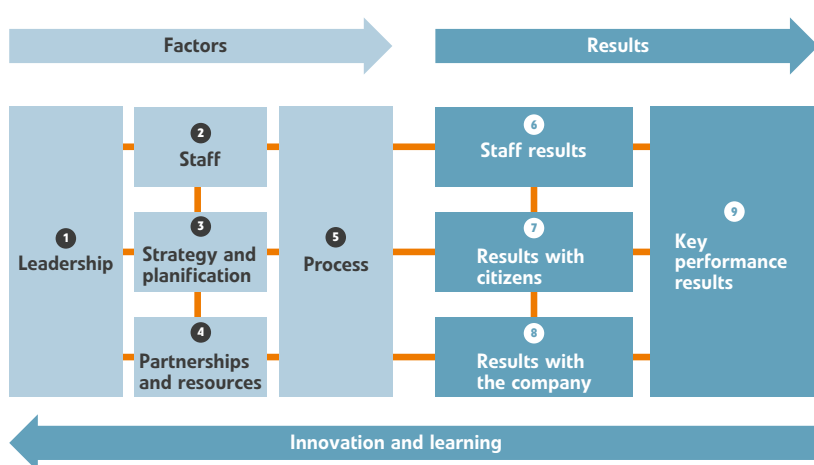


This methodological approach, detailed in the survey report, made it possible to identify improvements to be made in youth training programmes. Satisfactory results were obtained thanks to the commitment of NOET's research officers and all stakeholders who contributed to the finalisation of the methodological tools and the satisfaction survey. This learning-by-doing approach strengthened the capacities of NOET's technical team, which is now able to produce methodological tools and apply them. Armed with these new skills, NOET should be able to play an important role in monitoring and evaluating the external effectiveness of vocational training systems. NOET should also be able to share its expertise with national actors in education as well as in technical and vocational training, as well as at the continental level, through the African network RAOEF.

## Quality approach in public organisations - the Civil Service Self-Assessment Framework (CAF)

As a global quality management approach, the CAF is a participatory management tool that allows you to get to the heart of organisations' management practices. Unlike ISO-type quality approaches which require the mobilisation of external expertise and often significant resources to achieve certification, the CAF is based on self-assessment. Through the CAF approach, the staff, in all its diversity, gives its point of view on the functioning of the organisation and, from there, begins a process of continuous improvement, a "journey to excellence".

Conceived and developed since 2000 with the support of the European Institute of Public Administration (EIPA),



there are now thousands of users of the CAF model around the world. Over the years, this has evolved (a 2020 version has just been validated) and has spread throughout Europe and beyond. One of the interests of this reference system is that it questions both the factors internal to the organisation and the results linked to the public services delivered. Retained by the Bureau of Organisation and Methods (BOM - Senegal) as a model for modernising public administration, the CAF model has been applied in Senegal since 2017, with the support of LuxDev.

Thanks to the implementation of an agreement involving EIPA, BOM and LuxDev, the organisational advisers of BOM,

with the support of the expertise of EIPA's CAF Centre, have become "CAF coaches", able to support national public organisations in the self-assessment process. After two years of practice, the CAF has proved its worth in several organisations and is, according to Mr. Ibrahima Ndiaye, Director General of the BOM, a "very good example" of the CAF.

It is a "powerful lever in the process of modernising the administration and public organisations". Through the definition and implementation of well-targeted action plans, the CAF has enabled the various organisations concerned to strengthen their structures and to better define the role of each staff member within them. The internal dynamics created by the CAF process are conducive to stronger internal and external communication and more participative management. Public organisations are also more concerned about the quality of the services they provide, with citizen satisfaction being one of the CAF's key criteria.

While under certain conditions the CAF can be very effective, it can be useless or even dangerous if certain key factors are not present. The approach is based on a voluntary step. The formal commitment of top management is essential for the success of the exercise. On the one hand, a change at the head of the organisation can thus weaken the process initiated through the CAF. On the other hand, the CAF must be able to come up with an action plan that is feasible within the organisation's means. Otherwise, the performance of the organisation will not be improved and staff may be demotivated by the exercise.

In view of the initial results recorded by the application of the CAF in Senegal, there are many prospects at national level but also in the West African region. At the end of 2019, the Environmental Intervention Fund (FIE) of Burkina Faso asked the BOM of Senegal to support it in its self-assessment process.

This South-South partnership dynamic, facilitated by LuxDev through the Support Programme for the Sustainable Management of Forest Resources funded by the Luxembourg Cooperation, aims to improve the functioning and performance of the IEF, through the use of the CAF.



### What do our partners say?

"Since its implementation at the Central Public Procurement Directorate in 2017, the CAF has led to constructive changes in our day-to-day operations: the drafting of a quality charter setting out 10 quality commitments by the Directorate and shared with almost all of our partners; better integration of new recruits thanks to the coaching of new staff, but also an improvement in the quality of a priori control, with the quality control of reply letters now systematised.



However, we encountered several difficulties during the implementation of the CAF: a very short deadline for the implementation of the actions and difficult to respect for quick win activities, but also an additional workload for the staff involved in the implementation of the CAF, compared to their daily non-compressible workload. The CAF exercise takes a lot of time! "

**Fatou Bara Ndione, Verifying Officer - Central Directorate of Public Procurement (Senegal)**

### A FAVOURABLE ENVIRONMENT FOR SOLID AND SUSTAINABLE CHANGE<sup>11</sup>

In addition to support at the individual and organisational levels, it is possible and recommended, from a sustainability perspective, to also contribute to an improvement of the institutional context related to a territory, sector or development theme. This support may relate to the implementation of a specific or global reform, to the improvement of legal and regulatory frameworks, or to governance and may, for example, result in better coordination/communication between actors.

In order to grasp the complexity and the multiple issues related to the institutional context and to be part of a stated logic of change management, the "theory of change" method is currently being tested and should make it possible to improve strategies and support for capacity building, particularly at the contextual level.

#### Capacity-building for more inclusive local governance and territorialisation of public policies

Through a number of interventions, the accompanied changes relate to the strengthening of local governance or the translation of public policies at territorial level. It is essentially a question of contributing to dynamic and inclusive forms of governance, consistent with the national level.

In rural Burkina Faso, land management and access to land is a major issue. To respond to the risks of tensions and conflicts linked to non-inclusive local territorial governance, an innovative tool was developed by the Burkinabe government and is the subject of a law<sup>12</sup>, namely the land charters. These are agreements drawn up in a participatory manner at local level which establish the rules for the sustainable management of natural resources. They contribute to the prevention and management of conflicts and to the preservation of social peace. They are drawn up according to an open, multi-stakeholder, progressive approach and, depending on local land management needs, are concerted with the support of village development committees and village land commissions. As part of one of its interventions, LuxDev contributed to the implementation of this innovative tool in three communes in the North of Burkina Faso (Dori, Bani and Yalgo). This approach is part of a broader strategy that links local land charters, the recovery of degraded land and the generation of "carbon credits"<sup>13</sup> in the three communes concerned. It is based on the assessment of carbon capture due to the restoration of vegetation cover made possible by the recovery of degraded land protected by land charters. The quantities of carbon sequestered are thus estimated and then valued financially on the voluntary carbon credit market.

The process of developing land charters was conducted with the support of a Burkinabe non-governmental organisation, the Association for Environmental Management and Development (AGED). Led by a multidisciplinary team of endogenous facilitators, the approach was built around the following main phases:

<sup>11</sup> Institutional capacities are related to the analysis, creation, implementation and monitoring of laws, regulations, systems, etc.

<sup>12</sup> Law 034-2009/AN of 16 June 2009 on rural land tenure.

<sup>13</sup> A carbon credit is a unit corresponding to the emission of one tonne of CO<sub>2</sub>. This new credit system was developed by the Kyoto Protocol and its role is to guide organisations in the fight against global warming.

- preparation;
- realisation and restitution of the diagnosis;
- negotiation of the preliminary draft charter;
- adoption and validation; and
- support for implementation, monitoring and evaluation.

Despite certain context-related limitations (high illiteracy rate, growing security crisis in northern Burkina Faso), the implementation of these land charters, combined with the recovery of pastoral areas, led to a strong improvement in local management of natural resources. The charter is a tool to regulate the operation of the sites. Indeed, it defines consensual rules for any exploitation. The president of the village development committee of Toukakorno highlights this change through a concrete example: "There were agents from a company who came from Ouagadougou to collect sand in the area, when we showed them the document, after reading it, they left". The charter thus makes it possible to prevent certain conflicts related to land. For the representatives of the villages of Monga, Lere and Guidere in the commune of Bani, "we have not had to face conflicts because there were no infringements; there were no infringements because people have accepted the rules and recognise the usefulness of reclaiming land and restoring pasture".

The possibility of generating carbon credits creates additional motivation and reinforces the application of local land charters. The funds from the sale of carbon are mainly used to finance community socio-economic activities or infrastructure (credit for income-generating activities, mills, drilling, etc.), benefiting all the inhabitants of the village. For the president of the Touka Korno committee, Dori commune, "even if someone does not have a sheep to take advantage of the regenerated pastures, he will benefit from the financial spin-offs of the carbon credits operation. Then, he can no longer say that he does not agree with the rules" and the councillor of the same village adds that "the carbon credits benefited mainly women; they are now very careful about cutting wood".

In order to consolidate the achievements relating to the implementation of land charters, certain challenges need to be met. These include capacity building for members of local land authorities on several themes, including land tenure security in rural areas, alternative conflict management, decentralisation and communal land use planning.

### Capacity-building as a key accompaniment for structural change (sectoral and thematic reforms)

In relation to and beyond support at the level of specific territories, support at the contextual/institutional level can relate to more global, sectoral or transversal reforms.

In Cabo Verde, it is the renewable energy sub-sector that has been the subject of this type of support since 2015. In recent years, Cabo Verde's focus has shifted away from energy supply, due to major investments in production and distribution capacity. It is now a matter of making the energy sector more sustainable, ensuring access to energy in the most remote localities and reducing electricity tariffs for households and businesses.

With this in mind, Cabo Verde has adopted an ambitious energy policy aimed at making greater use of renewable energies for the production of electricity, and relying on market mechanisms based on private sector activity and the sustainable development of the sector. This political vision must be translated into a transparent legal and regulatory framework and public institutions capable of making legislation operational and taking charge of monitoring and evaluating the impacts of energy policy.

In 2015, a diagnosis of the institutions and governance of the energy sector was conducted. The aim was to assess the maturity of the renewable energy sub-sector in order to determine whether a viable sectoral programme could be put in place and, if so, to identify the strengths and weaknesses and the possible added value of Luxembourg Cooperation. To this end, an analysis of the renewable energy sub-sector was conducted. It used as a frame of reference the seven key areas of sector analysis described in the European Commission's Guidelines for Support to Sector Programmes. The institutional framework and capacities are at the heart of this analysis (see below).

"The sector-wide approach reflects the conviction that in order to strengthen national systems, they must be used and not bypassed. However, this focus on systematic capacity development needs to be complemented by an explicit assessment of capacity problems and a proactive approach to capacity development"<sup>14</sup>.

<sup>14</sup> European Commission - Support to Sector Programmes - summary version, July 2008, page 35 - <https://op.europa.eu/en/publication-detail/-/publication/05a58e73-10b4-4e91-abbe-6d0e8ff674d7/language-fr/format-PDF>

The diagnosis carried out made it possible to highlight the gap between the ambitions in terms of reform and the capacities available for the development of the sub-sector. The diagnosis concluded that "contrary to the sectors of vocational and technical training or water and sanitation (other priority sectors of cooperation between Cabo Verde and Luxembourg), the maturity of the energy sector does not currently allow Luxembourg to envisage sectoral budget support for the renewable energy sub-sector. However, this assessment is in no way a reason for renouncing alignment with national schemes. Rather, it reveals an opportunity to support Cabo Verde's desire to succeed in its ambitious institutional and energy reforms<sup>15</sup>".

On this basis, a support programme for the renewable energy sector has been designed to improve the planning conditions for the sector and to create a legal and regulatory framework, as well as technical and economic regulation that is conducive and favourable to the participation of the private sector and civil society in the energy transition.

As the interim evaluation report shows, capacity building of public and private actors is at the heart of the support provided by this programme. This translates into numerous and varied forms of support at individual, organisational and institutional level, involving all the players (both public and private) concerned by renewable energies.

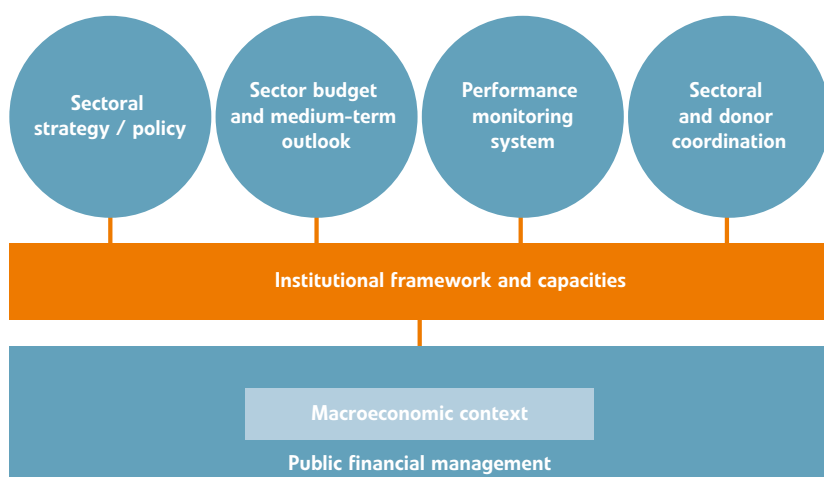
One of the factors contributing to the quality of capacity building support is the direct supervision of technical assistance by the beneficiary institutions. This approach increases sustainability and ownership of results at the level of national partner services through the transfer of skills to national staff.

As highlighted in the interim evaluation, one of the structural constraints is the limited number of managers available in government institutions. This limits the capacity of the beneficiary institutions not only to take ownership of the capacity building actions, but also to supervise the technical assistance made available.

In order to strengthen the transfer of knowledge and the appropriation by national partners of the various analyses and proposals formulated by the technical assistance, a strategy has been put in place. It consists of strengthening the dialogue between technical assistance and national partners throughout the support process. It is a matter of agreeing on the expected products, their structure and content beforehand, and being able to discuss the analysis, conclusions and recommendations in a suitable format allowing for real interaction. Support for capacity building, especially in complex areas involving a high level of responsibility, requires appropriate communication and availability. Without this, the outcome, before it is translated into decision making, may not be achieved.

Thanks to quality technical assistance and appropriate communication with decision-makers, the support provided has made it possible to strengthen the political and regulatory framework of Cabo Verde by operationalising the regulation of access to the electricity grid for micro-generation and the electric mobility charter, which laid the foundations for the de-carbonisation process in the transport sector.

Through its interventions in Central America, LuxDev supports the institutional development of social policy in El Salvador and the Tourism sector in Nicaragua. Two testimonies follow.



<sup>15</sup> LuxDev - CABO VERDE Études de diagnostic initial du sous-secteur des énergies renouvelables - [https://luxdev.lu/files/documents/Etude\\_diagnostic\\_initial\\_ER\\_CVE\\_avril\\_2015.pdf](https://luxdev.lu/files/documents/Etude_diagnostic_initial_ER_CVE_avril_2015.pdf)





**Testimony of Irma Yolanda Núñez, Technical Coordinator of the Presidential Commission for Operations and the Cabinet of the Government of El Salvador, on the capacity building of public institutions carried out in the framework of the project "Support to the National Plan for Development, Protection and Social Inclusion".**

The most notable contribution of Luxembourg Cooperation is its support for the construction of our social policy and the drafting of the law on development, protection and social inclusion.

This contribution is based on respect for rights, a value shared by our two countries, supports the establishment of the institutional framework for the promotion of this policy, thus contributing to a society of solidarity, inclusion and greater equality.

Thanks to the support of technical assistance from Luxembourg Cooperation and the Presidency's Technical Unit for Social Policy, the staff of our public institutions responsible for the implementation of social programmes has been able to strengthen their ownership of the implementation of the main social programmes aimed at:

- eradication of poverty;
- gender equality for the promotion of productive development;
- promotion of youth employment; and
- improvement of health services.

Technical assistance also contributed to the establishment of a single register of beneficiaries of social programmes with the aim of optimising the use of our public resources and making this use more transparent. The data generated by this register are of great interest to our authorities in their decision-making, and are also essential for civil society to be able to exercise its monitoring and social control function. The support of cooperation also concerns the automation of the processing of these data, a much appreciated contribution to this action, which is an integral part of the digital agenda promoted by our current government.

The assistance of Luxembourg Cooperation also made it possible to carry out an impact assessment of the programme to promote youth employment. The results of this evaluation were presented and commented on in various forums and taken into account in the adjustments and improvements that our government has made to the programme.



**Strengthening the capacities of the Nicaraguan Institute of Tourism (INTUR) in the framework of the Support Programme for the Tourism Sector by Erick Antonio Aragón, Technical Assistant "Business Development"**

LuxDev's work has been to provide specialised technical assistance to INTUR in order to build institutional capacity for market-driven tourism planning, management and marketing. The most important contributions were the corporate vision, the link with all key players in the tourism sector and the adoption of a results-based management approach to demonstrate tangible impacts at institutional level and with the private sector.

The logic of the intervention was that INTUR, as the national tourism authority, is a key player in Nicaragua's tourism activity and can assume effective and proactive leadership. For its part, LuxDev, as a strategic partner, contributed to institutional strengthening so that each unit of the institution could take ownership of its responsibilities, carry out effective project implementation and provide continuity to the actions carried out.

The main challenges/difficulties encountered have as a common denominator the centralisation of decision-making. One of the major challenges was indeed to review the management of the institution and improve the decision-making autonomy of the general and sectoral directors with a view to reallocating strategic and operational decision-making.

Fortunately, at a technical level, the institutional team was competent and made it possible to make good progress on implementation.

Support for the design and implementation of reform may also concern governance more generally. This is the case with the judiciary in Laos, for example.

In 2009, the Government of Laos officially adopted the Legal Sector Master Plan. It establishes the framework for the development of justice sector institutions as the foundation of the rule of law. The importance of having a legal system that is clear, coherent, reliable and accessible to all is also a priority of the 8th National Socio-Economic Development Plan of Laos 2016-2020. These positive changes were initially accompanied, between 2010 and 2015, by Luxembourg Cooperation, with the aim of improving and strengthening higher legal education. However, this initial support did not support the improvement of access for all to justice and the law, which is a priority in Laos. A second intervention, currently in progress, will also take care of this dimension.

To facilitate access to legal services, several strategies and tools were developed. An awareness-raising programme was supported and instituted at the governmental level. This allowed to popularise several topics, such as the penal code and human trafficking. More specifically, legal education focused on three legal topics: the law on violence against women and children, the law on land disputes and narcotics. Pilot legal aid offices were established in several provinces and districts. The establishment and operation of village mediation committees was also promoted.

In addition, support for the legal training system continued under several forms: development and adoption of new academic programmes to diversify and deepen legal training courses, establishment of standards and quality assurance mechanisms, organisation of thematic conferences, development of digital tools for monitoring and professional networking, and establishment of an e-library system in collaboration with the University of Luxembourg.

Despite some resistance to change, the combination of these different supports has made the legal system in Laos more accessible, in particular through awareness-raising and the establishment of legal aid offices. These various forms of support also led to qualitative developments. Sensitive issues such as human rights and corruption are now the subject of discussions between civil servants and lawyers. Legal reforms were also instituted, leading to the adoption of the Civil Code and the Criminal Code, among other major legal reforms.



As shown by the different examples of support at the three levels of capacity building, LuxDev has gradually specialised in accompanying change, in connection with the public policies of Luxembourg Cooperation's partner countries. This was achieved in addition to its already solid expertise in the construction of infrastructure and equipment. But there is still a lot of room for improvement and LuxDev wishes to develop in the next 10 years internal methodologies, tools and skills to best meet the capacity building needs of its partners.

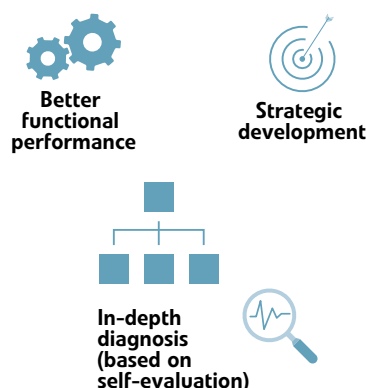
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## WHAT APPROACHES TO IMPROVE SUPPORT FOR CAPACITY BUILDING?

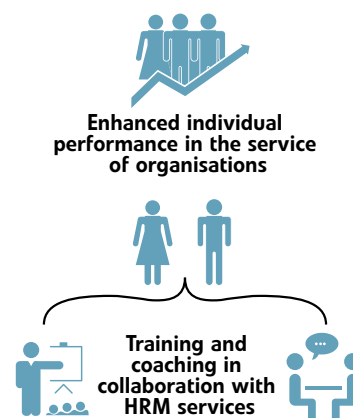
### A combination of support at all three levels

In order to achieve maximum impact on performance and change and to make the changes as sustainable as possible, it is recommended that support at all three levels of capacity building be combined.

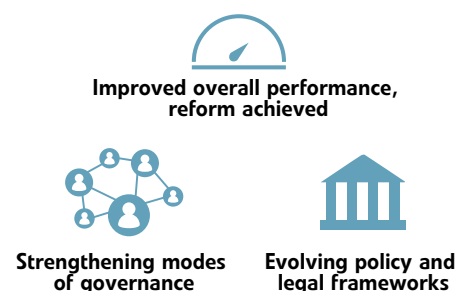
Support at the individual level helps to develop the technical and behavioural skills required to ensure that the people involved are in a position to play their role to the full and thus participate in the performance of their organisations and, where appropriate, in the desired changes. In order to ensure that this support is both relevant and sustainable, it is possible to support the services in charge of human resources in their efforts to forecast jobs and skills. Training and coaching are the main forms of support available. The digitalisation of training in particular (e-learning platform) is an interesting avenue to be developed. Modules of this type were, for example, developed in Senegal in the area of public finance.



At an organisational level, it is important to begin by conducting precise diagnoses of the different functions, missions and results, if possible using a self-assessment approach. The support will then focus either on improving overall and specific performance by function, or on the evolution and strategic development of the organisation. In this way, it is possible to support partner organisations in conducting self-evaluations, in strengthening their various internal factors (technical and support functions) and in developing strategic reference frameworks for qualitative change.



At a contextual level, coaching can focus on major systemic changes (reform) and/or on the relationship between different organisations within a system. Support will then be of a legal or institutional nature. This will include, for example, assisting in the development of new rules or standards and inclusive policy dialogue. This level of intervention is by far the most complex to analyse and support. The use of an innovative methodology such as Theory of Change can help to analyse the systemic framework and identify supports at the contextual level.



### **An example of a combination of support at three levels: the structured and coherent capacity building strategy for the development of agro-pastoral value chains in Mali**

For the past four years, with the financial support of Swiss Cooperation, the support programme for agro-pastoral sectors has been contributing to the development of the "potato" and "milk" sectors in the region of Sikasso, in the South of Mali. This intervention is a good example of the progressive consideration of structured and coherent capacity building at individual, organisational and contextual level.

Developing the capacities of producers and the various actors in value chains is essential for two reasons: on the one hand to enable the improvement of the living conditions of individuals (workers, entrepreneurs, farmers), and on the other hand to professionalise a sector and improve its performance. In the interests of inclusiveness and resilience, priority is given to:

- the emergence of new generations of producers, by investing in the training and integration of young women and men in the profession, enabling them to gradually become active members of producer organisations;
- raising the awareness of organisations on the effects of climate change, in order to enable them to adapt production systems.

#### **At an individual level, contributing to the development of technical and cross-disciplinary competencies**

The training courses developed continuously since the start of this programme allow for the development of the technical skills of producers and other actors in both sectors. In order to ensure sustainability, relay producers are also trained to provide advisory support to their peers. The heads of producer organisations also receive management training.

#### **At an organisational level, helping cooperatives towards autonomy**

The structuring and empowerment of the profession requires the development of organisational capacity. This is reflected at the level of producer organisations through the holding of decision-making bodies, the setting up of management bodies and the introduction of membership fees.

The programme developed a diagnostic tool covering 10 criteria. Its role is to measure the level of autonomy of cooperatives and to programme capacity building support on this basis. This allows to measure over time the progress made in the process of empowering these organisations. In the future and in relation to banking or micro-finance institutions, such a tool could be used to assess the bankability of organisations and facilitate their access to funding.

#### **At an institutional level, strengthening integration and relationships between actors in the same value chain**

A value chain constitutes a system and its development depends strongly on the integration of the different actors participating in this system and the interrelationships they develop between them. To this end, federations and inter-professions must develop their institutional capacities. In concrete terms, this translates into constructive relations with the authorities, elected entities (municipalities and regions) and the administration, but also into the definition of contractual and conventional frameworks at a national level and beyond.

As an example, the Interprofessional Committee of the Potato Sector (CRIPT) signed a collaboration agreement with the Katibougou Rural Polytechnic Institute for Training and Applied Research (IPR/IFRA) for the supply of mini-tubers, training and support to seed producers and seed certification by the Seed Laboratory (LABOSEM).

The Regional Federation of Unions of Cooperative Societies of Milk Producers of Sikasso (FERLAIT) for its part, developed a partnership with the MABROUKA cooperative in Morocco within the framework of exchanging experiences in milk production. Thus, visits and training of some relay breeders, members of cooperatives, and inseminators were organised in Morocco in early 2019.

The majority of field measures in favour of beneficiaries are now carried out by inter-branch organisations, producer federations and organisations.



### What do our partners say?

About the training of FERLAIT members on the different types of cooperative societies according to the OHADA standards (Organisation for the Harmonisation of Business Law in Africa), restructuring of grassroots cooperatives: "This training was very beneficial and enabled member co-ops to comply with OHADA standards. The training received made it possible to differentiate between a simplified cooperative and a cooperative with a board of directors. It also enabled the creation of FERLAIT and its five local unions, the holding of statutory meetings every three months and the holding of monthly information meetings for grassroots cooperatives and local unions."

**M. Abdul Karim Dembélé, President of FERLAIT**

"Given the low level of organisation of potato producers, CRIPT has requested financial support from the regional council for a better structuring of cooperatives. Thus, structuring workshops were organised in nine centres, leading to the creation of cooperatives, unions and the establishment of the regional federation of potato producers, in accordance with the uniform act of the OHADA law.

Elected officials were trained on the management tools, the organisation of general meetings and the establishment of an internal contribution system (1,000 FCFA/seed box). This amount will be distributed among grassroots cooperatives, unions, the federation and CRIPT to ensure their financial autonomy."

**M. Siaka Coulibaly, President of CRIPT**

### The "theory of change", a promising methodology to grasp the complexity of the intervention context and to accompany change in a global and coherent way

In order to improve increasingly complex interventions, LuxDev, in relation with its partners, has been experimenting for two years with the theory of change. "A theory of change is an explicitly documented (and therefore assessable) view of how change is thought to occur." (Rick Davies, the first developer of the theory of change).

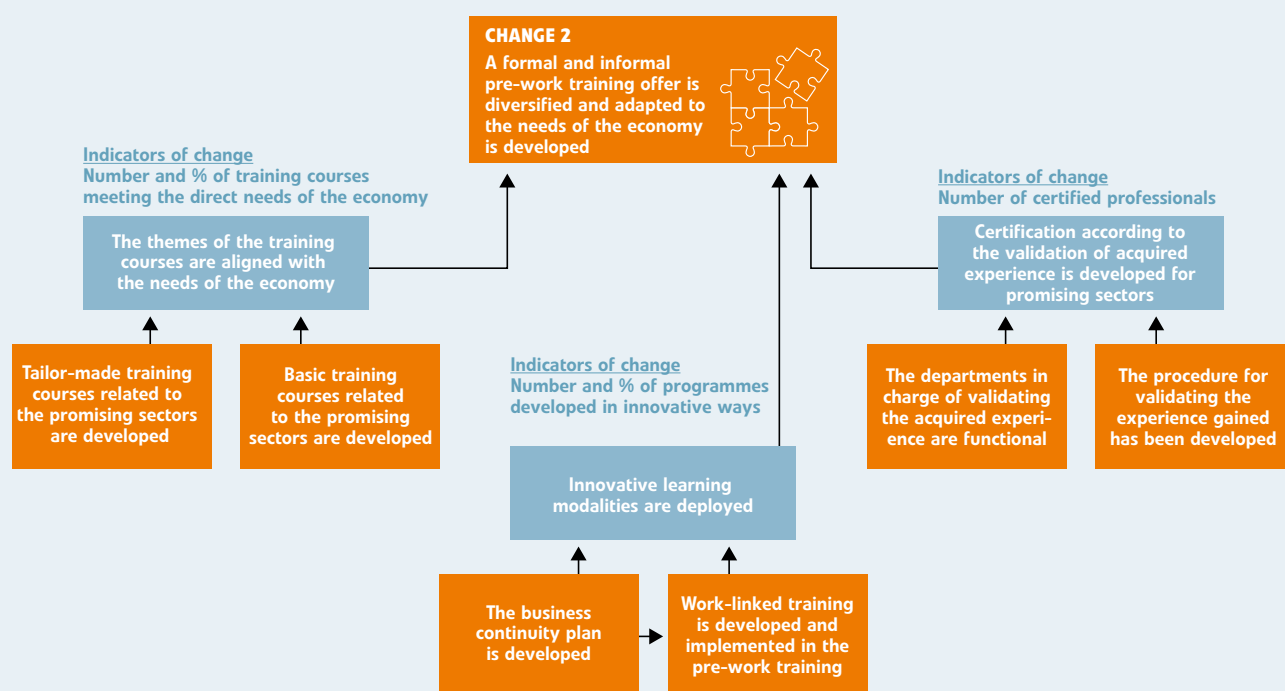
The theory of change is, first and foremost, a process for building a strategy by focusing on the process of change. By taking into account the contextual factors that promote or hinder the desired change, as well as the assumptions and risks on which the change is based, this methodology helps to explain how the change is expected to be achieved.

The theory of change provides assumptions for intervention and benchmarks for action. It also has the advantage of bringing together players around common objectives. It is an adaptive tool that allows you to direct change based on what is actually happening in the field. It does not say "this is the right thing to do" but "given our knowledge, this is the best direction to take".

Based on the theory of change and the diagnostics conducted on this basis, a theory of action is then developed. On the basis of the main changes identified and the assessment of their level of achievement, the most relevant supports to be implemented at the level of each system and sub-system are identified. The theory of action helps to determine the orientations to have the maximum effect on the desired changes.

The theory of change is usually represented by a diagram. There are several possible approaches to graphically illustrate the theory of change, what is important is to be able to highlight the "paths of change", the way in which change should be able to occur.

As an example, in Senegal, for the change related to the qualitative improvement of the training offer of the vocational training support programme, the following theory of change was developed and served as a reference for capacity building support.



The aim is to contribute to the diversification of the training offer and its adaptation to the needs of the economy as much as possible. To help achieve this change, three intermediate changes are targeted:

- the first concerns the development of training in relation to the promising sectors;
- the second relates to the generalisation of innovative apprenticeship modalities enabling better adaptation to the professional world (skills-based approach and work-linked training);
- finally, the third intermediate change recommends the implementation and reinforcement of the validation of experience, particularly in the promising sectors.

This approach allows anyone to have their professional experience validated, with a view to obtaining a certification.

Concerning notably the path of change allowing a better adaptation of training to the local economy, various supports have been given or are planned for the local actors involved in this process of change. For example, support to departmental councils for the steering of departmental economic development strategy with the identification of promising sectors, or support to mini capacity building plans for vocational training centres including investment projects and integration projects related to the promising sectors identified in the territory.

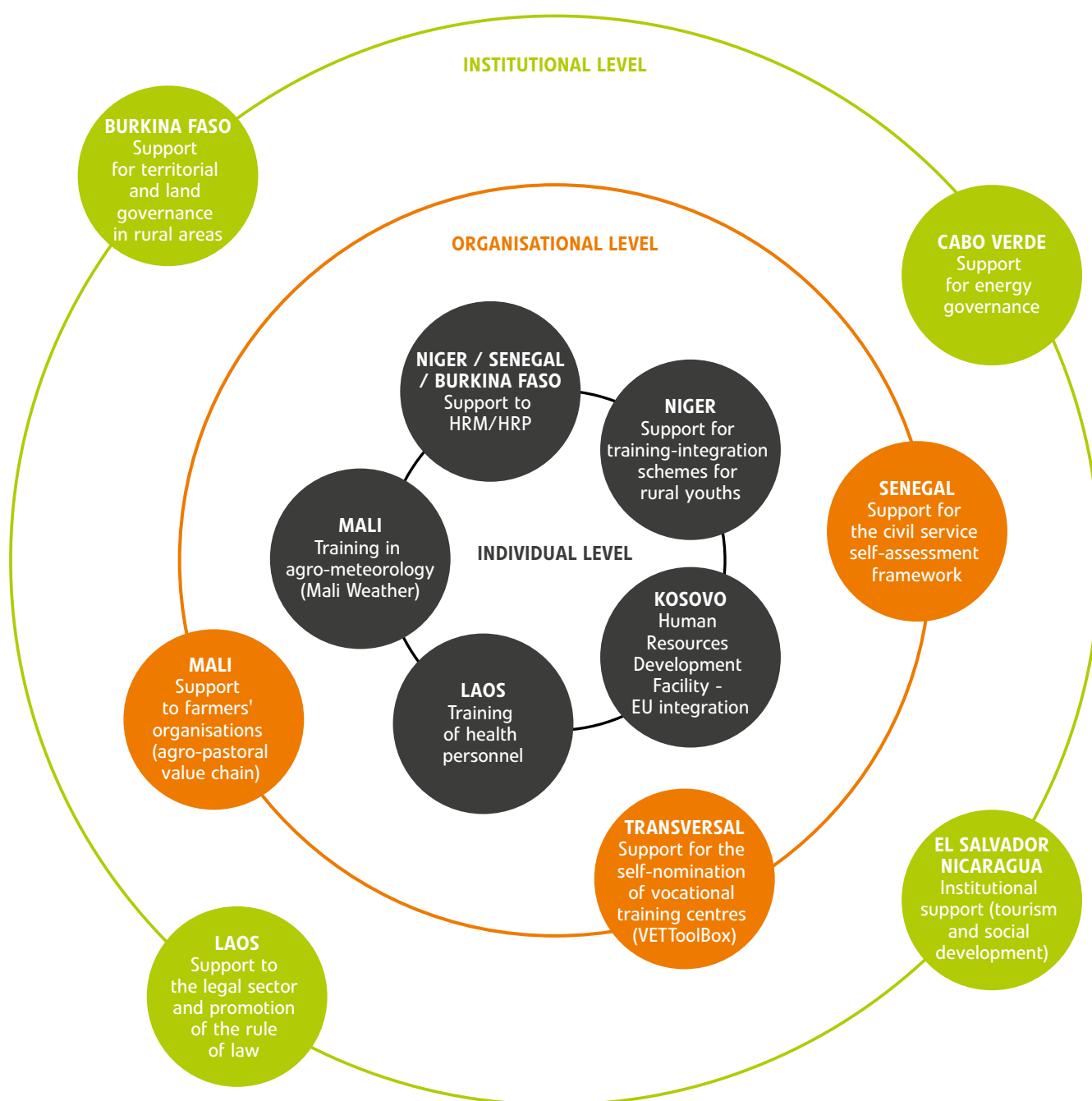
### The two main areas of work to improve capacity building support within LuxDev

In the years to come, LuxDev wishes to be able to stabilise and valorise the methodology of the theory of change. As illustrated above, this methodology has been used in Senegal, on a pilot basis, to define the strategy and support for capacity building. It should also facilitate the formulation of future programmes. Tools (guide, training module) will be developed in the short term for the management of this important project.

Additionally, as we have seen, LuxDev's support to sector governance frameworks and organisations has multiplied in recent years. In part, this has resulted in significant and easily observable changes (changes in the political or legal frameworks in the sectors supported, changes in certain institutions, etc.). However, most of the accompanied changes are often difficult to perceive, all the more so as there are few or no monitoring and evaluation mechanisms

that make it possible to capture the "small steps" made gradually over time through the soft supports implemented. In order to strengthen the methodological capacities to monitor and value changes, a workshop will focus on how to better capitalise, monitor and evaluate support for capacity building. There are many issues at stake: accountability, demonstrative effect and scaling up, simplicity and feasibility of approaches ("how to capture the changes resulting from coaching?"), and ownership by national partners.

#### OVERVIEW OF CAPACITY BUILDING SUPPORT IN 2019 PRESENTED IN THIS DOSSIER









# PROGRAMMES

AS OF DECEMBER 31, 2019

# INTERVENTION AREAS

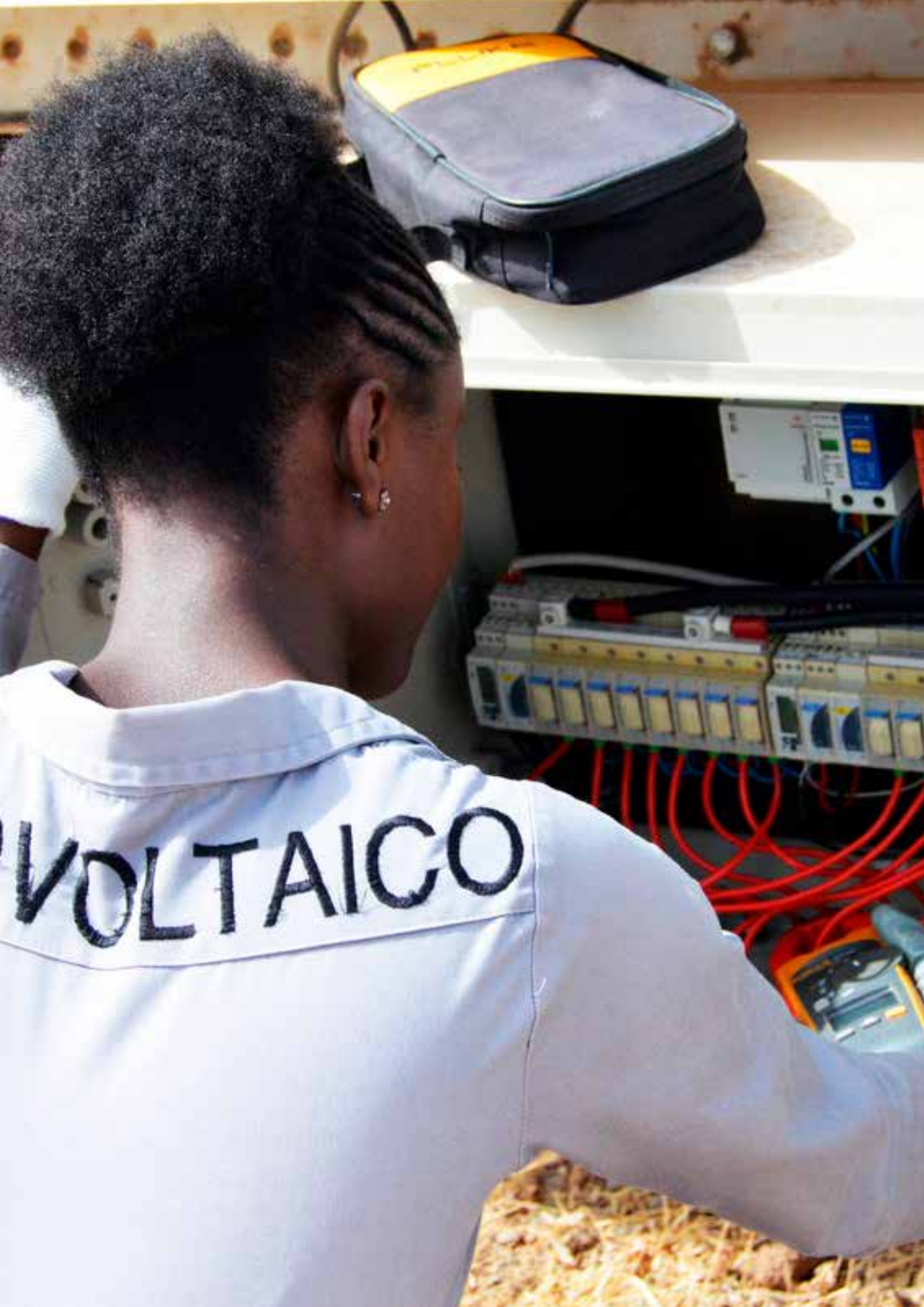


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VOLTAICO



# GENERAL INFORMATION

## Sectors



Local development

Local development  
sub-sectors



Agriculture and food security



Decentralisation and local governance



Water and sanitation



Natural resource management



Various



Education - Vocational  
training and access to  
employment



Health



Renewable energies

## Cross-cutting issues



Environment and  
climate change



Gender

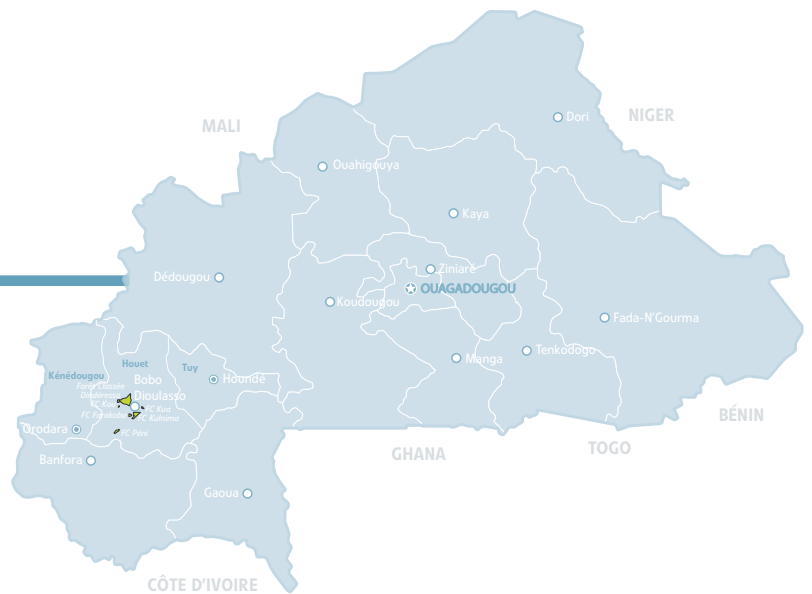


Governance and  
capacity building





# BURKINA FASO



6

36

COLLABORATORS  
IN BURKINA FASO

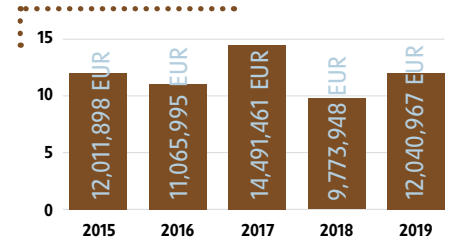
PROJECTS IN  
EXECUTION

10.39%

OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

12.04 M EUR  
IMPLEMENTED  
IN 2019

Disbursements



Sectoral distribution of disbursements



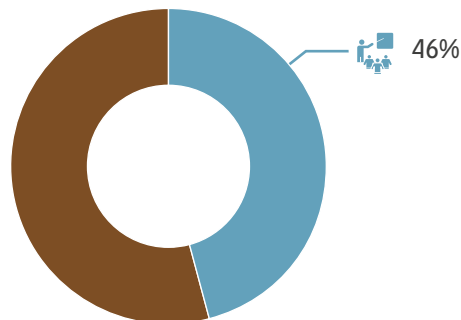
54%

LOCAL DEVELOPMENT

11%



43%





# BKF/018

## TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING

This programme, which supports the operationalisation of the country's national policy, trained approximately 35,867 persons between 2013 and 2019.

### GLOBAL OBJECTIVE

**RAISING THE LEVEL OF KNOWLEDGE AND SKILLS OF THE LABOUR FORCE AND MORE SPECIFICALLY OF YOUNG PEOPLE, TO PROMOTE THEIR INTEGRATION INTO THE JOBS OF TODAY AND THE PROMISING PROFESSIONS OF TOMORROW 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 steer the vocational training sector.





 Budget

10,000,000 EUR

Project duration

2012	2013	2014	2015
2016	2017	2018	2019

## HIGHLIGHTS\*

**35,867**

trained staff including 47% of women in the nine priority streams of the National Education and Training Policy and technical and vocational training (PN/EFTP) and in all 13 regions of the country with an average integration rate of 61%.



Establishment of a national institutional dynamic around TVET.

**100**

Formation of a pool of 100 company executives as trainers in schools and training centres.

**20**

Elaboration, publication, reproduction and provision of 20 training and certification reference systems (agriculture, livestock, construction and public works, crafts).

**96**

Training of 96 specialists in vocational training engineering.



Drafting of the charter for public/private partnership in the field of vocational training and integration.



Elaboration of the NP/TFP three-year action plan 2018-2020 which served as a basis for the formulation of the new joint support (2019-2023) of TFPs to TVET.



Élaboration de la carte de l'EFTP.

**867**

Training of 867 trainers in the use of repositories.



Making an inventory of training materials in Burkina Faso.

\*Non-exhaustive list

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 support the creation and sustainability of the National Agency for the Promotion of Information and Communication Technologies (ANPTIC).

### GLOBAL OBJECTIVE

**CONTRIBUTING WITHIN THE FRAMEWORK OF THE NATIONAL STRATEGY FOR THE DEVELOPMENT OF THE DIGITAL ECONOMY (SN@DEN) 2018-2027 TO THE PROMOTION OF GOOD POLITICAL AND ADMINISTRATIVE GOVERNANCE BY IMPROVING THE EFFECTIVENESS AND EFFICIENCY OF PUBLIC ADMINISTRATION**

### SPECIFIC OBJECTIVE

Improving the availability, efficiency and accessibility of the supply of electronic communication services to the public administration.

### AREAS OF IMPLEMENTATION

- strengthening of the ANPTIC's capacity building;
- establishment of a satellite-enhanced infrastructure.



 Budget

22,300,000 EUR

Project duration

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

## HIGHLIGHTS\*

**78%**

coverage rate of administration in electronic communication services.



Elaboration of two manuals (management and technical) for the benefit of ANPTIC.

**400**

administrative buildings connected to the computer network.



Consolidation of ANPTIC's strategic vision document and its adoption by the Board of Directors: evolution in five years time towards a state-owned company and in ten years time transformation into an asset management company.



Reinforcement of ANPTIC's organisational capacities in the management of its human resources, administrative and operational procedures.

**600 Mo**

Extension and reinforcement of the bandwidth (Internet and interconnection) of the National Computer Network of administration (600 Mb) supported by satellite stations and masts - radio frequency.

**707**

Computer cabling underway of 707 administrative buildings for the interconnection of 10,000 users.

**34**

Installation of the 34 pylons of batch 1 (active reception in progress).

**5**

The installation of five stations connected to the Internet is a key component of the "Other three billion" satellite constellation designed to provide Internet access to the three billion people who are currently deprived of it due to their geographical location.

**31**

Start of deployment of the 31 pylons in Batch 2.

\*Non-exhaustive list

This programme continues to support the sustainable management of timber and non-timber forest resources with an alignment with national programming and support for devolution in three regions (East, Central-West and Upper Basins).

### GLOBAL OBJECTIVE

**CONTRIBUTING TO THE PROTECTION AND SUSTAINABLE  
DEVELOPMENT OF FOREST AND WILDLIFE RESOURCES BY ENSURING  
A HEALTHY ENVIRONMENT TO THE POPULATIONS IN A DYNAMIC OF  
ENVIRONMENTAL GOVERNANCE AND SUSTAINABLE DEVELOPMENT**

### SPECIFIC OBJECTIVE

- managing forest and wildlife resources sustainably;
- improving environmental governance and sustainable development;
- ensuring Burkina Faso's transition to an inclusive green economy;
- improving the efficiency and effectiveness of the interventions of the Ministry of Environment, Green Economy and Climate Change (MEGECC).

### AREAS OF IMPLEMENTATION

- optimising forestry sectors;
- improving the protection of forest resources;
- optimising reforestation;
- supporting stakeholders in taking into account environmental and sustainable development issues
- diversifying food resources and sources of income;
- strengthening the legal framework for the promotion of green economy;
- optimising resource management;
- strengthening the operational framework;
- strengthening the monitoring, evaluation and steering mechanism.





 Budget

17,000,000 EUR

Project duration

2018

2019

2020

2021

2022

## HIGHLIGHTS\*

**95,640 ha**

of forests are in the process of consolidation and development.

**10**

forest management groups were created.

**180**

motorcycles were acquired for the three Regional Directorates supported by the programme.

**605**

people were trained to use the National Forest Inventory 2 (NF12) results and 390 copies of the iFN2 report were distributed.

**1,083**

people benefited from a training for structuring 498 professional organisations for non-timber forest products.

**645**

people received training to draft/revise communal development plans (including 163 local trainers).

**88 ha**

were reforested and protected, and 57,460 plants were planted.

**596**

actors were trained in the production of quality non-timber forest products.

**732**

people including 110 women were trained under the 2019-2021 training plan.



A monitoring and evaluation manual was developed and validated by the Ministry of the Environment, Green Economy and Change.



The 2018 Environment Yearbook and Dashboard were drawn up and published.



A study on environmental taxation was launched.

**430**

people including 259 women were trained in gender mainstreaming in forestry.

\*Non-exhaustive list

This support aims to reduce the vulnerability of livestock stakeholders to climatic shocks, and to the reduction and fragmentation of grazing areas through the implementation of natural resource restoration activities.

## GLOBAL OBJECTIVE

**STRENGTHENING THE CONTRIBUTION OF LIVESTOCK TO THE GROWTH OF NATIONAL ECONOMY AND TO FOOD AND NUTRITIONAL SECURITY, AND TO THE IMPROVEMENT OF THE LIVING CONDITIONS OF THE POPULATION**



## SPECIFIC OBJECTIVE

Creating a safe and supportive environment for sustainable production

## AREAS OF IMPLEMENTATION

- identification, negotiation and delimitation of pastoral areas to be restored;
- consolidation and implementation of land charters in line with municipal development plans;
- negotiation and securing of rest areas and transhumance corridors;
- strengthening the capacity of public and private actors to respond to the growing demand for secure pastoral areas;
- restoration of degraded land in negotiated and delimited pastoral areas;
- recovery of recuperated sites through the sale of carbon credits;
- promotion of actions to enhance the value of the restored pastoral area;
- creation of pastoral water points in connection with the regional mobility of herds.

 Budget

5,000,000 EUR

Project duration

2018

2019

2020

2021

2022

## HIGHLIGHTS\*

**12,194 ha**

Identification and negotiation of 12,194 ha of degraded land.

**2,570 ha**

Ploughing and sowing of 2,570 ha of degraded land.

**3**

Establishment of three land charters.

**6,500 ha**

Contractualisation of two operators for ploughing 6,500 ha of degraded land.

**33**

Reinforcement of the capability of 33 actors on gender issues.

**4**

Identification of four new operators for ploughing.

**4,734**

Sequestration of 4,734 CO<sub>2</sub> by the areas recovered with a view to selling them on the carbon market.

**42**

Identification of more than 100 km of footpaths, 42 resting/ grazing areas of 20,145 ha.

**25**

Securement by signing 25 minutes of transfer of pastoral areas for 6,694 ha.

**3**

Reinforcement of the capacity of three NGOs regarding the management of carbon credit projects.

**22**

Integration of 22 new sites of 2,587 ha in carbon credit projects.

**✓**

Completion of a study on the capitalisation of land charters.

\*Non-exhaustive list

## TESTIMONY



**BOUREIMA AMADOU** | GOROM GOROM FARMER

### **BKF/024** **PROJECT FOR LAND RECLAMATION EFFORTS** **TOWARDS PASTORAL USAGE AND IN CONSERVATION AREAS**

My name is Boureima Amadou, I am 49 years old, I am married, father of five children and my profession is agropastoralist.

Before becoming an agropastoralist, I was first an endogenous facilitator and, in this framework, I raised awareness on issues related to the environment and in particular to its degradation due not only to human action but also to climate change.

Later, I was promoted to supervisor of degraded land reclamation activities. It was during this period that I became acquainted with the project for the Recovery and Enhancement of Pastoral Areas called BKF/024, in my commune here in Gorom Gorom in the province of Oudalan which is part of the Sahel region of Burkina Faso.

When I started as an agropastoralist, I farmed about 3 ha of land and raised a herd of cattle, goats and sheep. Over the years, the area that I was farming decreased because much of it was degraded and therefore could not be used for crop production. In spite of the efforts I was making through manual recuperation work, I was having difficulty feeding not only my family, but also and especially my animals. With the decline in available fodder, livestock could no longer cover their food needs. The phenomenon of land degradation had reached very high proportions and recovery had become so extensive that it was no longer possible to carry it out manually. As an example, one person can only achieve two half circles per day and on the scale of a village community, this represents about 5 ha of land per year. On an area of over 100,000 ha of degraded land, just imagine how long it would have taken us to recover that much land. Thus, all the animals in the village were competing over the meagre resources still available, which inevitably led to conflict. One had either to choose to go on transhumance to be able to feed the cattle, or to migrate, which meant abandoning one's land. As project BKF/024 offered specific opportunities to improve our situation, I chose to stay on site. Thanks to the mechanical recovery using tractors as operated by the project, we managed to achieve 13 half circles per minute, i.e. more than 10 ha per day. So we've saved a lot of space and time.





« What I particularly appreciated is that the project has adapted its way of doing things to our realities by choosing species adapted to our environment for re-vegetation »

In view of this situation, I have committed myself to the project by helping to identify the sites and secure them. Once the mechanical recovery phase was completed, seeding with herbaceous and woody forage species was carried out. The result of the seeding has led to the re-vegetation of the sites. What I particularly appreciated is that the project has adapted its way of doing things to our realities by choosing species adapted to our environment for re-vegetation. The species chosen were those that are useful to humans and animals.

Today, we and our animals are enjoying the first benefits of the project. As soon as the first rains came, vegetation began to grow and, contrary to the situation before, when there was no significant crop production, we now have a significant fodder production with an average of one tonne of dry matter per hectare. With the seeding operations, there was not only the appearance of new species, but also an increase in forage production which was multiplied by two or even three. In addition, it also led to an improvement in the nutritional value of the forage. All this contributes to an increase in biological diversity, whereas before, pastures were mono-specific.

This success is due to the direct seeding system, which consists of putting the seeds directly into the soil. The seeds grow properly with deep root development that can withstand even grazing. Direct seeding also allows large areas to be covered and is cheaper than planting. We involve young people in the seeding operation to give them an environmental education.

Finally, the reclamation of land makes it possible to sequester the carbon that is sold as part of Plan Vivo; the carbon credit thus generates resources for the villages. These resources are used for the realisation of socio-economic infrastructures and are an additional source of motivation for the maintenance of the recovered sites.

We need to defend these achievements so that we do not fall back into the starting position. To do this, the land charters that specify the rules for the use and management of these areas must be applied and respected.

If the rules are respected by all, there will be less conflict, communities will live in perfect symbiosis and transhumance movements will be reduced. In view of the potential available and the results already achieved, we sincerely hope that this support will be continued in order to breathe new life into these areas.

This support is a contribution to the implementation of the annual action plans of the Ministry of National Education on the basis of the policies and strategic orientations of the Sectoral Plan for Education and Training.

### GLOBAL OBJECTIVE

## PLACING COMPETENT HUMAN RESOURCES AT THE SERVICE OF THE ECONOMY

### SPECIFIC OBJECTIVE

Increasing the supply and improving the quality of education, higher education and training in line with the needs of the economy.

### AREAS OF IMPLEMENTATION

- increasing supply at all levels and reducing disparities;
- improving the quality of learning and school acquisition;
- strengthening the governance of the education and training sector.



 Budget

13,200,000 EUR

Project duration

2018	2019	2020	2021

## HIGHLIGHTS\*

**49,500**

Opening and current functioning of 49,500 classrooms.

**5,664**

Initial training of 5,664 teachers/educators.

**2,573,735**

students receiving a kit.

**365**

educational kits distributed for the benefit of newly opened schools.

**488**

1,728,878 classic and bilingual manuals distributed to primary schools in 488 basic education districts.

**72.7%**

Achievement in primary school of a gross enrolment ratio (GER) of 88.8% and a net enrolment ratio (NER) of 72.7%.

**1.1%**

Achievement of a parity index between the sexes regarding the primary completion rate of 1.1 (in favour of girls).

**55.11%**

Pass rate of the Certificate of primary education: 55.11%, of which 52.38% for girls and 58.28% for boys.

**26.62%**

Success rate for junior secondary education certificate: 26.62%, of which 22.61% for girls and 31.32% for boys.

**68,231**

Implementation and validation of the curricula for the first and second years of pre-school, primary, non-formal education and post-primary education and capacity building of 68,231 pedagogical framers.

**21.2**

Approval of the additional request to fund the Global Partnership for Education of USD 21.2 million to complement the USD 33.8 million allocation received in 2017.

**245,000**

Close-down of more than 1,700 schools in some regions due to lack of safety impacting more than 245,000 students and 7,858 teachers.



Development and adoption of the strategy for the enrolment of students in areas with high security challenges.



Ongoing development of a strategy and action plan on educating adolescents and children outside school.



Beginning of the implementation of a unique student identification system.

\*Non-exhaustive list



# BKF/026

## SUPPORT TO THE NATIONAL EDUCATION AND TECHNICAL AND VOCATIONAL TRAINING POLICY IN BURKINA FASO

This programme supports the operationalisation of the country's national policy through the implementation of its three-year action plan.

### GLOBAL OBJECTIVE

## IMPROVING THE AVAILABILITY AND EMPLOYABILITY OF HUMAN RESOURCES

### SPECIFIC OBJECTIVE

Improving the internal and external efficiency of Technical and Vocational Education and Training (TVET) - and inclusion - through quality training, with a view to having a competitive and productive human capital.

### AREAS OF IMPLEMENTATION

- strengthening of technical and vocational education and training systems in the priority economic sectors selected as well as in emerging professions;
- development of training course design through a competency-based approach;
- strengthening the national system for the certification of professional qualifications;
- strengthening the human resources capacity of the training systems;
- implementation of a steering system based on partnership management involving all TVET stakeholders;
- increasing TVET financing capacity;
- support to the decentralisation of the TVET sub-sector;
- strengthening the vocational training subsystem.





 Budget

13,000,000 EUR

Project duration

2019

2020

2021

2022

2023

2024

## HIGHLIGHTS\*



Elaboration and validation of the technical and financial support document.



Development of the support procedures manual.



Implementation of the technical assistance mechanism.

5

Development and signing of the joint financing protocol between the government of Burkina Faso and the five technical and financial partners of APOSE.



Establishment of a framework contract for the mobilisation of short-term expertise.



The implementation of a financial supervision is underway.

\*Non-exhaustive list



# CABO VERDE



6

► 48 COLLABORATORS  
IN CABO VERDE

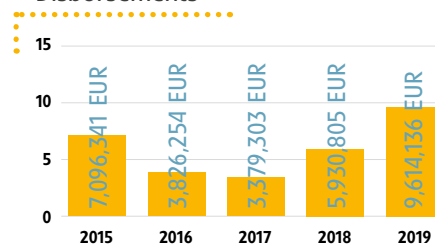
## PROJECTS IN EXECUTION

8.29%

OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

9.61 M EUR  
IMPLEMENTED  
IN 2019

### Disbursements



### Sectoral distribution of disbursements

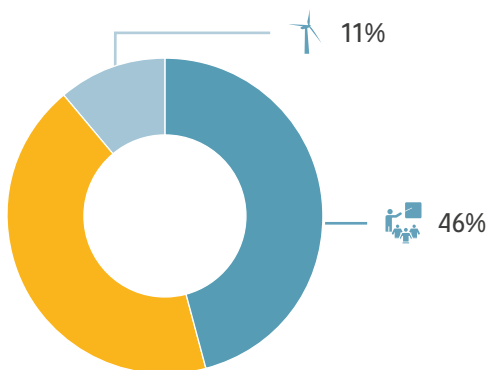


43%  
LOCAL DEVELOPMENT

24%



19%





# 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 formative offer more centred on the demands of the productive sector and supporting decentralisation efforts for all the islands of the archipelago.

### GLOBAL OBJECTIVE

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



### SPECIFIC OBJECTIVE

Strengthening 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;
- increasing the technical and financial viability of public institutions in the ETE sector, the organisations of the private sector and civil society.



Formulation of business plans (BPs) of the Vocational Training and Employment Centres (VTECs) São Vicente and Santa Catarina and technical assistance to support the implementation of the BPs of VTECs Sal and Praia.



Implementation of socio-economic projects in rural and community tourism on the islands of Santo Antão and São Nicolau and establishment of a training plan in São Nicolau to strengthen professional skills in relation to tourism.



Capacity building programme carried out for private sector entities in internal audit and risk analysis, strategic planning systems and project evaluation, financing and access to credit.



 Budget

10,000,000 EUR

Project duration

2016

2017

2018

2019

2020

## HIGHLIGHTS\*

4



Conclusion of the process of institutionalisation and formalisation of the four Local Employment and Employability Networks (LEEN) of São Nicolau, Brava, Maio and Boa Vista and implementation of three training actions: leadership and team management; social entrepreneurship; gender equality.



Organisation of the 1st national meeting of the LEEN management units on the island of Maio for the exchange of experiences and good practices and the elaboration of 2020 action plans.



Implementation of the Integrated Education-Training-Employment Information System (IETEIS) supported by the realisation of a workshop of the leaders of the ETE sector for the validation of the action plan and on-the-job training for the administrators and users of the IETEIS.



Start-up and operationalisation of the Employment Observatory (EO) after approval of the operational manual and capacity building of the EO technical unit.



Presentation of the main recommendations and options for the funding model for vocational training to the government, which set the strategic directions for further work in 2020.



Rehabilitation of infrastructures, modernisation of training rooms and purchase of equipment and consumables for technical schools in order to improve internal management processes and training curricula.



Carrying out training of trainers to improve the quality of training offered by technical schools and by the Institute for Employment and Vocational Training (IEVT).



Support to the IEVT and the VTECs for the appropriation and mastery of internal management tools by the SENAI: procedures manual, strategic plans, operational plans, monitoring of indicators.



Support for the installation of the VTEC in Tarrafal (Santiago) and on the island of Boa Vista. Work is under way for the Tarrafal centre and the Boa Vista VTEC is ready for the start of activities.

\*Non-exhaustive list



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 the area of:

- management of water resources;
- support for the creation and strengthening of municipal water services; and
- the promotion of 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 OBJECTIVE

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



## 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;
- supporting 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.

 Budget

13,621,000 EUR

Project duration

2016

2017

2018

2019

2020

## HIGHLIGHTS\*

**38%**

The operators Aguas de Santiago, Aguas e Energia do Maio and Agua Brava have improved the quality of their services (water and sanitation), in particular by reducing their losses. Agua Brava also reduced its energy costs by 38%.



The reuse of wastewater in Mindelo (São Vicente) for crop irrigation will soon be a reality. The operation of the Ribera da Vinha treatment plant is being improved with the support of the programme.



ASEP continues to support NWSA and operators in monitoring water quality. More incisive action is needed on the part of the regulator to require fulfilment of the water quality regulation from the operators.

**8,000**

Thanks to the rehabilitation of nearly 33 schools on the islands of Maio and Santiago, and with work in progress in 37 schools on the islands of São Nicolau, Santo Antão and São Vicente, approximately 8,800 primary school children (38%) benefit from sanitation facilities and access to water. The remaining schools on the islands of Sal, Boavista, Santiago, Fogo and Brava will be rehabilitated in 2020.

**4**

Thanks to the technical support of the Support Programme to the water and sanitation sector, CVE/082 (ASAP), the sector holds the four reports on water and sanitation services (2015-2018). The government uses the indicators from these reports for its political decisions and to interact with international organisations and donors. Regulators and management entities use them for their internal tasks and management.



Capacity building and studies to improve the performance of wastewater treatment plants and to ensure the safe reuse of wastewater improve the country's sanitation management.

**61%**

Support to the company Aguas e Energia de Maio in analysing the efficiency of their desalination plant in Porto Inglês. A project was developed to identify the investments needed to improve the performance of this unit from an operational and energy point of view. A photovoltaic park supplying the desalination plant has been installed. The facility is expected to result in a 61% reduction in the cost of energy for desalinated water production by mid-June 2021.

\*Non-exhaustive list





avalar as  
os sempre...





**VANUZA DE PINA** | DIRECTOR OF THE PENSAMENTO SCHOOL IN PRAIA FOR FOUR YEARS

### CVE/082 WATER AND SANITATION

"Before LuxDev's intervention, the school's infrastructure had deteriorated and the school's bathrooms and kitchen were in poor condition. We had water and sanitation problems that used to affect the school's entire operation. We had one bathroom for boys and one for girls, but there was only one toilet in operation for a total of 400 students. As a result, the students relieved themselves in the open air around the school, which caused serious hygiene problems. Sometimes we didn't have water because of problems with the distribution network and because of the low capacity of the old reservoir. We even had cases of dengue fever here because of the lack of sanitary services and hygiene conditions. Many illnesses are caused by not washing your hands.

But with the works, everything changed. Thanks to this cooperation project of the Luxembourg government, we were able to make a change in the school. The students didn't have the reflex to wash their hands and at that time we didn't have the necessary conditions to show them because we didn't have adequate sanitary facilities. Luxembourg Cooperation organised awareness-raising training on handwashing in schools and the "Fundação Cabo-verdiana de Acção Social Escolar" (FICASE) improved the pupils' diet. We worked with the students on the proper use of bathrooms. The new system makes it possible to reuse water from the sink, as it goes directly to the toilet flushes.

We teach the students to always wash their hands so that they do the same at home. Most of the kids here don't have a toilet at home. There are many types of risks in this part of the city. Parents are in need and have serious economic problems. Although our school is small, I believe that we must work towards quality education to create active citizenship. This way, at school, students will have a future. If they didn't get it here, they won't get it anywhere else. "

The "Pensamento" school is one of the 100 schools benefiting from the Water and Sanitation Sector Support Programme (WSSSP - PASEA). The objective is to provide adequate water, hygiene and sanitation infrastructures. With only one toilet previously in operation, the work carried out as part of LuxDev's intervention made it possible to remodel the school's bathrooms, which now have nine toilets for students and one toilet for teachers, as well as large wash basins.

The kitchen, which was in poor condition, was rebuilt and now ensures better working conditions for the cooks and proper preparation of daily meals for the students. The damaged water tank was replaced with a 2,000-litre tank in the main building and a 1,000-litre tank for the annex building.

## TESTIMONY

« I believe that we must work towards quality education to create active citizenship. This way, at school, students will have a future. If they didn't get it here, they won't get it anywhere else. »

The intervention in all beneficiary schools includes the construction of sanitary facilities for pupils and teachers, the renovation of existing kitchens or the construction of new kitchens, the installation of large capacity water tanks and roofing for sanitary facilities and kitchen. In addition, the installed water system allows rainwater collection and sewerage in the form of a septic tank or connection to

the network and drainage. Some schools do not have access to the public water system and will be connected to the network.

The rehabilitation of 100 schools on the nine islands means that the project is reaching 38% of primary school students in Cabo Verde.





# 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 previously the primary concern was the supply of energy, today it is issues related to the sustainability of the electricity sector, access to energy in more remote communities and the reduction of electricity tariffs that concern the country.

### GLOBAL OBJECTIVE

**CONTRIBUTING TO 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 renewable energy sector
- improving the capacity to mobilise funds for the renewable energy sector.





 Budget

5,500,000 EUR

Project duration

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

## HIGHLIGHTS\*

7

Public presentation of the electric mobility (EM) policy for Cabo Verde and the first seven 100% electric vehicles (March 2019), installation of the first charging stations and publication of the EM policy action plan.

40

Training of the first 40 technicians-inspectors of micro production systems through renewable energies and supply of a first work kit.

✓

Support to Cabo Verde for the participation of the competent national authorities in COP 25 carried out in December 2019 in Madrid.

✓

Training of national, public and private technicians in resource assessment and modelling of wind farms for power generation (WAsP).

✓

Start of technical assistance to support the development of the green bond market in Cabo Verde.

✓

Beginning of the development of the Cabo Verde energy information system.

✓

Presentation of the roadmap for the development of smart grids in Cabo Verde.

✓

Installation of automated meteorological stations for the evaluation of renewable energy resources on the island of Santiago.

✓

Preparation of specifications, launching of calls for tenders and support in contract negotiations for new independent energy producers.

\*Non-exhaustive list



# CVE/085

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

The project "Support to the partnership between the Centre for Renewable Energies and Industrial Maintenance" (CERMI) and the "Luxembourg Competence Centre for Technical Building Engineering"(CdC-GTB) CVE/085, is part of the "employment and employability" axis of the Indicative Cooperation Programme (ICP) 2016- 2020 signed between the Grand Duchy of Luxembourg and the Republic of Cabo Verde.

### GLOBAL OBJECTIVE

**SUPPORTING THE IMPLEMENTATION OF A PARTNERSHIP BETWEEN A  
CAPE VERDEAN ENTREPRENEURIAL PUBLIC COMPANY, CERMI, AND  
A LUXEMBOURG ECONOMIC INTEREST GROUPING, CDC-GTB**

### SPECIFIC OBJECTIVE

Creating a public limited company under Cape Verdean law, the Cape Verdean Competence Centre "CdC-3C", in several phases. CdC-3C is set to become a centre of excellence that will host and implement the pedagogical model of the Competence Centre for Technical Building Engineering in Luxembourg in Cabo Verde. In parallel with the training activities, consulting centres are planned to complete the envisaged system, the first of which concerns activities in engineering education and the second in engineering and consulting in energy efficiency/renewable energies. This is complemented by the certification, metrology and R&D / innovation clusters.

### AREAS OF IMPLEMENTATION

- developing a new sustainable model of a skills centre in Cabo Verde, creating a facility that is fully adapted to the needs of Cape Verde and the African sub-regions and that is based on a new public-private partnership format that can serve as a pilot project for other initiatives and sectors;
- innovative vocational training: consulting centres are planned to complete the envisaged system, the first of which concerns activities in engineering education and the second in engineering and consulting in energy efficiency/renewable energies;
- investing in the fields of certification, metrology and research, development and innovation;
- evolution of the current Centre for Renewable Energy and Industrial Maintenance towards a concept of a plural campus that will bring together a maximum number of actors from national (Piaget University, University of Cabo Verde, Cabo Verde School of Hotel Management and Tourism, solar park), regional (Centre for Renewable Energy and Energy Efficiency of the Economic Community of West African States) and energy transition (with subsystems in renewable energy, energy efficiency and industrial maintenance) ecosystems in a logic of synergistic partnerships and sharing of facilities;
- reinforcing the capacities and skills of "3C SA" and CERMI employees, in particular through the deployment of the planned training plan, but also through coaching and on-the-job assistance sessions.

 Budget

3,800,000 EUR

Project duration

2018

2019

2020

2021



## HIGHLIGHTS\*



Official creation of the "S.A. 3C", in charge of the Cabo Verde Competence Centre, on 21 January 2019.



Consolidation of a private, results-oriented and customer-centric corporate culture.



CERMI's certification criteria are being aligned to those of the European Certification Framework, the National Qualification System of Cabo Verde and the Economic Community of West African States.



Implementation of training engineering services, including in particular the implementation of a sales system, the transfer of the digital chain of the CdC-GTB, and training management.



First service contract signed by the 3C with LuxDev in the framework of the CVE/881 project for the training of ECOWAS trainers in the fields of energy efficiency and solar-thermal.

\*Non-exhaustive list



# CVE/086

## SUPPORT TO THE CABO VERDE'S V GENERAL POPULATION AND HOUSING CENSUS 2020 (RGPH-2020)

The RGPH-2020 is the largest statistical operation to be carried out by the National Statistics Institute (NSI) of Cabo Verde and covers the entire national territory. The intervention entrusted to LuxDev aims to support NSI in carrying out the different stages of the 5th General Population and Housing Census by June 2021.

### GLOBAL OBJECTIVE

**IMPROVING KNOWLEDGE OF THE CHARACTERISTICS OF THE POPULATION AND HOUSING AND THUS CONTRIBUTING TO THE CONSOLIDATION OF PUBLIC AND PRIVATE DEVELOPMENT INTERVENTIONS IN THE FRAMEWORK OF THE COUNTRY'S DEVELOPMENT**

### SPECIFIC OBJECTIVE

Carrying out the General Population and Housing Census 2020.



### AREAS OF IMPLEMENTATION

- main phase (in 2020):
  - conducting the census (field data collection),
  - carrying out the post-census survey (PCS);
- processing, analysis and dissemination of results phase (2020 and 2021):
  - data processing and analysis, dissemination of results.





 Budget

3,200,000 EUR

Project duration

2019

2020

2021

## HIGHLIGHTS\*

1,500

Launching the acquisition document regarding 1,500 tablets, which will allow to produce information of better quality, ensure a better quality control and considerably reduce the time required to disseminate results. In addition, tablets will make it easier to locate the units to be identified, as they are equipped with a GPS signal receiver, which also allows each building unit to be geolocated.

2

Launching the acquisition document for two 4x4 pick-up vehicles in order to facilitate the movement of INE technicians, mainly to control and supervise the work of the field officers on the island of Santiago.

✓

Renewal of software licences required for RGPH-2020.

2

Preparation of field work by NSI, corresponding to the preparation of all technical documents and the definition of work logistics during the data collection phase of the RGPH-2020 and the post-census survey.

✓

December 2019: signature of the Delegation and Implementation Agreement (DIA) allowing the delegation of funds and the implementation of RGPH- 2020 to NSI by LuxDev. This delegation covers the execution of census, post-census survey, data processing, analysis and dissemination activities.

\*Non-exhaustive list



# 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 (AGoSE-AO)". It contributes to building the capacities of regional actors so that they are better prepared to assume the responsibilities entrusted to them.

### GLOBAL OBJECTIVE

**CONTRIBUTING TO THE FIGHT AGAINST POVERTY IN THE REGION BY STRENGTHENING REGIONAL INTEGRATION IN THE ENERGY SECTOR, BY CONTRIBUTING TO THE UNITED NATIONS PROGRAMME FOR SUSTAINABLE DEVELOPMENT TO 2030 SEFORALL (SUSTAINABLE ENERGY FOR ALL), IN ORDER TO ACHIEVE THE FOLLOWING THREE OBJECTIVES:**

- **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

Strengthening 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 the Centre for Renewable Energies and Industrial Maintenance into a regional centre of expertise.



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**Budget**  
2,000,000 EUR

European  
Development Fund  
(RIP for the ECOWAS)



**Project duration**

2017 2018 **2019** 2020

## HIGHLIGHTS\*

**100**

More than 100 trainers from all the countries of the Economic Community of West African States (ECOWAS) and Mauritania were trained in solar photovoltaic technology, energy efficiency and solar thermal.



The project pays special attention to the promotion of gender balance in the implementation of the training courses, strongly encouraging female candidates and including this aspect in the communication and dissemination of the training offer, taking into account the situation which characterises the energy sector at the regional and global level.

**6**

Training sessions open to all ECOWAS countries were delivered in French or English.



Preparation of the Terms of Reference for the Legal and Organisational Review Supplement of the CERMI, which should define the legal framework of the CERMI allowing a good articulation of its various functions, in particular national, regional and international vocation, training of trainers, initial training and continuing education.

Beginning of the study mission: January - February 2020.

**5**

Canvassing missions in ECOWAS countries (since April 2019, Benin and Togo, followed by Ivory Coast, Guinea Conakry, Mali, Niger, Nigeria, Ghana and finally Mauritania in December) were carried out in order to promote CERMI's services for renewable energies and industrial maintenance, project activities and deepen the networks between the Centre and its counterpart institutions.

**1**

The new website for CERMI: [cermicv.com](http://cermicv.com), operational in the three ECOWAS languages, is an effective tool for promoting CERMI's training offer at national and regional levels.

\*Non-exhaustive list







# MALI



MAURITANIE

ALGÉRIE

NIGER

BURKINA FASO

GUINÉE

CÔTE D'IVOIRE

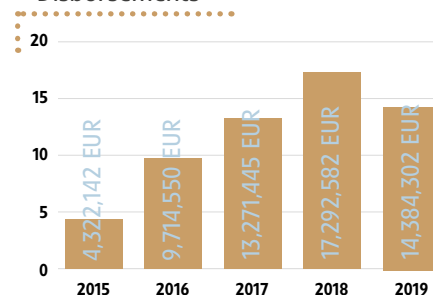
6 → 106 COLLABORATORS IN MALI

PROJECTS IN EXECUTION

12.41%  
OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

14.38 M EUR  
IMPLEMENTED  
IN 2019

Disbursements



Sectoral distribution of disbursements

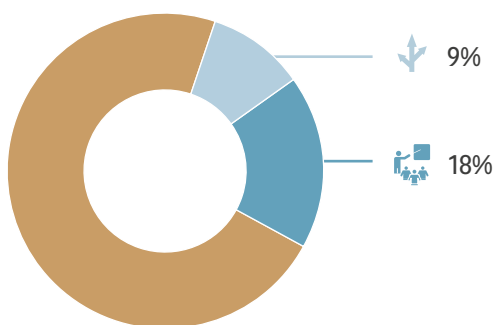


73%  
LOCAL DEVELOPMENT

21%

30%

22%





# MLI/021

## RURAL DEVELOPMENT AND FOOD SECURITY

The programme continues its support with 170 producer organisations and 60 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 national and regional levels, 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 inputs 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.

*\*Circles = Administrative divisions grouping together several municipalities*

### GLOBAL OBJECTIVE

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

### SPECIFIC OBJECTIVE

Developing and intensifying the productivity, sustainability and profitability of three agricultural sectors (rice, fonio, sesame).

### AREAS OF IMPLEMENTATION

- developing the sesame and fonio networks through 77 producers' organisations, 36 for fonio and 41 for sesame, and 33 micro and small enterprises;
- improving food security, in particular through the development of the rice sector;
- contributing to the achievement of environmental and climate results of agricultural policies and strategies;
- promoting investment and the economic environment with a view to optimum development of the sectors.



 Budget

25,219,432 EUR

Project duration

2016	2017	2018	2019	2020
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## HIGHLIGHTS\*

12

input shops have been built and equipped and are managed by the Economic Interest Groups (EIGs) involved in the programme.

118

seed producers, brought together in an IEG, were supported by the programme and produced 164 tonnes of seed in 2019.

1

a regional analytical and seed certification laboratory (LABOSEM) was built and equipped in Ségou; an economic model was produced and the LABOSEM is operational.

1,171 ha

reforested in plantations of forest species (fruit and non-fruit) in the fonio, sesame and rice fields of the partner FOs in order to help improve the fertility of the land under cultivation and reduce the risks of water and wind erosion.

3

partnership agreements with leading national companies in fonio processing were signed for a total amount of EUR 351,969, of which 25% (EUR 134,479) constitutes their financial contribution.

351,053

Euros in marketing credit disbursed for the 2019/2020 campaign within the framework of the partnership with the Luxembourg NGO SOS Faim for the benefit of 72 farmers' organisations and micro enterprises in the three sectors.

132

marketing contracts have been signed with the support of the programme.

\*Non-exhaustive list



# 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

## SUPPORTING JOB CREATION AS A PRIORITY FOR WOMEN AND YOUNG PEOPLE AND FOR ACTIVITIES GENERATING INCOME

### SPECIFIC OBJECTIVE

Increasing the professional skills adapted to the labour market for women and men in the rural environment.

### 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.





 Budget

12,022,280 EUR

Project duration

2016	2017	2018	2019	2020

## HIGHLIGHTS\*

**3,000**

young people in training by apprenticeship in agro-sylvopastoral and artisanal sectors supervised by 750 apprentice masters.

**69.5**

of young people trained inserted in working life 12 months after leaving training.

**223**

trainers and 181 apprentice masters trained in Competency-Based Approach.

**5**

new programmes of training in the trades of the agricultural sector developed and being implemented in vocational training centres.

**1,362**

young entrepreneurs supported in the development of their company.

**1,907**

members of women farmers' organisations and small businesses benefiting from continuing training measures, 92% of whom are women.

**95%**

of the credits granted to young entrepreneurs reimbursed.

\*Non-exhaustive list



For more than 20 years, the Malian state has been engaged in a vast process of decentralisation and devolution. However, in spite of significant achievements, its operational implementation still faces many challenges, in particular in providing the population with quality services that contribute to improving living conditions.

### GLOBAL OBJECTIVE

**MEETING THE OPTIMAL CONDITIONS OF TERRITORIAL SOCIO-ECONOMIC DEVELOPMENT WHILE RESPECTING THE PRINCIPLES OF GOOD GOVERNANCE AND ALIGNING WITH NATIONAL STRATEGIES AND POLICIES**

### SPECIFIC OBJECTIVE

Improving public sector performance and accountability 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 devolution strategies and policies;
- supporting the state in the programming and budgeting of its support for regionalisation, exercised by the decentralised services;
- optimisation of local authority financing mechanisms through innovative solutions.



 Budget

12,432,531 EUR

Project duration

2016

2017

2018

2019

2020

## HIGHLIGHTS\*

28

the number of new economic, social and cultural development plans (PDESC) has been increased to 48.

252

vulnerable households, youth and women were provided with land and production materials.

5

PAC (skill acquisition path) for 605 registrants.

5

new hydro-agricultural developments.

50

communities and 24 sub-prefecture offices equipped with solar energy and computer equipment.

30

CTs supported in resource mobilisation, bringing the total to 75.

2

national guides (Guide of the preparation of the PDESC and the National Guide to Legality Control) have benefited from the support of the Programme for their development.

\*Non-exhaustive list

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

**CONTRIBUTING TO INCREASING THE PRODUCTIVITY AND VALUE OF THE PRODUCTION OF SIKASSO'S AGRO-PASTORALIST ENTERPRISES AND FAMILY FARMS**

### SPECIFIC OBJECTIVE

- improving the environment for agricultural entrepreneurship; and
- increasing productivity and profitability in the priority sectors on a sustainable basis.

### AREAS OF IMPLEMENTATION

- structuring and autonomy of the local milk and potato sectors;
- involvement of a modern private sector;
- strengthening of local and regional authorities on the adequacy of sector strategies;
- involvement of state technical services and independent service providers;
- establishment and operationalisation of structuring and productive investment mechanisms;
- strengthening the control of regional products markets.





 **Budget** } Swiss Cooperation  
 6,463,106 EUR

**Project duration**

2016	2017	2018	2019	2020
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## HIGHLIGHTS\*



} Intensification of milk production, through genetic improvement of local breeds of the milk sector (insemination and monitoring of births of 147 cows), distribution of Moorish heifers and rehabilitation of a feed production unit.



} Strengthening of the capacity of a modern plant for processing 100% local milk (photo) into fresh milk, yoghurt, butter, equipped with a machine for manufacturing recyclable high-density polyethylene bottles.



} Production of 100 tonnes of Malian potato seed (2019/2020 season), thanks to collaboration with Research and the training of seed producers supported by the potato industry.



} Strengthening of the capacity of the Sikasso Regional Council on the regional commodity chain strategy of umbrella producer organisations, in particular through investments: 12 water retention facilities in the potato shallows, seven storage sheds, support for 55 productive project holders.



} 80 organisations of producers, processors and milk collectors and 295 organisations of potato producers, processors and traders are identified, diagnosed, supported, accompanied.



} Support for the creation and capacity building of the regional federation of unions of milk producers' cooperative societies FERLAIT and the regional federation of potato producers' cooperative societies of Sikasso (FERPT).

\*Non-exhaustive list

The MLI/803 project covered 30 communes in the regions of Gao, Timbuktu, Taoudéni and Ménaka in order to continue the stabilisation of post-conflict areas by supporting the revival of the local economy and improving the services provided by communities. After 38 months of implementation, it ended on 30 November 2019, but its actions will be consolidated and extended to other communes and sectors of intervention (in particular the training and professional integration of young people in the Timbuktu region and conflict management and prevention) under a new project MLI/804 – Support for local economic development and conflict prevention in the regions of Gao and Timbuktu.

### GLOBAL OBJECTIVE

**CONTINUING THE STABILISATION OF TARGETED POST-CONFLICT AREAS BY SUPPORTING THE RECOVERY OF THE LOCAL ECONOMY AND THE IMPROVEMENT OF SERVICES PROVIDED BY LOCAL AUTHORITIES**

### SPECIFIC OBJECTIVE

- reviving the local economy and improving the standard of living of households supported;
- supporting local authorities so that they can best fulfil their missions to the populations.

### AREAS OF IMPLEMENTATION

- supporting associations/cooperatives involved in local economic projects contributing to the revival of the local socio-economic tissue;
- rehabilitation and equipment of basic social services (health centres, schools, water points, etc.) in the communes of intervention;
- supporting local authorities in carrying out their missions in favour of local populations.



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

#### Project duration

2016	2017	2018	2019

## HIGHLIGHTS\*

**98**

associations and cooperatives, made up of 7,241 households, supported in the implementation of local economic projects.

**2,318**

people (1,317 men and 1,001 women) trained in the management of economic organisations and projects and from the technical point of view.

**1,108.76 ha**

irrigated farmers supported by the project EUR 600,000 in net economic profits generated by 73 projects (latest operating balance sheets).

**209**

basic social services (health centres, schools, water points...) rehabilitated.

**296**

basic social services equipped, 47 of which were equipped with solar electrification systems.

**11**

product videos on project achievements and a stand at the European Development Days (EDD19) held in Brussels on 18 and 19 June 2019.

**1,762**

(1,503 men and 259 women) elected officials and communal officers trained in decentralisation, the functioning of regional and local government and local governance and regulation mechanisms. 1,466 civil society representatives involved in activities in support of local governance.

\*Non-exhaustive list

OUMAR YOUNOUSSA | PRESIDENT OF THE NANNEYE COOPERATIVE

MLI/803

### RECOVERY OF THE LOCAL ECONOMY AND COMMUNITY SUPPORT – PHASE II (RELAC II)



#### INTRODUCTION

It is in a post-conflict situation in the northern regions of Mali, which is particularly fragile from a social and economic point of view due to its sensitivity to climatic hazards, that LuxDev, the Luxembourg Development Cooperation Agency, with EU funding, implemented the Local Economic Recovery and Community Support projects. RELAC projects made it possible to improve the social services offered by local authorities through various material support, rehabilitation of social infrastructure and the creation of economic opportunities for the population, particularly young people and women, by supporting economic projects.

Despite the support of the partners and the signing of the peace agreement, as well as some progress, the country's socio-political situation remains fragile and the security situation in northern Mali has deteriorated. People's mistrust of the authority of the state and of those who represent it is increasing, and we are witnessing an upsurge in crime, terrorist attacks against Malian and international armed forces, the multiplication of inter-community conflicts and an increase in the number of young people joining radical groups.

Thus, in the continuity of the partners' support to consolidate and further cement this fragile fabric, the Luxembourg Agency for Development Cooperation and its partner, the European Union (EU), have initiated, following the RELAC projects, the project "Support for Local Economic Development and Conflict Prevention, ADEL" in order to contribute to the stabilisation of the regions of Timbuktu and Gao and to the resilience of communities and local authorities. The ADEL project will support the economic projects of more than 100 local associations and cooperatives in order to revive and develop the local economy and thus contribute to the stability and well-being of the populations. It will facilitate the creation of jobs for more than 2,500 young women and men in the Timbuktu region through vocational training and strengthen basic social services through the construction or rehabilitation and equipment of social infrastructure.



« It helped me to meet my family's needs, especially schooling for my children and paying for medicines. »

Oumar Younoussa, aged 39, married and father of six children from the village of Berrah in the commune of Soni Ali Ber, is the president of the Nanneye cooperative society. After dropping out of school in Grade 9, he devoted himself to agro-pastoralist activities and masonry. Together with 17 other young people and seven women, on 5 April 2009 he created the cooperative society Nanneye (which means "to trust"), of which he is the president, in order to contribute to the development of their village and their commune.

After starting activities, they had information on the RELAC project through a village information assembly organised by the CDP of Berrah and the NGO AGIDE. They therefore submitted their idea for a project to create a mini dairy in Berrah. After having defended this project idea at a session of the CDC in Forgho and at a session of CLOCASAD in Gao, the project was retained for financing and the cooperative society signed a tripartite agreement with the mayor of the Soni Ali Ber commune and the RELAC project. Thus, the cooperative society benefited from training on milk processing techniques and hygiene, infrastructure support and equipment for the collection, processing and conservation of milk. With this support, the cooperative company processes and markets about 35 litres of milk per day, as Oumar Younoussa says: "Over the period from 31 December 2018 to 31 December, 11,160 litres of milk were produced for sales of 6,696,000 CFA francs and net earnings of 1,372,000 CFA francs. The co-op employs two people who work full time. In the purchase of raw milk, the cooperative put in 4,464,000 F CFA and 18 herders from the cooperative each earned between 300,000 and 350,000 F CFA in the sale of milk. Myself, I obtained 370,000 F CFA in the sale of raw milk and 54,000 F CFA in the sharing of the profits made by the dairy. It helped me to meet my family's needs, especially schooling for my children and paying for medicines.

Oumar Younoussa and his development workers say they are very satisfied with RELAC's support, but they are still asking for support, according to him, "they need to create relationships with other herders in the commune, equipment, larger premises, technical support in order to increase their numbers by producing more to meet the needs of their commune as a whole".

This result obtained at the head of the Nanneye cooperative society has enabled Oumar Younoussa to gain the confidence of the youth of the Soni Ali Ber commune who have just elected him as secretary general of the communal youth council of the Soni Ali Ber commune.

## CONCLUSIONS

The RELAC project has made it possible to launch the dairy's activities, but to ensure its sustainability, it is necessary to increase its production and improve the presentation of the product. There is also a need to strengthen leadership in the management of an economic unit. The ADEL project, which intends to consolidate the achievements of the RELAC project, will take these needs into account. To this end, an organisational diagnosis was carried out with the Nanneye cooperative society.



## ADEL - SUPPORT FOR LOCAL ECONOMIC DEVELOPMENT AND CONFLICT PREVENTION IN THE GAO AND TIMBUKTU REGIONS

The MLI/804 project is a continuation of the projects to revive the local economy and support communities in northern Mali (RELAC and RELAC II).

ADEL intends to respond to social expectations through the revival of economic activities, the professional integration of young people, the rehabilitation of basic social services and by legitimising the decentralised and devolved structures of the state, through support and direct collaboration but also by establishing constructive relations between them and the populations.

### GLOBAL OBJECTIVE

## CONTRIBUTING TO THE STABILISATION OF THE GAO AND TIMBUKTU REGIONS AND THE RESILIENCE OF COMMUNITIES AND TERRITORIAL AUTHORITIES

### SPECIFIC OBJECTIVE

Local development and the governance of local authorities are being improved in the 42 communes of intervention in the regions of Gao and Timbuktu.

### AREAS OF IMPLEMENTATION

- support for associations/cooperatives carrying out local socio-economic projects;
- support for the training and professional integration of young people in the Timbuktu region;
- construction/rehabilitation and equipment of basic social services (health centres, schools, water points, etc.) in the communes of intervention;
- strengthening the capacities of local and regional authorities in the exercise of their missions and in the implementation of conflict prevention and management mechanisms.



 **Budget MLI/804** } European Union  
: 13,000,000 EUR

Project duration

2019 2020 2021 2022

## HIGHLIGHTS\*



Diagnosis of associations/ cooperatives supported by RELAC and selection of initiatives to be consolidated.



Holding of the first steering committee and project launching ceremonies in the regions of Gao and Timbuktu.



Training and implementation of the project monitoring/ evaluation matrix.



Selection of the 14 new communes of intervention.



Recruitment of national staff.



Development of partnership agreements with Swisscontact and local NGOs.

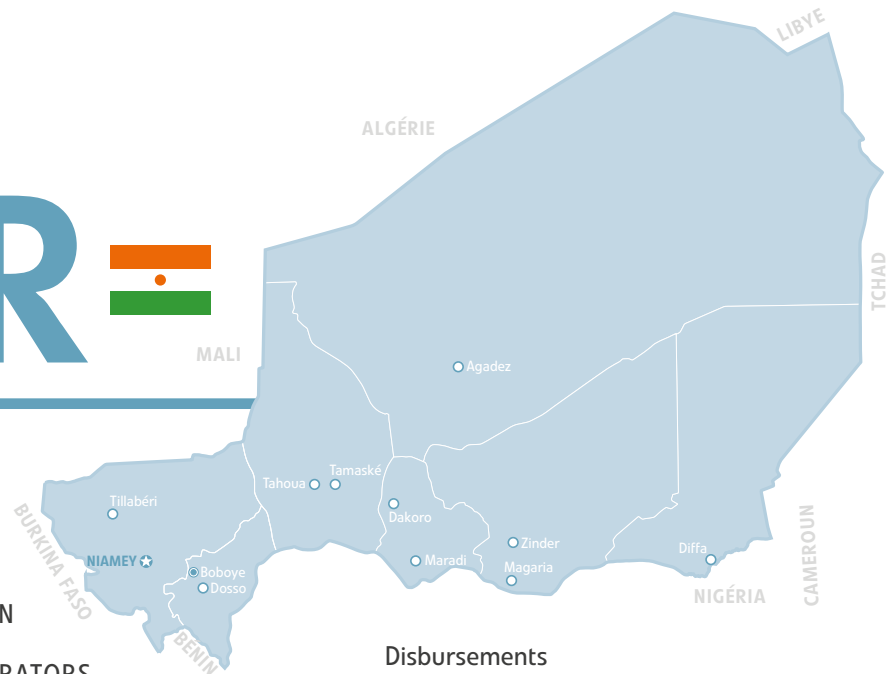
\*Non-exhaustive list







# NIGER



7

➔ 1 PROJECT IN FORMULATION

➔ 53 COLLABORATORS IN NIGER

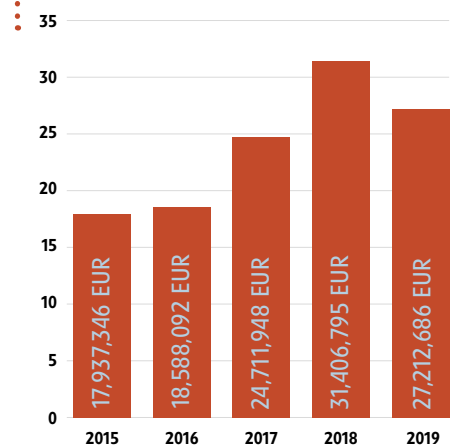
PROJECTS IN EXECUTION

23.47%

OF THE TOTAL AMOUNT OF AGENCY DISBURSEMENTS

27.21 M EUR IMPLEMENTED IN 2019

Disbursements



Sectoral distribution of disbursements

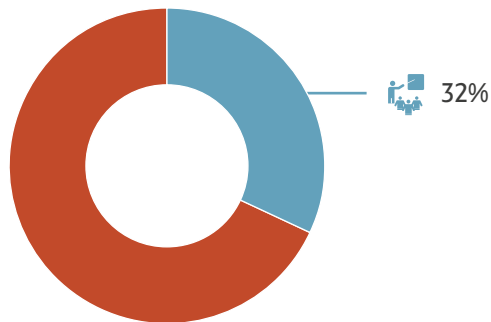


68%  
LOCAL DEVELOPMENT

49%



19%





# NIG/023

## BASIC EDUCATION AND LITERACY

The programme is in support of the basic education sector while supporting a process of decentralisation which rests on an integral communalisation allowing the glimpsing of real possibilities of action for the region and the communes and is already an opportunity for them to promote their education policy themselves in the medium and long term. Through access to quality education, economically and socially marginalised persons will increase their chances of escaping poverty. They will thus be able to play an active role in democratisation, the fight against discrimination and the improvement of growth. This programme also strengthens inclusion and the transversality of the approach to gender in all of its interventions.

### GLOBAL OBJECTIVE

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

### SPECIFIC OBJECTIVE

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

- compensating for shortcomings in the quality of education;
- ensuring better and equitable access to basic education;
- contributing to gender mainstreaming;
- supporting the partners in the steering and monitoring of their sectoral policy.

### AREAS OF IMPLEMENTATION

- improving the governance of the education system and strengthening accountability from the central level to the various devolved 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 children and young people through alternative education schemes.



 Budget

12,000,000 EUR

Project duration

2016	2017	2018	2019	2020

## HIGHLIGHTS\*

\*Non-exhaustive list

15

classrooms per region were built on behalf of the Ministry of Primary Education, Literacy, Promotion of National Languages and Civic Education. The same applies to the Ministry of Vocational and Technical Education. This classroom construction programme covered all eight regions of the country, with a total of 240 classrooms.



With support from NIG/023 and UNICEF, the Ministries of Education and Training have joined forces to develop the Accelerated National Strategy for the Education and Training of Girls and Women. The strategy proposes:

- measures relating to improving access to education and training for girls and women; and
- the correction of inequalities and discrimination with a particular focus on specific groups including children in a situation of disability, children from rural areas, nomadic and scattered settlements and children in insecure situations.

24,000

In terms of equipment, 24,000 table-benches have been made available, 17,000 have been rehabilitated and school latrines have been built throughout the country.



The training guidelines for inspectors, educational advisers and supervisors of teacher training colleges in the country's eight regions have been updated.



The movement of teachers in the Diffa region (confronted with insecurity) has been made safer, allowing an increase in school time.

646

With resources from the Education Sector Common Fund, some 646 primary school teachers have been trained on multi-gradation in the eight regions of the country.



At the end of the evaluation of phase I of the Education and Training Sector Programme for the period 2014-2018, Niger and the technical and financial partners agreed to develop a transition plan for a period of three years (2020-2022). The main objective of the Education and Training Sectoral Transition Plan is to prepare sound conditions for longer, more accurate, comprehensive and ambitious planning in 2022. This transition plan was finalised and endorsed by the government and technical and financial partners in 2019.

In addition, the sector has also finalised its request to the Global Partnership for Education for a contribution to the Education Sector Wide Fund of USD 76 million (1st tranche) with an SME response expected in May 2020.

600

secondary school teachers have been trained in the teaching of mathematics and science.



# NIG/024

## TECHNICAL VOCATIONAL EDUCATION AND TRAINING

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 recent years in the policy of Niger's government. 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 an image deficit among the population and especially young people.

### GLOBAL OBJECTIVE

**SUPPORTING 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

- completing the work in progress;
- contributing to providing a more appropriate response for the development of employment and the economic integration of young people and young women in particular;
- ensuring 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;
- improving 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

## HIGHLIGHTS\*

**3,420**

As part of the training courses organised by the Fund for vocational training and apprenticeship for out-of-school youth in rural areas, 3,240 young people received initial vocational training and 3,152 young people followed a dual apprenticeship.

**17**

training programmes have been developed according to the skills-based approach, mainly in the agro-sylvo-pastoralist professions.

**14**

The skills-based approach has also been implemented in 14 vocational training centres, including those built by Luxembourg Cooperation in the past.

**344**

headteachers and 1,145 trainers were also strengthened in management and pedagogy skills.

**40**

inspectors of education and services have been trained as trainers of head teachers, so that they in turn can ensure the strengthening of the management skills of head teachers. Subsequently, these trainers provided training for head teachers in the different regions and some of them volunteered to develop the head teacher training modules and the school project development guide, which are currently being finalised.

**45**

As part of the plan to institutionalise gender mainstreaming in the Ministry of Vocational and Technical Education (MEPT), gender skills development activities have been carried out. 45 gender focal points identified in each MEPT structure at the central and regional levels were trained in gender and then advocacy and some of them were selected to be trained as gender trainers. In turn, these gender trainers designed a training module and began to train all MEPT actors at both the central and regional levels.

**72%**

A national survey on the insertion of vocational training graduates was carried out to measure the level of satisfaction of employers with the skills of graduates from technical and vocational education and training. The satisfaction rate achieved is 72%.

\*Non-exhaustive list



# 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

**PROTECTING NIGER'S POPULATION FROM RECURRENT FAMINES,  
GUARANTEEING THEM THE CONDITIONS FOR FULL PARTICIPATION  
IN NATIONAL PRODUCTION AND IMPROVING 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.





 Budget  
16,590,000 EUR

## HIGHLIGHTS\*

### 9,815

At the end of the third year programme, the end-of-programme target of 10,000 young people trained is almost achieved. 9,815 young people have been trained, 57% of whom are women. Among them, 6,223 young people received agricultural advisory support, 52% of whom were women



Collaboration has been initiated with ADA in the field of capacity building support to Microfinance Institutions and support to the Investment Fund for Food and Nutrition Security (IFFNS).

### 2,134

The number of young people who benefited from a credit in 2019 was slightly higher than the programming: 2,134 against a target of 2,000. A total of 3,725 producers have received credit since the start of the programme.

### 2

The diversification of financial partners in the implementation of agricultural credit has started with the selection of two micro finance institutions (in collaboration with ADA), which will be able to start agricultural credit activities in the first half of 2020.

### 68

The programme supported the construction of 68 communal infrastructures, for the benefit of farmers and in particular young farmers. It involves:

- 27 storage warehouses (peanut/ cowpea, rice);
- 15 stores for preserving market garden products;
- 17 counters and sheds for the sale of agricultural products;
- 5 drying areas;
- 3 racks; and
- 1 work for the protection of irrigated crop sites.

The management of these communal infrastructures is delegated to producer organisations within the framework of public-private partnerships. Eight rural tracks were rehabilitated in order to facilitate the flow of agricultural products.

\*Non-exhaustive list



# NIG/026

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

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

### GLOBAL OBJECTIVE

**GUARANTEEING ACCESS TO WATER AND SANITATION FOR ALL AND ENSURING SUSTAINABLE MANAGEMENT OF WATER RESOURCES (SDG 6 IN 2030)**

### SPECIFIC OBJECTIVE

"To contribute to the improvement of the populations' access to water and sanitation services (PROSEHA, phase 1-2016-2020) by 400,000 additional persons in five years."

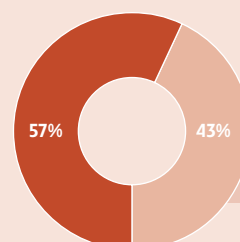
### AREAS OF IMPLEMENTATION

- 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	



**Total budget**  
**61,098,034 EUR**

■ Luxembourg Government   
 34,861,126 EUR  
 □ Danish Cooperation   
 26,236,908 EUR

## HIGHLIGHTS\*

**15,925**

households were served by basic drinking water services in 2019.

**18,875**

A drinking water service was restored for 12,500 people, bringing to 18,875 the number of households that have been provided with basic drinking water services since the start of the programme.

**61**

In addition to the adductions of drinking water, the pastoral component has also enabled the construction of 61 cement wells for livestock watering.

**485**

sanitation infrastructures - (latrines) were installed in schools, health centres and public places.



The guide of the public water utility was revised and local support for the municipalities and regular training of local stakeholders was set up as well as consultation frameworks at the regional level.



The governance of the sector was strengthened through:

- improvement of programming methods and tools budgeting (in line with UEMOA guidelines);
- improving the timeliness of public procurement; and
- the development of a Ministry internal procedures manual in line with WAEMU directives.

\*Non-exhaustive list

## TESTEMONIES

**MME HADJIA BALKI**  
BENEFICIARY  
VILLAGE OF DARA-ICHIROUA  
IN THE REGION OF ZINDER



**M. ADAM DJIDA**  
REGIONAL DIRECTOR  
OF HYDRAULICS AND  
SANITATION - ZINDER

**NIG/026**

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

« The chore of fetching water, which used to take up a large part of my time and energy, has become a quick and easy activity »

## CONTEXT

In Niger, a country largely crossed by the Sahara desert, access to water is the first and indispensable condition for any development initiative.

Despite a mainly arid climate, Niger has significant groundwater resources and 550 km of river valley traced by its namesake river in the west of the country.

However, today 46.31% of the rural population of Niger has no access to water services and therefore relies on non-potable water sources, unprotected traditional wells, ponds, etc., for their drinking water.

The challenges therefore focus on reducing disparities in access to and management of water in the country. Indeed, its water resources are unevenly distributed over the territory, temporarily unavailable depending on the season, and difficult to access due in particular to the depth of the water tables in certain regions.

The government of Niger has made equitable access to drinking water and sanitation infrastructure one of the country's development objectives and has adopted a Water, Hygiene and Sanitation Sector Programme 2016-2030 (PROSEHA) to meet this objective.

PASEHA 3 (NIG/026), a joint Luxembourg/Denmark programme, supports the sector by improving equity in access to water and sanitation services, the development of local water resource management and increased knowledge of the resource. Based within the Ministry of Hydraulics and Sanitation (MHA), PASEHA 3 aims to improve access to water and sanitation services for an additional 690,000 people in five years. This intervention follows on from PASEHA 2 (NIG/021) which had already concerned 208,000 people (2013-2017).

A Common Funding Mechanism (CFM) was established. It now makes it possible to channel funds from foreign partners and the state of Niger into a common approach consistent with national policies. In addition to Luxembourg and Denmark, the European Union and the Netherlands have included their contribution in the framework of the NIG/027 and NIG/802 programmes also implemented by LuxDev and which contribute to achieving the objectives of PROSEHA.



In the village of Dara-Ichiroua near Bouza in the region of Zinder, the construction of a multi-village drinking water supply has changed the daily life of the inhabitants. Ms. Hadjia Balki testifies to the improvements that access to safe drinking water has made possible.

**Hadjia Balki:** "The chore of fetching water, which used to take up a large part of my time and energy, has become a quick and easy activity. Before, I had to travel several kilometres each day to fill the jerry cans needed for my household chores, hygiene and my family's consumption. Today, I look forward to having more time to devote to my children's education and my activities. Access to quality water at affordable rates is also a driving force for development in the village."

The infrastructure put in place in Dara-Ichiroua is a so-called multi-village water supply system that concerns eight localities, as pointed out by the Regional Director of Hydraulics and Sanitation (DRHA) for the Zinder region, Mr. Adam DJIDA.

**Adam DJIDA:** "This is the preferred type of PEA since the investments made make it possible to serve a large number of people at the same time. The Zinder region is known for its granitic bedrock that is flush with the surface and not very permeable. This means that water has to be drawn from great depths, which requires expensive drilling work and a high degree of technical expertise. I welcome the support provided by technical assistance, which strengthens the capacities of the DHAHRD in terms of planning and programming, as well as project management and monitoring-evaluation, thus making it possible to deliver such works. In my opinion, the shift to the programme approach and the use of the common funding mechanism are helping to reduce disparities in access to water for my region. This makes it possible to take into account both the needs of the population and the geological and technical data in order to intervene in an equitable and reasoned manner."

## CONCLUSIONS

By the end of 2019, 188,750 people nationwide have been provided with safe drinking water since the start of the Joint Financing Mechanism (2017). In terms of pastoral hydraulics, a total of 95 modern water point equivalents were constructed and/or rehabilitated.

The Zinder region alone served 280,000 new people with drinking water in 2019. In terms of pastoral hydraulics, 29 structures were built/rehabilitated, i.e. a total of 25 modern water point equivalents.



# NIG/027

## SUPPORT FOR CAPACITY BUILDING OF THE PUBLIC EXPENDITURE CHAIN ACTORS IN AGADEZ, DIFFA, TAHOUA AND ZINDER REGIONS

This intervention was inspired by project NIG/020 - Support for the public expenditure chain in the Dosso region - whose final evaluation had highlighted the intervention model that could potentially be replicated in the other regions of intervention of Luxembourg Cooperation. The project, which targets the regions of Agadez, Diffa, Zinder and Tahoua, is perfectly in line with the implementation of Niger's 2017-2020 Public Financial Management Reform Programme (PRGFP 4). It aims to support the devolved technical services of the Ministry of Finance (MF), namely the regional budget directorates, the regional treasuries and regional services for the control of public contracts and financial commitments, adopting a project approach with regulated and national terms of execution through the signature of operational partnership agreements.

### GLOBAL OBJECTIVE

**CONTRIBUTING TO THE IMPROVEMENT OF THE MANAGEMENT OF BUDGETARY APPROPRIATIONS AND THE EFFICIENCY OF THE EXPENDITURE CHAIN BY STRENGTHENING THE PREPARATION, IMPLEMENTATION, MONITORING AND CONTROL ARRANGEMENTS AND THE CAPACITIES OF THE MAIN SERVICES OPERATING IN THIS AREA**

### SPECIFIC OBJECTIVE

Improving the performance of the public expenditure chain in the regions of Agadez, Diffa, Tahoua and Zinder.

### AREAS OF IMPLEMENTATION

- improvement of the working conditions of the MF's decentralised technical services with, in particular, support for the construction and rehabilitation of infrastructure, the acquisition of equipment and rolling stock;
- strengthening the organisational and technical capacities of the MF's regional services;
- support for the devolved technical services of the sectoral ministries that are partners of Luxembourg Cooperation as well as for the executives of the local authorities concerned by the financial component of the decentralisation reforms;
- support at the national level for the benefit of programme managers in the sectoral ministries that are partners of Luxembourg Cooperation so that they can play the full role assigned to them by the texts having adopted the provisions of the programme budget.



## Project duration

2019	2020	2021

## Budget

1,467,179 EUR

## HIGHLIGHTS\*



Preparation and launch of contracts relating to

- carrying out technical studies and control and supervision of construction and rehabilitation works for the benefit of the MF's devolved services in the regions of Zinder, Diffa, Agadez and Dosso; and
- elaboration of a diagnosis and a training plan for capacity building of the actors of the public expenditure chain in the regions of Agadez, Diffa, Tahoua and Zinder.



Development of the financing agreement for the delegation of funds to the Ministry of Finance for the implementation of part of the planned activities.



The preparation of the first steering committee of the project planned for January 2020 and its documentation, including in particular the 2020 annual operational plan and the monitoring manual.



Recruitment of the technical assistance team.

\*Non-exhaustive list



# NIG/703

## SUPPORT TO THE WATER AND SANITATION SECTOR PROGRAMME IN NIGER WITHIN THE FRAMEWORK OF PROSEHA

The NIG/703 programme, funded by the Kingdom of the Netherlands, aims to support the implementation of the Water, Hygiene and Sanitation Sector Programme. The intervention is also in line with the Sahel Alliance's commitments to improve basic public services for the most vulnerable in fragile regions. To this end, it contributes to the implementation of the Emergency Development Programme for Infrastructure Development in Fragile Cross-Border Areas, with co-financing from the European Union's Emergency Trust Fund for Africa. In addition, the intervention also targets other regions of the country and, more specifically, the poorest and least served communes in Niger in order to maximise the impact of the intervention and meet the challenges of the Sustainable Development Goals.

### GLOBAL OBJECTIVE

## GUARANTEEING ACCESS TO WATER AND SANITATION FOR ALL AND ENSURING SUSTAINABLE MANAGEMENT OF WATER RESOURCES (SDG 6 IN 2030)

### SPECIFIC OBJECTIVES

Contributing to ensuring the availability and sustainable management of water and sanitation for all users in rural and semi-urban areas.

### AREAS OF IMPLEMENTATION

- improving access to drinking water for the population through the construction and rehabilitation of rural waterworks;
- improving access to basic sanitation with the construction of new works;
- improving access to water in pastoral areas with the construction or rehabilitation of pastoral pumping stations and pastoral cement wells;
- improving knowledge, monitoring and protection of water resources;
- technical support and capacity building of the central and decentralised services of the Ministry of Hydraulics and Sanitation (MHA) and of the local authorities in charge of the project with actions that are part of the MHA institutional support project.



### Project duration

2019	2020	2021	2022
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### Budget

15,000,000 EUR

Dutch  
Cooperation

## HIGHLIGHT



The delegated cooperation agreement between the Kingdom of the Netherlands and the Grand Duchy of Luxembourg for the implementation of the NIG/703 programme was signed in November 2019.

The programme effectively started in January 2020.





# NIG/801

## YOUTH PROFESSIONAL INTEGRATION AND TRAINING

The Agadez and Zinder regions alone account for almost a third of 15 to 30 year olds in Niger. These young people, faced with problems of access to vocational training and land, suffer from a low capacity for self-employment and employability. Easy prey for the lucrative market linked to illegal immigration, they are the target beneficiaries of this project, which supports the Ministry of Vocational and Technical Education. Moreover, despite an irreversible decentralisation/devolution dynamic, the decentralised structures of technical and vocational education and training suffer from a strong dependence on the central level and a crying lack of logistical and financial resources which prevent them from fully playing their role of supporting and monitoring activities.

### GLOBAL OBJECTIVE

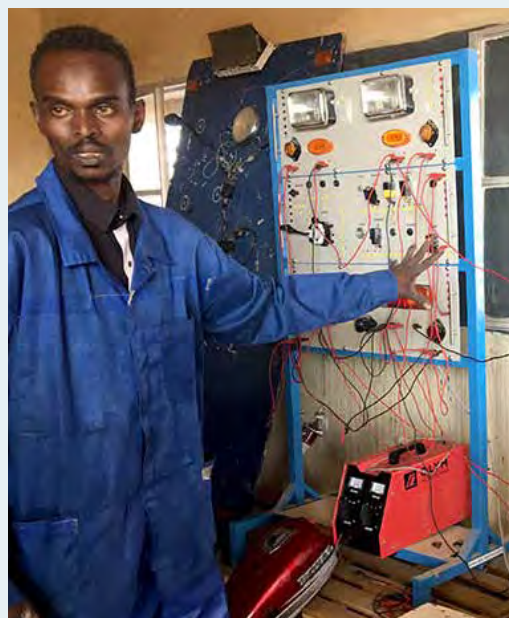
**IMPROVING THE LIVING CONDITIONS OF YOUNG PEOPLE IN THE ZINDER AND AGADEZ REGIONS BY DEVELOPING VOCATIONAL SKILLS AND IMPROVING EMPLOYABILITY**

### SPECIFIC OBJECTIVE

Improving the employability of 6,000 young girls and boys through professional training offers and the creation of small businesses.

### AREAS OF IMPLEMENTATION

- improving the steering 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  
 6,900,000 EUR Trust Fund

**Project duration**

2016	2017	2018	2019	2020
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## HIGHLIGHTS\*

**201**

training actions of three and six months providing 3,987 young people, 1,675 of whom were girls (42%), with vocational skills to enable them to integrate into the economic fabric of their region. This figure brings the total number of young people trained since the start of the project to 5,982, of whom 2,490 (41.6%) are girls.

**1,938**

young people, including 1,007 girls (51.9%), are inserted through self-employment in their training area.

**603**

workshops and/or training centres were supported with equipment, tools and materials to ensure the smooth running of the training courses.

**969**

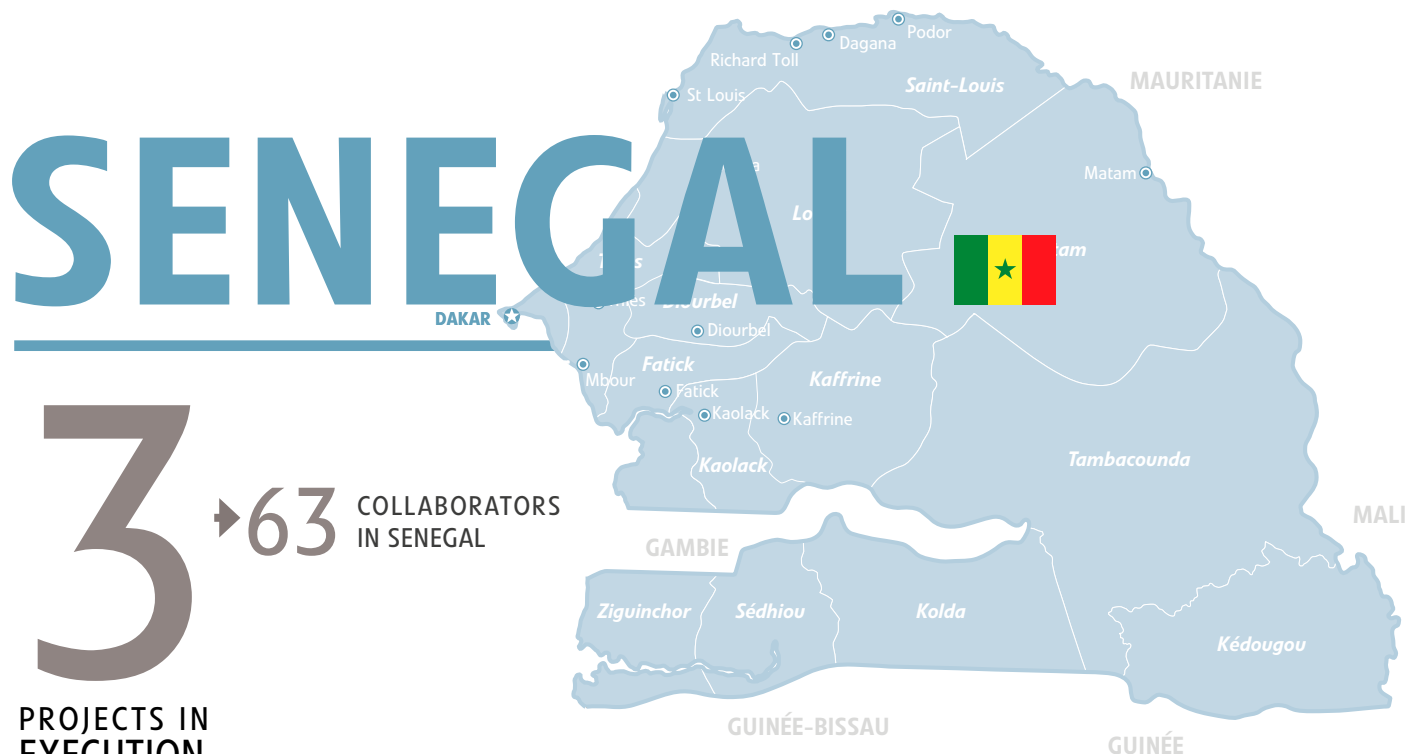
Youth guidance platforms and youth guidance spaces are relevant devices that respond to the problem of employment and integration of young people by providing individual support to young people. Project NIG/801 facilitated the creation of six platforms and 18 youth counselling spaces as well as the training of 30 counsellors. These structures, although recently created, could already, thanks to the support received, support 969 young people (627 boys and 342 girls), i.e. 16.1% of the total 6,000 young people targeted.

**1,268**

young people, including 450 girls (35.5%), are inserted through salaried employment related to their field of training.

\*Non-exhaustive list

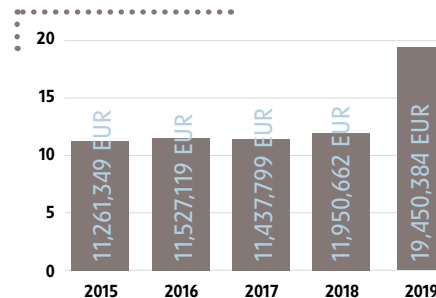




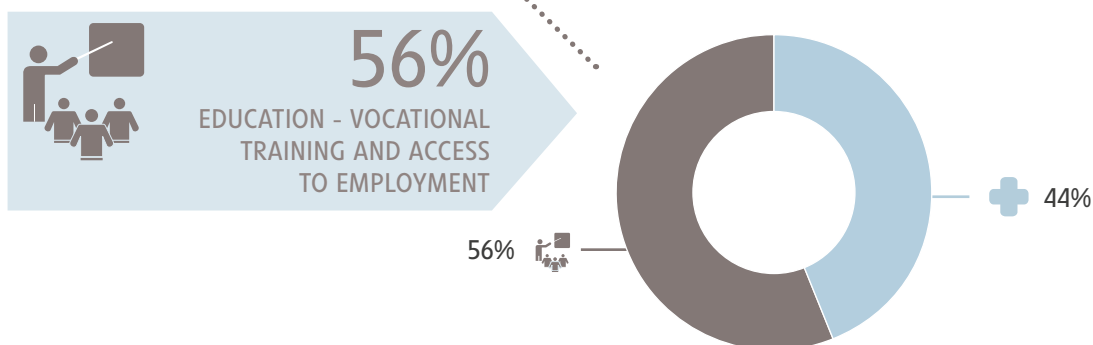
**16.78%**  
OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

**19.45 M EUR**  
IMPLEMENTED  
IN 2019

Disbursements



Sectoral distribution of disbursements





The "Health and Social Protection" programme aims to support the health and social action sector in improving access to quality, efficient and equitable health care services.

### GLOBAL OBJECTIVE

**CONTRIBUTING, IN THE NORTHERN AND CENTRAL ZONE OF SENEGAL, TO THE IMPROVEMENT OF SOCIAL AND HEALTH LIVING CONDITIONS OF THE SENEGALESE POPULATION, WITHOUT ANY FORM OF EXCLUSION**

### SPECIFIC OBJECTIVE

Strengthening the health and social protection system with the aim of improving access to quality, efficient and equitable health care services, especially for the most vulnerable populations.

### AREAS OF IMPLEMENTATION

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

- strengthening service delivery at the district level;
- strengthening the supply of services at the hospital level;
- the strengthening of health insurance and other social protection measures;
- improving sector governance.





Project duration			
	2018	2019	
2020	2021	2022	

 **Budget**  
: 26,000,000 EUR

## HIGHLIGHTS\*



NGO Consortium recruited for partnership with civil society, with financing agreements under preparation.



All the investments to be made in hospitals and emergency services identified (types and sites).



Programme performance framework defined and aligned with that of the MSAS (Ministry of Health and Social Action).



Strategy and capacity building plan developed and validated based on the theory of change and the framework note for its implementation (integrating the territorialisation of public policies).



The process of setting up the Departmental Health Insurance Unit in Fatick has begun (capitalisation of the experience of the Departmental Health Insurance Unit in Foundiougne).



The process of drawing up the strategy and plan for strengthening the emergency management system has begun (devolution/decentralisation of the SMUR system) -(Mobile Emergency and Resuscitation Service).



The performance contract established with the Agence de la couverture maladie universelle (ANACMU).



All the investments to be made at the level of the health district identified (types and sites).



Investments to be made for ANACMU and social work identified.



The performance contract established with the SAMU.

\*Non-exhaustive list



# SEN/032

## VOCATIONAL AND TECHNICAL TRAINING AND EMPLOYABILITY

Access to vocational and technical training (VTT) in Senegal remains low despite the efforts made. The definition of human resources to meet the social expectations of young people and working people is today a national challenge that must be taken up.

### GLOBAL OBJECTIVE

**CONTRIBUTING, IN THE NORTHERN AND CENTRAL ZONE OF SENEGAL AS WELL AS IN THE PRE-URBAN ZONE OF DAKAR, TO THE SUSTAINABLE DEVELOPMENT OF HUMAN CAPITAL THROUGH AN APPROPRIATE RESPONSE TO DEMAND AND NEEDS IN SOCIO-ECONOMIC SKILLS**

### SPECIFIC OBJECTIVE

Strengthening the pre-work training system in order to develop an offer adapted to the needs of the economy, improving the employability and socio-professional integration of young people.

### AREAS OF IMPLEMENTATION

The programme's interventions have as a priority the employability of young people aged 15 to 25 and are based on four axes:

- development of access to pre-work training,
- improvement of the quality of pre-work training offers,
- the socio-professional integration of young people,
- sectoral governance.

NB: The 3rd axis is developed in collaboration with the NGO consortium Gret-Eclosio.



Project duration			
	2018	2019	
2020	2021	2022	

 **Budget**  
: 30,223,850 EUR

## HIGHLIGHTS\*

**2**

performance contracts signed with the Fonds de financement de la formation professionnelle et technique (3FPT - Fund for Financing Technical and Professional Training), and the Office nationale de la formation professionnelle et technique (National Office of Technical and Professional Training) (two autonomous structures attached to the Ministry of Employment, Vocational Training and Crafts).

**5**

mini reinforcement of CFP capacity plans validated (to be implemented in 2020).

**26**

Realisation of the 3FPT: call for projects launched with professional training centres (CFP) in the area of concentration, 26 investment projects selected by the 3FPT for the implementation of training courses, identification of 20 strategic projects for the development of CFPs to be financed in 2020.

**1**

training fund for the financing of individual scholarships for executives in the sector set up.

**9**

Departmental consultation frameworks on vocational training set up.

\*Non-exhaustive list



# SEN/801

## STRENGTHENING EMPLOYABILITY & BUSINESS COMPETITIVENESS IN DEPARTURE AREAS

The ACEFOP project is the second component of the Developing Employment in Senegal programme: strengthening the competitiveness of enterprises and employability in the areas of departure, in response to the objectives of the European Union's Emergency Trust Fund, favouring stability and combating the root causes of irregular migration and displaced persons in Africa. The project acts on training, skills development and vocational integration schemes leading to the employment of young people.

### GLOBAL OBJECTIVE

## PROMOTING YOUTH EMPLOYMENT BY IMPROVING THE SUPPLY OF TRAINING AND DEVELOPING THE DEMAND FOR EMPLOYMENT

### SPECIFIC OBJECTIVE

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

### AREAS OF IMPLEMENTATION

The project has three components:

- increasing the quantity of vocational training on offer in accordance with socio-economic needs;
- improving the quality of training;
- strengthening of support mechanisms for professional integration.





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

**Project duration**

2016	2017	2018	2019	2020

## HIGHLIGHTS\*

**3**

new professional training centres in the process of being finalised and dedicated to industrial, forestry and food processing professions.

**6**

mobile training units  
 – including a bus dedicated to Information and Communication Technology  
 – acquired to improve access to training for people penalised by their isolation.

**801**

trainers and administrative staff of vocational training institutions trained in competency-based approaches.

**11,046**

young people informed about professional and technical training opportunities.

**167**

master craftsmen steered and supported towards formalisation.

**1,494**

apprentices trained in learning workshops and certified by resource centres in five trades.

**32**

Investment and training-in-insertion projects (new sectors, equipment, rehabilitation of infrastructures, etc.) with a value of EUR 1,204,562, set up for the benefit of 32 establishments from southern Senegal.

**298**

migrants returning voluntarily and 1,439 young people from vocational training supported in their professional integration process.

\*Non-exhaustive list



**AUGUSTINE RINA DIANDY | GRADUATE AT GIE *KAND JIBU***

### SEN/801 DEVELOPING EMPLOYMENT IN SENEGAL

#### APPRENTICESHIP: ANOTHER WAY IS POSSIBLE!

2,000 apprentices from the five southern regions of Senegal, through 370 apprenticeship workshops (wood and metal carpentry, processing of agri-food products, sewing, etc.), have integrated a vast renovated apprenticeship programme. They are supported by the project Equal Access to Vocational Training, ACEFOP - SEN801, funded by the European Union and implemented by LuxDev. After six months of practical and theoretical training, Augustine Rina Diandy is a pure product of apprenticeship.

"My name is Augustine Rina Diandy, I'm 26 years old, I graduated in 2017 with a Bachelor's degree and I have a professional certificate of specialisation in local product processing. "

In the company of the seven other apprentices of the Economic Interest Group (EIG) Kand jibu (which means "attic" in Manjari) of the Master Craftswoman, Maman Rosalie Goudiaby, Augustine stands out for her energetic tone.

**ARD:** "After graduating from high school, I didn't want to go to university. I wanted to learn a trade to work faster. My aunt used to bring local products home regularly and that's what made me want to do local processing. That's how I found my way. As I was interested in this profession, I decided to make my dream come true by coming to GIE Kand jibu to follow a training course ".

To promote the employability of these young people, in 2001, Senegal introduced the modality of renewed apprenticeship, capitalising on the traditional apprenticeship approach. It is a question of setting up pedagogical and monitoring systems to ensure that the training given in craft enterprises is standardised, inclusive and of high quality and that it leads to a recognised qualification. Apprenticeship on the job, with craftsmen or informal enterprises, is then an alternative way to acquire the rudiments of a trade.

The Kand jibu processing unit is active in the processing and packaging of mangoes, forest fruits, vegetables and cereals. The workshops of the teachers are supported in terms of equipment and their pedagogical skills are reinforced by the project. In exchange, they welcome and train the 2,000 apprentices selected in the five regions using the skills-based approach method.

At the end of their training, these young people are in a position to enter the world of work as employees or even to set up their own business.

**ARD:** "I have just obtained my professional certificate of specialisation in the field of agri-food processing. Now that I have this certificate, I am finalising my business plan to start my own business! "

« My aunt used to bring  
local products  
home regularly and that's  
what made me want to do  
local processing »



## INTERVIEW



**JÉRÔME DIANDY** | AGRICULTURAL ENTREPRENEUR AND SEEDLING INCUBATOR

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### SEN/801 DEVELOPING EMPLOYMENT IN SENEGAL

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They are three young entrepreneurs from the regions of Ziguinchor and Sédhiou (South of Senegal) who persuaded the project Equitable Access to Vocational Training - ACEFOP - SEN801, in partnership with the Belgian NGO ECLOSIO, to become business incubators. Jérôme Diandy, Bacary Sadio and Cissao Dramé agreed to put their companies at the service of the professional integration and continuing education of young learners from vocational training centres.

"My name is Jerome Diandy, I'm 36 years old, married with two children. I am also responsible for the farm "Groupement d'intérêt économique Kahilen Production" (Economic interest group Kahilen Production) in the village of Mamatoro (Commune of Ziguinchor). Our farm, which specialises in market gardening, arboriculture and poultry farming, is one of five business incubators that are partners in a project to help learners find work. "

These incubators are intended, on the one hand, to further strengthen the technical skills of learners through an incubation process and, on the other hand, to facilitate the creation and development of new enterprises.

They received technical and financial support from the project for the construction of infrastructure.

**JD:** "For me, the collaboration with the project has boosted production thanks to its investment support and the increase in the labour force of the learners in an incubation situation".

15 young graduates with a vocational aptitude certificate and entrepreneurial project leaders benefit from the support of the farm/nursery, which provides them with reception, accommodation and technical support by offering them concrete solutions and putting them in touch with other professionals.

The young entrepreneur enthusiastically describes the process.

**JD:** "The minimum length of stay for the young people in my nursery is three months, but sometimes the duration is reviewed according to the requirements and specificities of certain sectors.

Currently I am hosting 15 young people, but I hope that the next group will reach 20 trainees. I am ready to welcome and support them".

This rapprochement between school and business with a strong involvement of the local private sector allows more young people to be integrated into the labour market. The partnership between the young entrepreneur, the project and the local institutions in charge of supporting young people towards a decent and sustainable job has reinforced the visibility of local businesses like Jérôme Diandy's.



« For me, the collaboration with the project has boosted production thanks to its investment support and the increase in the labour force of the learners in an incubation situation »







# KOSOVO



# 3

➔ 1 PROJECT IN FORMULATION

➔ 16 COLLABORATORS IN KOSOVO

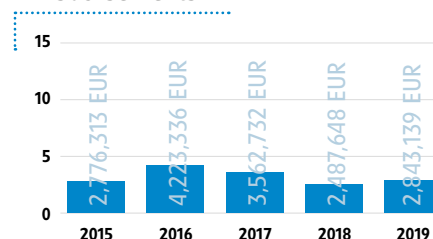
PROJECTS IN EXECUTION

## 2.45%

OF THE TOTAL AMOUNT OF AGENCY DISBURSEMENTS

2.84 M EUR IMPLEMENTED IN 2019

Disbursements

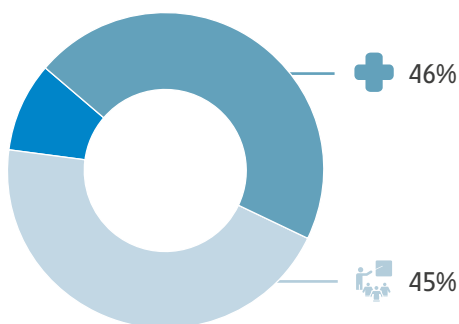


Sectoral distribution of disbursements



9%  
LOCAL DEVELOPMENT

9%



The “Health Support Programme in Kosovo - Phase II - KSV/017” is helping the Ministry of Health (MoH) to implement the healthcare reform initiatives with special focus on the capacity development activities at the MoH and targeted healthcare institutions such as General Hospital (GH) Prizren and Gjilan, Family Medicine, Kosovo Hospital and University Clinical Services (KHUCS) and the Professional Medical Chambers.

The project is waiting for approval of the extension phase.

### GLOBAL OBJECTIVE

**TO CONTRIBUTE TO THE QUALITY OF THE HEALTH SERVICES  
TO THE BENEFIT OF THE POPULATION OF KOSOVO.**

### SPECIFIC OBJECTIVE

To improve the planning, leadership and management capacities of the health actors.

### AREAS OF IMPLEMENTATION

- the institutional and organisational capacities of the MoH in fulfilling their new roles and responsibilities are strengthened;
- the performance and quality of health services in the public sector are improved;
- the integrated HIS, as put in place and functional in all PHIs, is effectively used in the pilot sites.



A simple M&E system for the GH of Gjilan and Prizren has been established with a set of indicators, Indicator Identity Sheets, as well as flow of information for data collection, data aggregation and data analysis.

200

More than 200 staff members of supported hospitals were trained in different topics, including: quality management system, quality and safety in healthcare provision, M&E training, professional clinical training (laparoscopic skills and nursing care).

12

The Doctors Chamber, as a newly established institution managed to take over 12 out of 14 functions from the MoH, register more than 4,500 licensed doctors and become internationally recognised.



 Budget

6,000,000 EUR

Project duration

2016	2017	2018	2019	2020
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The M&E system and its tools are more fully adopted each year in the regular operation of the MoH. The MoH has made it a requirement for other projects to comply with the MoH M&E system. The MoH independently elaborated the second M&E report covering year 2018.

6



Introduction of the quality improvement instruments in the GH of Prizren and Gjilan: Patient Informed Consent, Patient Information Sheets (PIS), and Standard Operation Procedures (SOP) for the six most frequent diagnoses in Surgery and Internal Departments of both hospitals.



Completion of the essential list of drugs that are covered by the state budget for patients. The project provided legal technical assistance which also contributed to development of the essential list of drugs.

25



healthcare institution staff members were trained in the basic principles of drafting clinical guidelines & protocols.



Introduction of Patient Informed Consent for Anaesthesia services for all hospitals.



The project provided different technical assistance to the management of KHUCS, which used the expertise to improve infrastructural changes and service provision at UCCK and other general hospitals all over Kosovo.



Implementation of the national programme on early treatment of heart attack - Primary Percutaneous Cardio-vascular Intervention (PPCI) contributed saving lives (at a reduced cost for the patient), with services available 24/7 at the University Clinical Centre of Kosovo (UCCK).



GHs of Gjilan and Prizren were provided with priority diagnostic equipment as identified in their Strategic Plan. After the decision of the MoH to discontinue with the rollout of the pilot health information system, the remaining budget initially set for the HIS, was allocated to provide basic equipment for the general hospitals of Prizren and Gjilan.

25



nurses from the GH of Gjilan and Prizren attended training on basic principles of surgery safety. Additionally, four staff members of the GHs attended training in GH Izola (Slovenia), via a partnership agreement, on laparoscopic intervention, as a preparation on using the newly provided equipment.

\*Non-exhaustive list



# KSV/019

## TECHNICAL ASSISTANCE IN THE CONTEXT OF EUROPEAN INTEGRATION OF KOSOVO

Project KSV/019 essentially foresees the setting up of a Human Capacity Development Facility (HCDF) aimed at improving the capacities of the line Ministries involved with the implementation of the EU integration process, specifically those concerned with nine chapters of the Stabilisation and Association Agreement (SAA) identified by the project.

### GLOBAL OBJECTIVE

**THE OVERALL OBJECTIVE OF KSV/019 IS TO CONTRIBUTE TO KOSOVO'S EFFORTS TO MEET THE REQUIREMENTS OF THE SAA WITH THE EU AND OTHER OBLIGATIONS ARISING FROM THE NEED TO COMPLY WITH THE EU ACQUIS.**

### SPECIFIC OBJECTIVE

- strengthen the human resources of the Kosovo administration in key sectors of EU legislation in a sustainable manner;
- help ensure public support for the SAA process.

### AREAS OF IMPLEMENTATION

The Ministry of European Integration will be in charge for implementing the Project (national implementation). The HCDF is financed by both Luxembourg and Norway.

Project duration			
	2018	2019	
2020	2021	2022	

 Budget  
2,000,000 EUR

## HIGHLIGHTS\*



The Capacity Development Plan (CDP) was supposed to be reviewed at the beginning of the year, in order to develop the Operational Implementation Plans (OIP). However, at the request of the MEI it was decided to prioritise the writing of the OIP. Unfortunately, the inexperience of the line ministries in the process of identification of needs and the formulation of the required Capacity Development activities, as well as their difficulties in using the OIP template, caused significant delays. The OIP were only presented in June and their implementation started in October.



Towards the end of the year, the Project implementation by the MEI and line Ministries was accelerated. However, only a small part of the activities foreseen by the OIP were implemented and the 2nd tranche of 2019 could not be paid.



The management information system (ProMIS) was finalised. Training for the OIP managers from MEI was organised.

\*Non-exhaustive list



# KSV/020

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

KSV/020 represents the second phase of the support to the current Vocational Education and Training (VET) reform in Kosovo. The project aims to further the reforms promoted by its predecessor (KSV/015), extending the intervention to the VET sector at a national level and assisting the restructuring of the national VET Governing System.

### GLOBAL OBJECTIVE

**SUPPORTING THE CREATION OF A TECHNICAL WORKFORCE THAT IS  
RELEVANT TO THE SOCIAL AND ECONOMIC DEVELOPMENT OF KOSOVO**

### SPECIFIC OBJECTIVE

Improving the VET system and delivery in Kosovo.

### AREAS OF IMPLEMENTATION

- VET policies, system and legislation reviewed and strengthened;
- VET institutions supported by the project are strengthened;
- Information Systems for VET sector are upgraded.



### 6

Purchase of IT equipment for the supported ICT profiles in six VET schools Pjetër Bogdani (Ferizaj), Mehmet Isai (Gjilan), Shaban Spahija (Pejë), 11 Marsi (Prizren), Skender Luarasi (Suharekë), Lutfi Musiqi (Vushtrri).



Purchase of office and didactic equipment for the BMO in the supported schools.



Project duration			
	2018	2019	
2020	2021	2022	

 Budget  
5,000,000 EUR

## HIGHLIGHTS\*



Labour market research for the identification of the priority sectors/profiles, training need analysis and the selection of the direct beneficiaries of the Project. This included, a Base-line assessment of infrastructure, capacity and potential for growth in Vocational Education Institutions, Report on secondary data research regarding current publications related to the Vocational Education and Training Sector, the Training Need Analysis for the following six economic sectors: Accommodation and Food Service, Construction, Electronics Sector, Information and Communication, and Visual.



Improvement of the legal and regulatory environment by supporting the revision of current laws and bylaws which regulate the functioning of the VET Reform in Kosovo. More specifically, the Project supported the revision of several Administrative Instructions (AI).



Signature of MoUs with the Municipality Education Departments (MED), mayors and AVE-TAE which committed financial contributions for the renovation of premises, equipping of workshops and provision of consumables.



Capacity development and technical assistance at national VET level in the reform of the VET Governance, specifically the management of VET Schools and the provision of Career Guidance, through the implementation of the Business Model Office (BMO) Guidelines in the Centres of Competence (CoC) and selected VET Schools. The main areas of training are: Industrial Liaison, Marketing planning, Service Provision and Income Generation, Career Guidance Services and Usage of Information Systems and Digital Tools.



Creation and update of qualifications, curricula and Teaching and Learning Material (TLM) in line with demands of the labour market for six IT profiles.

## 52%

The Information System (IS) including 5 IS Modules supported by the project has been established and endorsed by the MEST one year in advance. The successful implementation of CGIS has led to a total number of users that represents around 52% of the total target set by the project for the four-year period.

\*Non-exhaustive list



**BASHKIM HYSENI | THE DIRECTOR OF COC IN FERIZAJ BASHKIM HYSENI**

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### **KSV/020**

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

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### **CAN YOU TELL US ABOUT THE MOST RECENT INNOVATION IN YOUR SCHOOL?**

Our Centre of Competence has recently signed an agreement with SEDU, a well-known VET school in Finland, benefiting both parties. Among the benefits is the possibility for our graduates in the Social and Health Care profile to attend SEDU for a year of studies and receive a Finnish diploma upon their graduation. Given that these students have already graduated from such a programme, the complementary education that our graduates receive while at SEDU focuses primarily on their language skills and practicum. Fourteen of our graduates have already started their studies at SEDU in Finland from January 2020 and the initial impressions are overwhelmingly positive from both sides. The selection of our graduates was conducted using the same admission criteria used with Finnish students and the results proved that our students did really well with no differences between them and their Finnish peers—which is a major achievement for us given the high educational standards of Finland. All of this was made possible thanks to the Kosovo-Luxembourg cooperation implemented by LuxDev and Ministry of Education, Science, Technology and Innovation (MESTI), through Projects KSV/015 and KSV/020. Our school was established as a result of this cooperation which has also contributed to the development of curricula, professional development of the school management and the teaching staff, and the introduction of the VET Schools' Business Model concept and guidelines, through which we were able to sign many agreements including the one with SEDU.

### **HOW DOES THIS AGREEMENT BENEFIT YOUR SCHOOL, KOSOVO AND THE STUDENTS?**

This agreement has encouraged and reassured us in terms of the quality of education that we provide for our students. In addition, agreements like this present ideal opportunities for us to ensure long-term sustainability of our school, provide quality qualifications, and become a reference point for the local and European labour market. We anticipate that the investment in our school will lead to even more tangible results in the near future. It's also important to mention that this agreement will have a direct impact on youth employment knowing that once they graduate from SEDU they will receive a Finnish diploma making them even more employable. Once these students graduate, they can contribute to Kosovo in many ways. They will either come back to Kosovo and transfer the practical skills gained in Finland, or they will stay there for a few years to gain more work experience before returning home. A few may even find more permanent employment there and stay longer. They could even become teachers for our VET schools in Kosovo which would be a great contribution for our VET

« The agreement with SEDU  
has encouraged and reassured us  
in terms of the quality of education  
that we provide for our students »

system. Judging from the performance of our students in Finland, this agreement has also benefited our school by validating our efforts to continually improve the quality of provision. This goes to show that all the investment and the efforts of all the stakeholders, especially by LuxDev and the MEST, are paying off. It also serves to encourage us to continue in our efforts to improve and seek other agreements. For students currently attending SEDU it's also important to mention that they will soon get paid positions in their field which will further help in decreasing the financial burden on their parents and help them gain valuable practical skills in their field.

### WHAT'S NEXT FOR YOUR SCHOOL?

Apart from allowing our graduates to attend SEDU in Finland for a year and receive a Finnish degree in return, our agreement with SEDU also includes support from SEDU in terms of teaching materials, professional development of teachers which is foreseen to be implemented over the next three years. While this agreement is mainly for the Social and Health Care occupation offered by our school, we are at the same time expecting other similar agreements for all the profiles we offer which are relevant for the local and the European labour market with the same school or other similar schools in Finland.



**VANESA REXHEPI** | GRADUATE OF THE COC FERIZAJ  
WHO WENT TO FINLAND FOR AN EXTRA YEAR  
AT THE SEDU SCHOOL

« Once I graduate I plan on coming back to Kosovo to work there so that I can give back to the community. »

### HOW IS YOUR EXPERIENCE IN FINLAND SO FAR?

Coming to Finland in January 2020 has been a major, positive development in all of our lives which was hard to believe at the beginning. Our experiences so far have been very positive with teachers here being very satisfied with our performance including our acquisition of the Finnish language. We are currently taking plenty of Finnish professional classes too. The majority of the stuff we cover here is already familiar to us from our studies at the Centre of Competence in Ferizaj and the focus here is more on the language, especially technical terms. In this regard, I think the Centre of Competence has done a great job in providing us with theoretical and practical know-how. Although we have only been here for a month, the teachers and the students here are surprised by our ability to acquire their language in such a short time. In fact, this is the main difficulty we are facing so far in all the classes we are taking at SEDU and at work as well. I would personally like to thank everyone who has made this agreement possible including the director of the Centre of Competence in Ferizaj, and the Luxembourg Government for establishing and continually supporting the Centre of Competence.

### WHAT DOES YOUR FUTURE LOOK LIKE?

Although it has only been a mere month since we came here, we all have different ideas in terms of what the future holds for us. Some of us plan on coming back to Kosovo after graduation to find jobs and some of us plan on staying here at least for a few years before returning home so that we can gain work experience. On the other hand, it is still too early to make plans since we will be here for a year and we will also start working here very soon so that is another positive aspect of this agreement.

### HOW DO YOU JUDGE YOUR EDUCATION?

I think we all do feel privileged in the sense that not every VET school graduate in Kosovo is able to attend a school that is well equipped with modern equipment and a quality oriented teaching staff such as the Centre of Competence. I think we were lucky to attend the Centre of Competence in Ferizaj since it has received a lot of support from the projects implemented by LuxDev and the MEST in terms of curricula, teacher professional development, and support in signing international partnerships such as this one. I wish for all VET students in Kosovo to have the same opportunities that we have had at the Centre of Competence. Once I graduate I plan on coming back to Kosovo to work there so that I can give back to the community meanwhile me and all of my friends here are grateful for the opportunity in Finland!









# EL SALVADOR

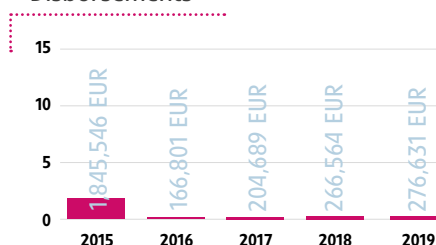


1

PROJECT IN  
EXECUTION

→ 3 COLLABORATORS  
IN EL SALVADOR

Disbursements



0.24%

OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

0.27 M EUR  
IMPLEMENTED  
IN 2019

Sectoral distribution of disbursements



100%  
VARIOUS





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

### GLOBAL OBJECTIVE

**PROVIDING THE LUXEMBOURG MINISTRY OF FOREIGN AND EUROPEAN AFFAIRS AND THE SALVADORIAN INSTITUTIONS RESPONSIBLE FOR THE IMPLEMENTATION OF BILATERAL PROJECTS WITH A TECHNICAL ASSISTANCE MECHANISM FOR THE SUPERVISION AND MONITORING OF THESE PROJECTS.**

### AREAS OF IMPLEMENTATION

- établissement de mécanismes de suivi permettant aux institutions salvadoriennes d'améliorer leur gestion des projets bilatéraux et d'augmenter l'efficacité de sa mise en œuvre ;
- représentation de la Coopération luxembourgeoise au Salvador et de liaison avec l'Ambassade à Managua ;
- surveillance et soutien direct du Luxembourg au Salvador en se concentrant sur les aspects administratifs et financiers.





 Budget

1,403,000 EUR

Project duration

2016	2017	2018	2019	2020	2021
------	------	------	------	------	------

## HIGHLIGHTS\*



Strengthening of initial education for children under four years of age in 28 municipalities through the participation of organised civil society in the implementation of the national education plan.



Increasing the number of south-south and triangular cooperation projects in which El Salvador plays the role of leader sharing its experience.



Creation of the Social Plan Monitoring Committee formalising the role of civil society in the governance of social policy.

\*Non-exhaustive list



**IRMA YOLANDA NÚÑEZ** | TECHNICAL COORDINATOR PRESIDENTIAL COMMISSION  
FOR OPERATIONS AND GOVERNMENT CABINETS

**SVD/024**

### **SUPPORT AND MONITORING OF BILATERAL COOPERATION PROJECTS IN EL SALVADOR**

#### **TESTIMONY THEME**

Capacity building for the development of social policy in El Salvador in the framework of the accompaniment of project SVD/024.

.....

Ms. Irma Yolanda Núñez, from the technical team responsible for social policy in El Salvador, commented that in 2019 the support of Luxembourg Cooperation had played a key role in the progress made in institutional capacity-building.

The most notable contribution of Luxembourg Cooperation is its support for the development of a new vision of our social policy and its support in the context of the drafting of the law on development, protection and social inclusion related thereto.

This contribution is based on a rights-based approach as well as the creation of the institutional framework necessary for the promotion of a policy contributing to a society of solidarity, inclusion and greater equality.

Thanks to the support of technical assistance from Luxembourg Cooperation and the Presidency's Technical Unit for Social Policy, the staff of our public institutions responsible for implementing social programmes was able to strengthen their ownership of the implementation of the main social programmes:

- of poverty eradication;
- of gender equality for the promotion of productive development;
- of promoting youth employment; and
- of improving health services.

« The support of  
Luxembourg Cooperation  
has played a key role in the  
progress made in institutional  
capacity-building. »

Technical assistance also contributed to the development of the single register of beneficiaries of social programmes, the aim of which is to make the use of our public resources more efficient and transparent. The data generated by this register are of great interest to our authorities for decision-making and also to civil society in its function of monitoring and

social control. The automation of the processing of this data is also an integral part of the digital agenda driven by our current government.

The assistance of Luxembourg Cooperation also made it possible to carry out an impact assessment of our programme to promote youth employment. The results of this evaluation were presented and commented on in various forums and taken into account in the adjustments and improvements that our government made to the programme.





# NICARAGUA



3

→ 7 COLLABORATORS  
IN NICARAGUA

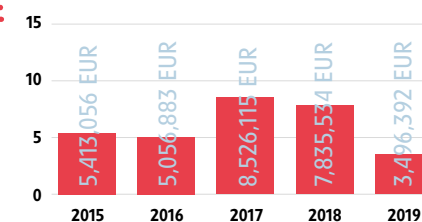
PROJECTS IN  
EXECUTION

3.02%

OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

3.50 M EUR  
IMPLEMENTED  
IN 2019

Disbursements



Sectoral distribution of disbursements



77%  
HEALTH

77%



23%



In addition to institutional strengthening, the programme includes a major infrastructural component with the construction and equipping of a first-aid hospital in the municipality of El Cuá and the repair of the hydro-sanitary infrastructure of some 100 health establishments in the departments of Matagalpa and Jinotega. It also contributed to Luxembourg's longstanding support in the field of transfusion medicine.

#### GLOBAL OBJECTIVE

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

#### SPECIFIC OBJECTIVES

- improving the quality and increasing the coverage of health services for the inhabitants of 10 communes in the departments of Jinotega and Matagalpa;
- helping ensure that the Nicaraguan population has access to safe transfusion therapy in beneficiary public hospitals.

#### AREAS OF IMPLEMENTATION

- a joint management mechanism combining the delegated management method and in-house execution;
- application of a management approach focussed on the results based on management tools and institutional indicators;
- supporting the existing institutional processes through the strengthening of capacities of management and improvement of the quality of interventions;
- implementation and monitoring of activities of promotion of voluntary and altruistic blood donation in eight departments;
- networking and respect of technical standards in the transfusion medicine services of public hospitals.



 Budget

14,118,709 EUR

Project duration

2016	2017	2018	2019

## HIGHLIGHTS\*



Finalisation of the construction and equipment of a first aid hospital in El.



Systematisation of experience in the implementation of transfusion medicine services in Nicaragua (lessons learnt).



Systematisation of the Support to the health sector project - PASS NIC/027 (good and bad practices of the family and community health model).

11

Equipment for transfusion medicine in 11 regional hospitals.



Finalisation of the hydro-sanitary works in the departments of Jinotega and Matagalpa.

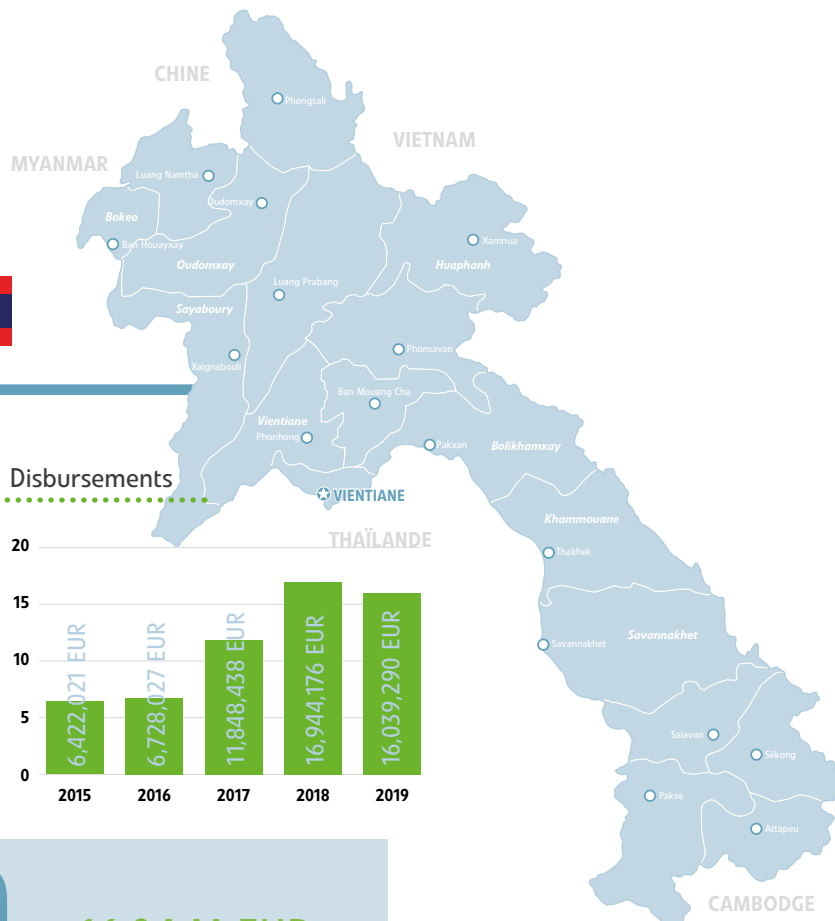
\*Non-exhaustive list







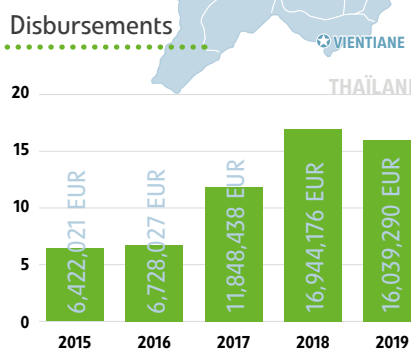
# LAOS



**6** PROJECTS IN EXECUTION

➔ **1** PROJECT IN FORMULATION

➔ **126** COLLABORATORS IN LAOS



**13.83%**  
OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

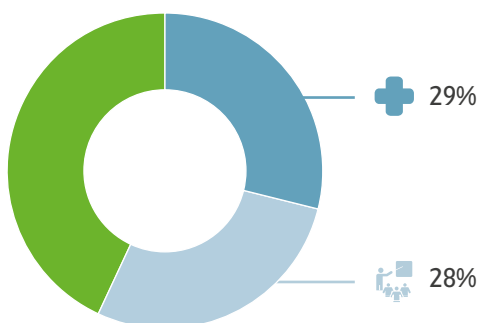
**16.04 M EUR**  
IMPLEMENTED  
IN 2019

Sectoral distribution of disbursements



**43%**  
LOCAL DEVELOPMENT

43%



The Grand-Duchy of Luxembourg has been supporting the health sector in Laos since the cooperation between Laos and Luxembourg began at the end of 1997. The LAO/027 Programme focuses on strengthening the healthcare system with attention to governance, service delivery and Human Resource Capital Development, with a view to facilitating effective and quality health care delivery and prioritising the thematic area of mother and child health care.

### GLOBAL OBJECTIVE

**TO IMPROVE THE HEALTH STATUS OF THE POPULATION OF LAO PDR WITH A SPECIFIC EMPHASIS ON MOTHER AND CHILD HEALTH AND A GEOGRAPHICAL FOCUS ON THREE CENTRAL PROVINCES.**

### SPECIFIC OBJECTIVE

To support the Ministry of Health in implementing the Health Sector Reform Framework 2013-2025, prioritising access to quality Maternal, Newborn and Child Health services by strengthening all levels of care in the three central provinces of Bolikhamxay (BLX), Khammouane (KMN) and Vientiane Province (VTP).

### AREAS OF IMPLEMENTATION

- establishing the Joint Participatory Mechanism (JPM) as a multi-pronged strategy to improve governance and responsibility at all levels of healthcare delivery;
- improving the performance of health services, particularly regarding maternal, neonatal and child health care at the district level;
- providing the appropriate technical conditions to support service delivery in targeted provinces;
- developing a comprehensive strategy for human resource capital development.



Project duration			
	2014	2015	2016
2017	2018	2019	2020

 **Budget**  
28,900,000 EUR

## HIGHLIGHTS\*

**132**

long-term scholarships were awarded to staff from the central provinces (66% civil servants and 34% volunteers, with 75% female staff); of these scholarships, 54 were awarded for university-level studies in Laos and 9 for Master's degree studies in nursing & public health in Thailand.

**850,000**

patients were treated under this health insurance scheme in the three central provinces, a 19% increase from 2018. The NHI claims reimbursement totalled the equivalent of 4.6 million EUR, an increase of 9% over the previous year.

**50**

Short-term scholarships provided to 50 trainees for ad-hoc upgrading of specific clinical skills (50% are volunteers and 72% female trainees), of which 18 scholarships were earmarked for studies in Thailand. The focus was on mother and child health.

**78%**

of district hospitals in the central provinces now comply with international performance standards for "Basic Emergency Obstetrical Care".

**178**

The national on-line District Health Information System achieved an average score of 94% for timely quarterly reporting by all 28 districts and 178 health centres in the central provinces.



An integrated human resource information system has been developed that includes all provincial health staff (government employees and volunteers) and their project-related training activities.

**440,000 EUR**

Medical equipment and furniture worth EUR 440,000 was provided for Phase II of the programme.



Completion of new internal medicine ward, ophthalmology operating theatre and department, support services and administration ward in the Bolikhamxay provincial hospital.

**17,193**

The number of deliveries reported in public health facilities in the central provinces was 17,193 in 2019 (a 4% increase from 2018), corresponding to approximately 65% of all estimated births within the population of the three central provinces.

**78**

scholarships were awarded for upskilling nurse-midwifery diplomas in provincial technical colleges in Laos.

\*Non-exhaustive list



LAO/029  
LAO/729

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

The country's economy is changing. Developing tourism and taking full advantage of the employment opportunities offered by the sector is a national priority, in line with the vision and objectives of the eighth national socio-economic development plan (2016–2020) and the tourism strategy (2006 – 2020) of the country. Luxembourg and Switzerland have therefore joined forces with Laos to implement the Skills for Tourism programme (LAO/029), which supports the improvement of vocational training and skills development in the tourism/hotel sector. The programme pays particular attention to helping people from disadvantaged backgrounds acquire the skills needed to obtain employment directly or indirectly related to tourism.

### GLOBAL OBJECTIVE

**PROMOTION OF SUSTAINABLE AND INCLUSIVE GROWTH OF THE LAO PDR TOURISM AND HOSPITALITY SECTOR THEREBY CONTRIBUTING TO POVERTY REDUCTION**



### SPECIFIC OBJECTIVE

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

### AREAS OF IMPLEMENTATION

- improving the quality of vocational education and skills development programmes in tourism and hospitality;
- expanding and enhancing the scale and vocational education and skills development programmes in tourism and hospitality;
- ensuring that people from disadvantaged backgrounds are included in vocational education and skills development programmes in tourism and hospitality;
- establishing an enabling governance, institutional and regulatory framework for vocational education and skills development, particularly in tourism and hospitality.



Project duration			Budget		} Swiss Cooperation
2016	2017	2018	 Budget LAO/029	7,500,000 EUR	
2019	2020	2021	 Budget LAO/729	7,500,000 EUR	

## HIGHLIGHTS\*

**5,119**

participants have completed or are currently enrolled in project-supported tourism and hospitality vocational education and skills development programmes.

**88**

staff from key stakeholder have participated in organisation- and/or job-specific capacity strengthening activities.

**28%**

increase in enrolment on tourism and hospitality diploma programmes from 2018 to 2019.

**87%**

of graduates of tourism and hospitality vocational education programmes are (self-) employed or pursuing further studies within three months of completing their course.

**80%**

of project beneficiaries are from disadvantaged backgrounds, and 78% are women.

**1,897**

employees from 750 micro, small and medium-sized tourism/hospitality enterprises have completed upskilling training.

**5,039**

downloads of 'Sabaidee English' - an English for tourism/hospitality mobile app developed with the support of the project.

**95%**

of employed graduates have an income at or above minimum wage.

**15**

new tourism and hospitality vocational education and skills development programmes have been developed with the support of the project.

**1,810**

downloads of a mobile app, developed with the support of the project and managed by the Ministry of Education and Sports, to promote vocational education programmes in public schools and colleges.

\*Non-exhaustive list

## TESTIMONY



**ATHOR** | WAITER AT AMANTAKA RESORT IN LUANG PRABANG

### LAO/029 SKILLS FOR TOURISM - HUMAN RESOURCES DEVELOPMENT IN THE TOURISM AND HOSPITALITY SECTOR

#### INTRODUCTION

Tourism has been identified as a priority sector for Lao PDR, key to facilitating the country's transition from a low-productive agricultural economy towards a more productive service economy. Nonetheless, the sector has to face and overcome serious labour issues in order to improve the quality of services and products. Meanwhile, Lao PDR suffers from high levels of un- or under-employment, low wages and poverty - a situation which leads many young people into the dangers of illegal migration and human trafficking.

The Skills for Tourism Project (LAO/029) promotes inclusive growth of the tourism and hospitality sector through the improvement of vocational education and skills development. The project places particular emphasis on supporting young people from disadvantaged backgrounds to acquire the skills needed to obtain direct or indirect employment in the tourism sector.

The project's strategy to achieve this objective is

- to enhance the quality and variety of vocational education and skills development programmes in tourism and hospitality;
- to ensure people from disadvantaged backgrounds have access to these programmes; and
- to strengthen the governance, institutional and regulatory frameworks for vocational education and skills development in tourism and hospitality.





## TESTIMONY

« When people ask me how I got this job, I just say that I chose the right training »»

*Photos by Bart Verweij*

Athor is 19 years old and from a small village in Luang Prabang province, in the northern region of Lao PDR. Athor's upbringing was marked by hardship. Being the last child of a poor family, his parents had no means to provide for him. At the age of 9, Athor was sent to a school for children in need in the provincial capital of Luang Prabang.

Around the time that Athor was completing his secondary school studies, he was introduced to a three-month course in Food Production, supported by the Skills for Tourism Project. Since the course was free of charge and covered accommodation and living costs, Athor decided to apply in the hope that it would enhance his chances of finding a job.

When asked about the training, Athor says: "I received a lot of support and really learnt a lot. We did not only have classes on theory, but also many practical ones on food hygiene and other subjects, such as English language". Upon completion of the training, Athor obtained an internship at Amantaka Resort, one of the most luxurious hotels in Luang Prabang. After six months, Athor was offered a full-time contract working as a waiter.

Landing a stable job at a prestigious resort has had many positive impacts on Athor's life. "People in my village are very proud when they see me in my uniform". Despite not having had many opportunities growing up, Athor has found gainful employment in the tourism sector and is now supporting his own family. "When people ask me how I got this job, I just say that I chose the right training".

---

The course attended by Athor is a 3-month Certificate 1 (C1) accredited training programme delivered by the LANITH Luang Prabang Training Centre and supported by the Skills for Tourism Project (LAO/029).

These training courses, which particularly focus on the inclusion of people from disadvantaged backgrounds in tourism/hospitality training and employment, are designed to equip young women and men with the required skill set to land an entry-level job in the tourism and hospitality sector.

Since 2017, the Skills for Tourism Project has worked with both public and private training providers across the country and supported over 5,000 people (84% of whom come from disadvantaged backgrounds, 78% are women and 72% are younger than 25 years of age) to complete a range of education and training programmes in tourism and hospitality. As of the end of 2019, 87% of graduates were employed, self-employed, or pursuing further studies.

For more information on Athor's story, watch the video "Athor's Journey" on Youtube.



Lao PDR has experienced rapid macroeconomic growth over the past few decades. However, economic development has mainly benefited urban and lowland populations. In the hills and mountains, people are increasingly lagging behind lowland populations in terms of incomes, education, health, nutrition and other social indicators. The Programme helps reduce poverty in the most disadvantaged upland areas and strengthen local governance, decentralisation and policy dialogue in support of upland development. The primary beneficiaries are 150,000 people in 229 target villages selected based on prevailing high poverty rates. Due to the demographic situation, most of the target population are ethnic minority groups in remote areas.

### GLOBAL OBJECTIVES

- **REDUCE POVERTY**
- **END HUNGER AND MALNUTRITION**
- **IMPROVE ENVIRONMENTAL PROTECTION AND SUSTAINABLE NATURAL RESOURCES MANAGEMENT**

### SPECIFIC OBJECTIVE

Improve living standards and get over the poverty line in 229 target villages.

### AREAS OF IMPLEMENTATION

- strengthen governance for poverty reduction;
- promote community-led development;
- improve access to socio-economic infrastructure.





Project duration		
2017	2018	2019
2020	2021	2022

 Budget  
30,000,000 EUR

## HIGHLIGHTS\*

**229**

Innovative village planning and funding mechanisms devised and tested in 229 target villages.



Effective systems for bottom-up planning and sector integration instituted through practical implementation by the Lao government system.



Capacity strengthened in national and local development planning and monitoring.

**399**

village grant scheme activities completed with another 125 under implementation.



Practical policy dialog in rural development supported through the Round Table Mechanism and the EU Joint programming.

**58**

schools, water supply schemes and other infrastructure projects completed.



Luxembourg INGOs involved in the promotion of access to rural financing (ADA) and provincial nutrition coordination (Caritas Luxembourg).

**128**

new Village Credit Schemes established.

\*Non-exhaustive list



# LAO/031

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

Lao PDR adopted a Legal Sector Master Plan in 2009 that establishes the development framework to effective institutions in the entire legal sector as the foundation for the Rule of Law. One of the cross-cutting issues addressed by the 8th Lao National Social Economic Development Plan is to strengthen the effectiveness of public governance and administration. These objectives underline the need to develop a comprehensive, harmonised, clear, reliable and totally accessible legal system. Positive trends were started by the previous LAO/023 project, which funded by Luxembourg to strengthen higher education in the legal sector.

### GLOBAL OBJECTIVE

## TO HELP STRENGTHEN THE RULE OF LAW IN LAOS

### SPECIFIC OBJECTIVE

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

### AREAS OF IMPLEMENTATION

- capacities building of targeted “legal practitioners” and legal officials;
- strengthen formal/informal legal awareness campaigns;
- strengthen coordination between the academe and practitioners;
- develop new curricula that meet the standards and requirements of the Association of Southeast Asian Nations;
- improve the skills of targeted teachers;
- Improve the management and governance of Vientiane’s Faculty of Law and Political Science (FLP) and the Faculty of Law and Administration (FLA) in Champassak.



### Project duration

2017	2018	2019
2020	2021	2022

### Budget

5,000,000 EUR

## HIGHLIGHTS\*

**1653**

legal practitioners and civil servants have benefitted on various legal training workshops.

**229**

legal educators were recipients of 3 open lectures conducted at the FLP.

**745**

participants at Law Teaching and Student Assessment Skills Trainings for Teachers.

**3**

National Conference on Combating Organised Crime, with a focus on Illicit Narcotics, Human Trafficking and Money Laundering and 3 follow-up conferences within the country.

**4**

Provincial Legal Aid Offices established and 5 capacity building workshops on procedures and organisational management of a legal aid office.

**5**

academic programmes of the FLP revised and approved by the National University of Laos.

**2**

field research studies supported at the National Institute of Justice.

**1178**

villagers benefitted from the legal awareness campaigns (dissemination of the Legal Aid Decree).

\*Non-exhaustive list



# LAO/033

## STRENGTHENING THE EFFECTIVENESS OF OFFICIAL DEVELOPMENT ASSISTANCE MANAGEMENT IN LAO PDR

Building on the successes of predecessor project LAO/028, LAO/033 is a four-year, governance sector project that aims to ensure that ODA effectively supports implementation of the National Socio-Economic Development Plan (NSED). More specifically, the project seeks to i) strengthen the Department of International Cooperation (DIC)'s capacity to effectively coordinate and manage ODA at national and provincial level and ii) improve linkages between DIC and the SDG Secretariat to ensure that SDG implementation is more appropriately taken into account and monitored within ODA interventions.

### GLOBAL OBJECTIVE

## ENSURING THAT ODA EFFECTIVELY SUPPORTS IMPLEMENTATION OF THE NSED

### SPECIFIC OBJECTIVE

Strengthening the capacity of key Lao agencies to effectively manage and coordinate ODA.

### AREAS OF IMPLEMENTATION

- increasing the capacity of the Department of International Cooperation to effectively manage and coordinate ODA through provincial SICs and line ministries and report timely on ODA; and
- ensuring that cross-cutting issues reflected in SDGs are appropriately taken into account in ODA interventions and support NSED.



Project duration				
	2019	2020		
2021	2022	2023		

 Budget  
1,300,000 EUR

## HIGHLIGHTS\*



Project office established



Project implementation and management unit established.



Key project operational documents developed including logical framework, annual work plan and budget.



Successfully renewal of the ISO 9001:2015 certification for MPI's Department of International Cooperation.



The English version of Decree 357 on ODA Management and Utilization was widely shared during the Round Table Meeting in November.

\*Non-exhaustive list





# MYANMAR



BANGLADESH

INDE

CHINE

LAOS

THAÏLANDE

Golfe du Bengale

Océan indien

Mandalay

Taunggyi

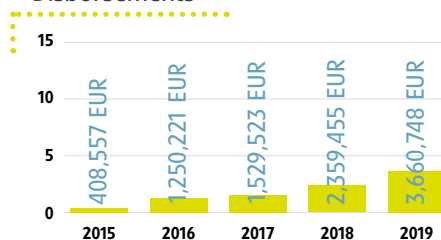
NAYPYIDAW

Yangon

# 2

PROJECTS IN EXECUTION

Disbursements



➔ 55 COLLABORATORS IN MYANMAR

Sectoral distribution of disbursements



53%

LOCAL DEVELOPMENT

53%



47%

3.16%

OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

3.66 M EUR  
IMPLEMENTED  
IN 2019





# MYA/001

## HUMAN RESOURCES DEVELOPMENT IN THE HOSPITALITY AND TOURISM SECTOR

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

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

### GLOBAL OBJECTIVE

**HELP ACHIEVE THE OBJECTIVE OF THE DIRECTOR OF TOURISM'S PLAN FOR 2013-2020 TO MAXIMISE THE HOSPITALITY AND TOURISM SECTOR'S CONTRIBUTION TO JOB CREATION AND TO GENERATE INCOME IN MYANMAR.**

### SPECIFIC OBJECTIVE

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

### AREAS OF IMPLEMENTATION

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





Project duration			
	2015	2016	2017
2018	2019	2020	2021

 **Budget**  
8,500,000 EUR

## HIGHLIGHTS\*

**125**

students completed a Tourism or Hospitality Certificate Program at the newly established Centre for Tourism Development in Yangon.

**37%**

increase in the number of applications to the Bachelor of Tourism and Hospitality Management (BTHM) Programme, prepared and launched by the project in 2017.

**74%**

of the BTHM graduates achieved gainful employment six months after programme completion.

**177**

staff of the Ministry of Hotels and Tourism have been trained.



Luxembourg and Myanmar approved a project extension leading towards finalisation in mid-2021

**384**

trainees completed a short frontline training programme supported by the project.



In September 2019, the Myanmar Community-Based Tourism Standards, prepared by the project and other donors, were launched during a Ceremony in Nay Pyi Taw organised as part of the World Tourism Day.

**325**

supervisors and managers were successfully trained in 13 states and divisions.



UN World Tourism Organisation commenced scoping mission for updating Myanmar Tourism Master Plan (2020-2030).

\*Non-exhaustive list

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

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

### GLOBAL OBJECTIVE

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

### SPECIFIC OBJECTIVE

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

### AREAS OF IMPLEMENTATION

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



Project duration		
2017	2018	2019
2020	2021	2022

 **Budget**  
10,000,000 EUR

## HIGHLIGHTS\*

**3,935**

people trained in operation and maintenance of village water and electricity systems, safe drinking water production, solid waste management, basic animal healthcare, livestock breeding, agricultural production, village development, and vocational training (sewing course).



Successful containment of common animal diseases resulting in minimal loss of plow pulling buffalos and other large cattle.

**222**

households have a sustainable supply of electricity for household lightening and small electric appliances through a simple hydro-power system.

**49**

additional community animal healthcare workers (including ten women) trained in the identification and treatment of common livestock diseases.

**526**

additional households have access to a clean rural water supply.

**40**

Installation of composters for production of natural fertilizer in 40 villages of the 5T.

**3**

Signing of the agreement with the Ministry of Post and Telecommunications to install three telecom towers in the 5T area.

**278**

Improvement of teaching conditions through:

- Construction of three teacher houses;
- distribution of 278 sets of school benches/desks; and
- 5 out of 18 public schools from the 5T improved their scoring to be classified as model schools.

**5**

Implementation of five model pig farms with selected farmers, resulting in spontaneous replication of household pig farming in five of the poorest villages.

**215**

44 community tea farms and 171 individual coffee farms were established with a survival rate of 95% of seedling production.

\*Non-exhaustive list

## INTERVIEW



**U JA PHU** | CHIEF OF HAPPY KWEL VILLAGE

### MYA/002 EASTERN SHAN STATE RURAL DEVELOPMENT AND INCLUSION PROJECT

#### MOST SIGNIFICANT CHANGES IN HAPPY KWEL

"Since 2018, a lot has changed in our village", says U Ja Phu (55) the chief of Happy Kwel village, "We are especially proud of the increased levels of friendship and communication that have been established. Many of my villagers never used to speak Burmese, but now they are trying. The youngsters have become much more interested in going to school and learning Burmese."

Happy Kwel is a village of 66 households (approximately 400 people) of the Lahu ethnic group. The village of Happy Kwel has existed for a long time as the elders can remember stories about the people with their big hats and cigars - British soldiers - visiting their village.

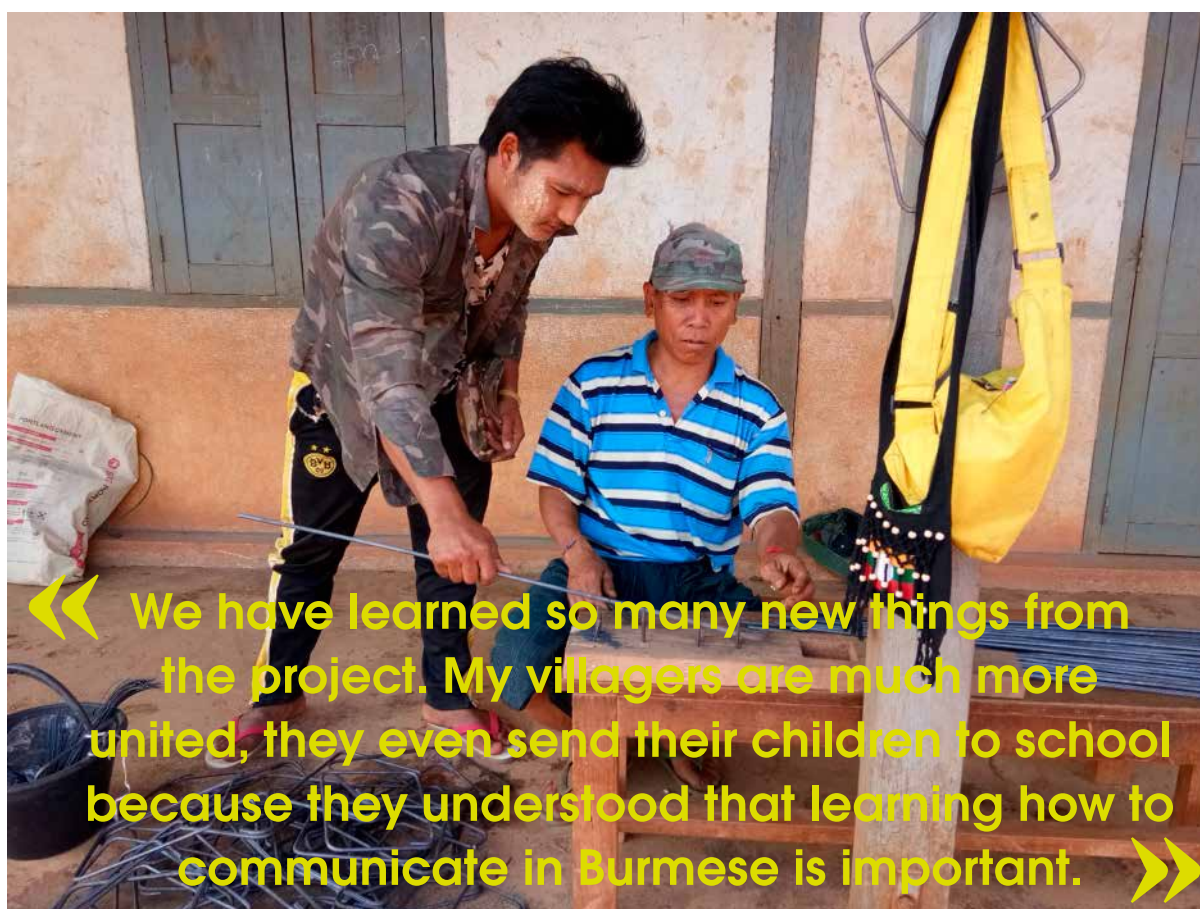
Before the formulation team of MYA/002 arrived in 2016, the last time U Ja Phu heard of a Ka La Phu, a foreigner, in the area was during the Second World War, when some Japanese soldiers were seen at the foot of the mountains.

It was with a degree of fear and shyness that the Happy Kwel villagers welcomed the formulation team of nearly 47 people, escorted by the militia, clerks from the General Administration Department and the Department of Rural Development. They did not really comprehend all the questions and discussions, but given their custom of being good hosts, they let the Ka La Phus talk and replied as best as they could.

U Ja Phu says that they intended to join the project to receive some buffalos and maybe some hand tractors, as they had heard of such projects from their relatives. When the Cluster Field Coordinators (CFCs) started to visit their village more often, talking and explaining the activities in detail, he began to understand that the aim was not to give anything to individuals, but to the village as a whole.

Still, most of his villagers were not convinced anything was really going to happen, until one day the trucks transporting construction materials got stuck in the mud just outside of their village. The CFC came to ask if some strong men could come and help, as this was the material for their village water system. U Ja Phu called all the strong men and realised that this project was really about to provide them with something that they really needed and the villagers were amazed by the amount of trucks and material that was delivered.





« We have learned so many new things from the project. My villagers are much more united, they even send their children to school because they understood that learning how to communicate in Burmese is important. »

Since these early days, Happy Kwel villagers have been an exemplary cooperation partner and have participated in every activity that has been offered. They have established a well-functioning village development committee and are taking care of their village water system. They were also the first village to ask for household latrines and showers, which has sparked an interest among other villages too.

"When the project asked me whether I would help the Ba Ngoo villagers to construct their household latrines, at first, I thought I would not be able to do a good job, but my friends, the CFCs, have convinced me and I am very proud that I could help my fellows from Ba Ngoo", states U Ja Phu with a certain pride. It was also the first time he signed a contract and was paid for work not related to transporting material with his Tuk Tuk, which he repaired with the money he earned from his supervising job.

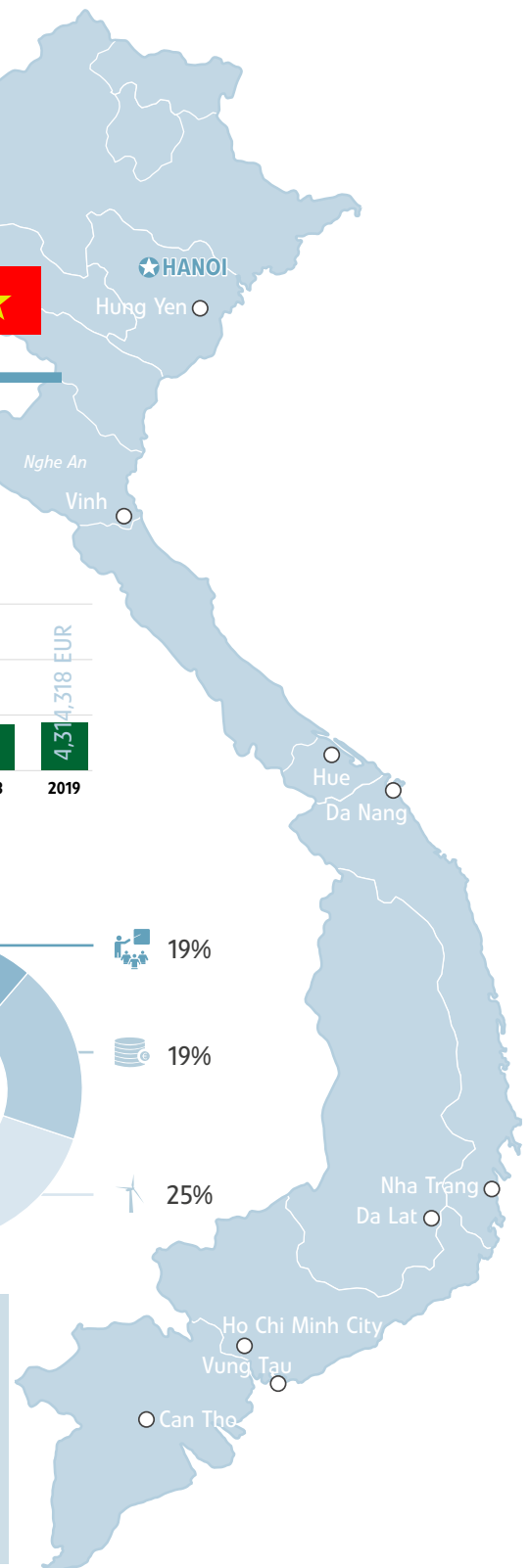
"We have learned so many new things from the project. My villagers are much more united, they even send their children to school because they understood that learning how to communicate in Burmese is important. Many adults, like myself, would also like to learn how to read and write in Burmese and we are looking for a teacher", says U Ja Phu committedly, "We know that the project will provide support for electricity and we are looking forward to help. Once the project has connected the telecom towers, we want to be ready and keep ourselves informed about what is happening outside of our village."







# VIETNAM



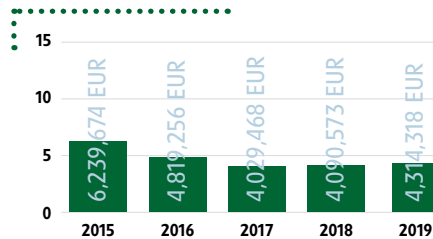
# 6

PROJECTS IN  
EXECUTION

# 34

COLLABORATORS  
IN VIETNAM

Disbursements



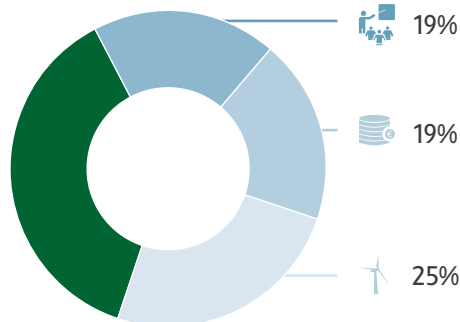
Sectoral distribution of disbursements



## 37%

LOCAL DEVELOPMENT

37%



## 3.72%

OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

4.31 M EUR  
IMPLEMENTED  
IN 2019





# VIE/032

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

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

Project VIE/032 "Capacity Building in the Financial Sector" was defined, in line with the Government's Master Plan for Securities Market Development over the period 2012-2020 - following the success of VIE/026, which made a major contribution to the capacity building of State Securities Commission of Vietnam (SSC).

### GLOBAL OBJECTIVE

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

### SPECIFIC OBJECTIVE

To support the Vietnamese securities market in line with the Government's Strategy for the Development of the Securities Market for the period 2011-2020.

### AREAS OF IMPLEMENTATION

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





2016	2017	2018	2019	2020	2021
------	------	------	------	------	------

Project VIE/032 aims to support SSC and the securities market participants to address some of the tasks of the Sectoral Development Strategy, utilising Luxembourg's securities and financial sector expertise and the financial training/technology transfer. It will subsequently consolidate Luxembourg's footprint on the local emerging market, deepen institutional and personal relations and improve prospects for finding mutually attractive business opportunities, thereby reinforcing the development of the Vietnamese financial sector and economy.

## HIGHLIGHTS\*



A delegation composed of Vietnamese government agencies and the private sector, including the Ministry of Finance, SSC, Ho Chi Minh City Stock Exchange (HOSE), Hanoi Stock Exchange (HNX) and Bond Market Association (VBMA), attended the ALFI - Global Distribution Conference and meetings with financial institutions in Luxembourg in the field of fund management and green finance in September 2019.



The Revised Securities Law was approved at the 8th session of the 14th National Assembly on 26 November 2019.



The drafting of curriculum textbooks for Securities Research and Training Center has officially taken place.



The upgrading of the Information Disclosure System and Market Surveillance System (IDS/MSS) was completed and operationalised.



A Code of Conduct for Vietnam Association for Securities Business (VASB) was drafted which helps Vietnamese securities businesses and their personnel to explain principles of good conduct towards both customers and markets, enhancing trust and further encouraging the development of the Vietnamese markets among both local and foreign investors.



An Early Warning System (EWS) model has been set up and operationalised for the National Financial Supervisory Committee (NFSC), following the successful training and technical support provided by the Central Bank of Luxembourg.



A core team to lead the Vietnam - Luxembourg Alumni club has been strengthened by key members of the State Bank of Vietnam who will continue to expand the financial sector's knowledge sharing and business networking.



A study trip to Luxembourg, Belgium and Germany to learn about the management of information disclosure and market surveillance system was organised in October 2019 for SSC's IDS/MSS task force and key users of stock exchanges.



A group of beneficiaries including SSC, HOSE, HNX and others, completed a training on applying eXtensible Business Reporting Language (XBRL) as an international standard for digital reporting of financial performance, risk and compliance.

**130**

Two training workshops on the derivatives market aimed at over 130 VASB members and securities practitioners nationwide were successfully held.



# VIE/034

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

Project VIE/034 is the second phase of the Luxembourg Cooperation's support for the the Bac Kan Vocational College (BKVC). The aim of this project is to:

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

### GLOBAL OBJECTIVE

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

### SPECIFIC OBJECTIVE

To make Bac Kan Vocational College an attractive, properly managed and financially sound institution that provides vocational education and training meeting both the demands and opportunities of the regional labour market as well as the socio-cultural aspirations of the local population.

### AREAS OF IMPLEMENTATION

- improving the overall management of Bac Kan Vocational College;
- creating an attractive, customer-focused educational programme for the Bac Kan Vocational College.



## Project duration

2015	2016	2017
2018	2019	2020

## Budget

3,400,000 EUR

## HIGHLIGHTS\*

**427**

students recruited (35 students of three year programmes, 241 for two year programmes and 151 for short training courses).

**25**

training courses organised with 189 participants attended.

**1,789**

parents and students from high schools and secondary schools of the province visited the BKVC campus.

**90**

Training quality of the English Language Center is well recognised in Bac Kan city. 90 students are currently enrolled in 9 classes.

**158**

A solar photovoltaic system of 38.8 kw was installed at the campus. It is used as a teaching tool for electrical occupations. The system can accomodate 158 students for practical learning.

**300**

The veterinary clinic was renovated and was fully equipped to facilitate the learning of students. Every year about 300 students practice at the clinic.



A "raising awareness on environment protection and plastic waste removal idea competition" also was held with the contestants who are students in Bac Kan Vocational College.

**12**

Memorandums of Understanding (MoU) between BKVC and enterprises were signed.

**150**

All BKVC faculties organised start-up events and invited business owners to present their experiences to 150 students and inspire the development of new business ideas after graduation.

**55**

On the subject of student exchange:

- the mechanical-electrical faculty sent two classes with 30 students to Vietnam – Korea College in Hanoi for an exchange programme on Computer Numerical Control machine practices;
- 25 students of agro-forestry faculty benefitted from extracurricular internships in Moc Chau to improve life skills in business and production within hi-tech farming.

\*Non-exhaustive list



# VIE/036

## CAO BANG/WISE USE OF WATER AND AGRICULTURE

Project VIE/036 aims to make a lasting contribution to poverty reduction and improved food security in Cao Bang in northern Vietnam. The basic strategy for agricultural development is to strengthen the capacity of service providers to produce and deliver safe, market-friendly speciality agricultural products from Cao Bang and improve access to local and international markets by connecting farmers' groups to key market players. Furthermore, capacity building in participatory planning and implementing small-scale infrastructure (inter-village roads and irrigation systems) for local municipal authorities and government institutions is also one of the cornerstones of improving agricultural production and market access.

### GLOBAL OBJECTIVE

**TO SUPPORT SUSTAINABLE SUPPLY CHAINS IN COMBATING POVERTY AND ENHANCING FOOD SECURITY IN THE MOUNTAINOUS AREAS OF CAO BANG PROVINCE**

### SPECIFIC OBJECTIVE

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

### AREAS OF IMPLEMENTATION

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





### Project duration

2015	2016	2017
2018	2019	2020

### Budget

5,500,000 EUR

## HIGHLIGHTS\*



Cao Bang moving towards Organic Agriculture through the establishment of the Cao Bang Organic Agriculture Association and the enhanced capacity of agriculture service providers to dialogue with farmers on developing solutions for full organic farming systems.



Cao Bang traceability system for agricultural products launched that enables consumers to trace products from producers to the market, a step forward in agricultural economic development.

**13**

The Construction Management Office (CMO) under the Department of Agriculture and Rural Development completed the rehabilitation works for 13 of the 15 irrigation schemes while 15 CPCs constructed 32 km of solidified canals.

**26,133 m**

The Commune Peoples Committees (CPCs) constructed a total of 26,133 meters of inter-village roads in 2019 increasing the total constructed by CPCs under VIE/036 to 39,055 meters. VIE/036 supported works expanded the concrete roads network in the communes by 22% meaning that 58% of the inter-village network is now effectively concrete which has made a major difference in terms of market accessibility for farmers.



A strategy for Community Based Tourism and photo-tours documentaries was developed.

**300**

Provincial governance improved strongly through the development and institutionalisation of the District and Departments Competitive Index (DDCI) to measure performance. Local welfare concerns (e.g. local governance, environmental issues) have been more effectively raised and addressed thanks to the use of a mobile phone application.

\*Non-exhaustive list



## VIE/401

## ENERGY EFFICIENT LIGHTING NAMA PILOT IN HUE CITY

VIE/401 and its sister project VIE/433, are Luxembourg's first two projects carried by LuxDev with funding from the Climate and Energy Fund (CEF). VIE/401 is a pilot project in Hue City with focus on energy efficiency and replacing older, traditional lighting systems with LED lighting, so as to contribute to greenhouse gas reductions and climate change mitigation. Apart from this material part, the pilot project will work with partners and communities to build awareness and capacities with respect to climate change, energy efficiency and energy conservation.

### GLOBAL OBJECTIVE

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

### SPECIFIC OBJECTIVE

To test an energy efficiency lighting intervention as a Nationally Appropriate Mitigation Action (NAMA) to reduce greenhouse gas emissions, with focus on replacing conventional lighting with LED lighting.

### AREAS OF IMPLEMENTATION

- building capacities and creating a suitable environment for the NAMA pilot project;
- LED demonstration: acquisition and installation in Hue;
- identification and preparation of a higher level energy efficiency intervention to be funded from International Climate Finance (ICF).



Participated in, and actively contributed to the EU-led Climate Diplomacy Weeks.



Established and is leading a Project Task Force, which brings together the most relevant partners for project implementation.



 Budget  
 2,000,000 EUR

## HIGHLIGHTS\*



Has started preparations for, and conceptualisation of a larger CC mitigation/Energy Efficiency intervention, to be funded from ICF.

**51**

Completed a project baseline, including relevant measurements in 51 select primary, secondary and high schools, and on 18 city roads.



Completed preparations for a comprehensive Information Education Communication campaign targeted at communities, teachers/students and local leaders, and aimed at increasing awareness and understanding of the linkages between energy efficiency/energy savings and GHG/global warming/CC. A consultant group is lined up to launch that campaign.



Got the time-consuming process for selection, procurement and installation of LED well underway, with :

- data collection and cost-benefit analyses to identify most suitable locations;
- types and quantities done;
- market and research completed;
- technical studies and workshops completed;
- key partners selected and Delegation Agreements signed;
- government technical and admin procedures underway; and
- the tender process in preparation.



Finalised all necessary project documents including:

- logical framework action plan 2018-2021;
- participatory work plan and budget 2019; and
- monitoring and evaluation matrix and manual, which were endorsed by the Project Steering Committee and approved by the Provincial People's Committee.



Established linkages at the national level, with Luxembourg now

- a member of the Technical Working Group Energy Efficiency under the GOV-Donor Vietnam Energy Partnership Group (VEPG, at Ministry of Industry and Trade), and ;
- having a direct working link with the Department of Climate Change (DCC) at the Ministry of Natural Resources and Energy in support of its innovative work on institutional MRV capacity building at provincial level.

\*Non-exhaustive list

## INTERVIEW



**TRUONG HOANG CONG DANH** | 43 YEARS OLD, MARRIED WITH TWO SONS  
DEPUTY HEAD, ENERGY MANAGEMENT DIVISION AT THE (PROVINCIAL)  
DEPARTMENT OF INDUSTRY AND TRADE (DOIT, SINCE 2007).  
MEMBER OF VIE/401 PROJECT TASK FORCE.

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### VIE/401

## ENERGY EFFICIENT LIGHTING NAMA PILOT IN HUE CITY

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### INTRODUCTION

With its long coastline and geographic and topographic conditions, Vietnam ranks number six on the Global Climate Risk Index 2020 that shows who suffers most from extreme weather events. The country is now facing more unpredictable weather patterns, higher average temperatures, heavier storms, more deadly floods in the rainy season, more serious drought in the dry season, an increasing number of landslides, major beach and dune erosion, and changing ecosystems. Over the last twenty years, an average of 286 people died from climate-related impacts, every year.

Thua Thien Hue is one of the most vulnerable provinces in the central region of Vietnam. Since 2013, LuxDev has been cooperating with the province in the field of climate change, and since 2018 is implementing the first projects with funding from the Luxembourg Climate and Energy Fund coordinated by the Ministry of the Environment, Climate and Sustainable Development (MECSD). Those funds support two projects: one in climate change adaptation, and one in climate change mitigation.

Mitigation project VIE/401 is piloting an energy efficiency (EE) intervention with focus on replacing conventional lighting in public places with LED lighting, as a means to help reduce greenhouse gas (GHG) emissions coming primarily from coal and gas-fired power plants across the country. This will contribute to Vietnam's ambitious GHG reduction targets and commitment to the international community, within a context of rapid economic expansion and doubling of the country's energy needs by 2030.

With VIE/401 support, some 20,000 conventional lamps in 54 schools and over 1,000 lamps on 18 Hue city streets will be replaced by high-quality LED. The project further works extensively with government partner agencies, communities and schools on increasing their awareness of the need for energy savings, to contribute to GHG emission reductions and help mitigate climate change. The combination of equipment provision and capacity development activities is expected to save 1,610 MWh per year, which translates to an annual reduction of 1,313 tCO<sub>2</sub> into the atmosphere.



« The Vietnamese government has made a commitment (...) to cut its emission of GHG by 8% unconditionnally (...). and by 25% provided that sufficient international support is available. »

**CAN YOU GIVE US SOME OVERVIEW OF THE CLIMATE CHANGE AND ENERGY CONTEXT IN VIETNAM AND TT HUE, AND WHERE LUXEMBOURG'S VIE/401 PROJECT FITS INTO THAT CONTEXT?**

Sure, but let me first introduce myself. My name is Danh. I am an electrical engineer, and for the last twelve years I have been working for TT Hue's provincial Department of Industry and Trade (DOIT). In Vietnam that is the ministry responsible for all issues related to energy, including energy efficiency. And that is also the focus of the Luxembourg-supported project VIE/401.

As for overall context, in March 2019 our Prime Minister Nguyen Xuan Phuc approved the new Vietnam Energy Efficiency Programme for the period 2019-2030, and my Ministry is responsible for the rollout of that programme. In follow-up, my Department in TT Hue has worked on a provincial EE action plan for the period 2019-2030, and that plan was approved and endorsed by the province a few months ago.

The support of Luxembourg, thus, comes at a very timely point, as it helps TT Hue and the DOIT to work on a set of training and equipment support that directly contribute to the aim and targets of the national EE programme and provincial EE plan, and more broadly to Vietnam's Green Growth and Climate Change strategy.

For Vietnam this is very important, as socio-economic development since the mid-1980's has been very rapid, and the energy need to accompany that growth has been growing exponentially. And looking forward, the country's economic growth projections for the coming decade are such that we will need another doubling of energy supply, from the current 60,000 MW to 129,500 MW by 2030. Up until now, our national Power Development Plans (PDP), which are there to ensure that sufficient energy is available to households and industries, have always relied heavily on traditional power sources such as hydropower, coal and gas turbines. But the Vietnamese government has made a commitment to the international community to cut its emission of GHG by 8% as compared to the 'Business As Usual' scenario, unconditionally, and by 25% provided that sufficient international support is available. To achieve those ambitious targets, PDP 8 which is currently being drafted by my ministry will focus heavily on renewable energy small hydropower, solar, wind and biomass with an objective for 2030 to have 21% of the 129,500 MW of power generated by renewables versus the 9.9% of 60,000 MW at the moment, which was developed and brought online in the last five years.

A key pillar of TT Hue's long term policy is to aim for Green Growth. The province currently has nine hydropower plants in operation, and four more are being built, and the very first large scale (35 MW) solar farm in Vietnam was built and started operating in TT Hue in late 2017, with a second one under construction. Some time ago, the province also rejected a plan proposed by a private Thai company to build a new coal-fired power plant in TT Hue.

## SO WHAT IS PROJECT VIE/401 CONCRETELY DOING THAT HELPS THE PROVINCE AND YOUR DEPARTMENT FORWARD?

VIE/401 supports the province in various critical areas, and as a member of the Project Task Force I am closely involved in that work.

First, the project spends about half its funds on installation of LED lighting in public areas that were selected after a detailed data-based cost/benefit analysis. As a result, high quality LEDs are being installed in 54 primary, secondary and high schools, and on 18 streets and roads in Hue City. The replacement of conventional high-consuming luminaires by LEDs not only saves the beneficiaries substantial amounts of money, but more importantly contributes to an emission reduction of some 1300tCO<sub>2</sub> every year. This contributes to the national GHG reduction commitment, and as a pilot project demonstrates the impact LED lighting can have to help mitigate climate change (CC).

Secondly, VIE/401 also focuses quite strongly on increasing people's knowledge and awareness of how energy use directly contributes to global warming and climate change, especially in countries like Vietnam where the bulk of electricity is still produced from coal and gas burning. As schools are a major beneficiary of LED hardware, the project works closely with school teachers and students on such energy awareness-raising interventions. That would lead to changed behaviour on how energy is used, with less energy wasted, and contribute to protecting countries like Vietnam that are extremely vulnerable to CC impacts.

Third, project VIE/401 plays an important role in building the provincial capacity to measure the impact of various CC mitigation interventions. Under the Paris Agreement, the Government of Vietnam has committed to reduce GHG emissions, and in order to report back to the international community in a transparent way what was done and how much this contributed to GHG emission reductions, the country needs to have the capacity to Measure, Report and Verify the results from various mitigation interventions be it from solar farms, wind power installations, interventions in transportation and industry, or indeed as in VIE/401 from LED lighting installations. That is what is in the jargon known as 'MRV', and the Luxembourg funding is utilised to build the institutional capacity for MRV with an aim to make TT Hue the first province in the country able to do so.



As the key agency for energy, I and colleagues at the DOIT are pleased to have the chance to play an important role in these different aspects of the project, that help us do our job and contribute to a number of ambitious government objectives. In the process, as a Deputy Head of Division and as member of the Project Task Force, I also learn a lot, and was for example involved in the selection of public locations for LED installation, observed part of the baseline data measurements in schools and on roads, participated in various technical trainings, and together with the Department of Natural Resources I and colleagues will get increasingly involved in project MRV work.

### **WHAT ABOUT THE FUTURE? IS THERE A SCOPE, DO YOU SEE ANY OPPORTUNITIES FOR A LONGER TERM PARTNERSHIP WITH LUXEMBOURG ON CLIMATE RELATED ISSUES?**

The launch in 2019 of an EE national programme, and EE plan for TT Hue is not only evidence of the importance given to energy efficiency by the Government of Vietnam, but both documents have been issued for the timeframe 2019-2030. Which of course means that there is a high need, and scope for donors like Luxembourg to continue their support in the EE field to a province like TT Hue. That could be in the same sub-area of LED lighting, for example in schools or on roads outside of Hue City. Or that could be in another relevant field that would contribute to EE, e.g. in tourism as that is TT Hue's major industry, and given the fact that industry/construction is with 53% the biggest power consumer in the province. Further, we would look forward to Luxembourg's continued support in the field of MRV, as that is quite a challenging field of expertise that every province will need to develop, and where in due course we may be able to support other provinces building that expertise.

### **CONCLUSIONS**

As the government focal agency for energy and energy efficiency, the TT Hue Department of Industry and Trade is a critical partner for project implementation. The collaborative partnership supports the province with the implementation of its EE plan for the coming decade, with a focus on hardware interventions, education and awareness raising of its people, and the skills and capabilities of the relevant government institutions to conduct MRV interventions as per international technical and political requirements. As such, the partnership and project interventions directly contribute to GHG emission reductions, and indirectly help to mitigate global warming and the various negative impacts of CC on the Vietnamese people, who are one of the most climate-vulnerable people in the world.



# VIE/433

## CLIMATE ADAPTATION AND RESILIENCE IN THUA THIEN HUE PROVINCE

VIE/433 and its sister project VIE/401 are the first two Luxembourg projects implemented by LuxDev with funding from the Climate and Energy Fund (CEF). VIE/433 focuses on climate change adaptation and works closely with communities and government agencies in three districts in Thua Thien Hue province to build the capacity and resilience of the population to cope with the growing impacts of climate change.

### GLOBAL OBJECTIVE

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

### SPECIFIC OBJECTIVE

To strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in coastal and lagoon communes.



### AREAS OF IMPLEMENTATION

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



Project duration		
2018	2019	2020

 **Budget**  
2,000,000 EUR

## HIGHLIGHTS\*



Started supporting communities and relevant agencies to establish organic agriculture models, as a first step in an aim to develop an organic market in TT Hue, for food safety, environmental protection, and economic diversification and progress.



Implemented a range of activities in support of capacity building, awareness raising and skills development in relation to Climate Change (CC), environmental issues and disaster risk reduction (DRR), targeting students and teachers, local communities and relevant government staff.



Finalised all key operational manual and implementation documents including two-year logical framework action plan, participatory work plan and budget 2018-2021, and monitoring for evaluation manual, which were endorsed by the Project Steering Committee and approved by the Provincial People's Committee;



Established a working link with the Department of Climate Change (DCC) at the Ministry (MONRE) in Hanoi, and is helping to build the institutional capacity of the provincial DCC in CC Adaptation monitoring and CC Mitigation MRV (Measurement, Reporting, Verification).  
Objective: for TT Hue to become the first province in the country with the capacity to effectively do CC MRV.



Deepening and expanding its support to the Fishery Association, started under the previous Luxembourg CC adaptation intervention (VIE/033) and whose co-management concept had national legislative impact.



Started the procurement and contracting for all selected climate-resilient infrastructure sub-projects, with construction on-going in eleven of these sub-projects.



Started preparations for a larger CC adaptation intervention, to be financed by the Green Climate Fund.



Completed the baseline survey.

\*Non-exhaustive list



# VIE/037

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

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

### Project duration

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

### Budget

1,500,000 EUR

### GLOBAL OBJECTIVE

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

### SPECIFIC OBJECTIVE

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

### AREAS OF IMPLEMENTATION

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

### HIGHLIGHTS

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

# OTHER PROJECTS









# MONGOLIA



1

PROJECT IN  
EXECUTION

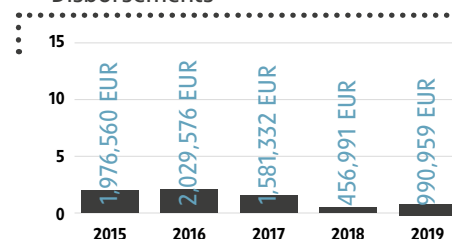
➔ 1 COLLABORATOR  
IN MONGOLIA

0.85%

OF THE TOTAL AMOUNT  
OF AGENCY  
DISBURSEMENTS

0.99 M EUR  
IMPLEMENTED  
IN 2019

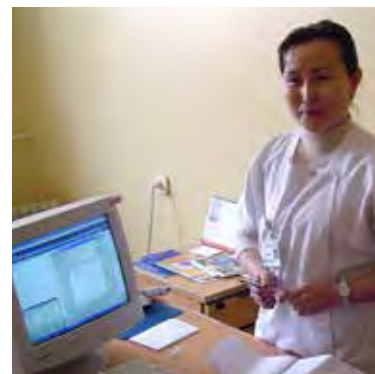
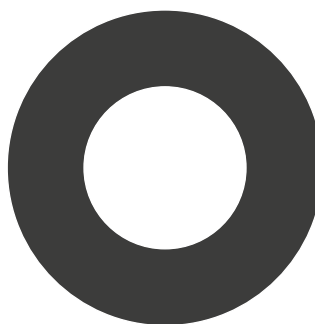
Disbursements



Sectoral distribution of disbursements



100%  
HEALTH



This project, which supports the health sector by aiding the fight against cardiovascular disease, has been designed as the final phase of an intervention which began in 2002 and which had three previous phases. Therefore, emphasis is placed on capacity building to ensure a transfer of responsibility for the management of project activities. Continuing from the previous phases, the direct beneficiaries of the project are all the hospitals involved across the country as well as the National Heart Centre. The ultimate beneficiaries are patients suffering from cardiovascular diseases and the entire Mongolian population who will benefit from the upgrading of the National Heart Centre and all cardiovascular services in the country in the future.

### GLOBAL OBJECTIVE

## TO HELP IMPROVE THE HEALTH OF PEOPLE IN MONGOLIA

### SPECIFIC OBJECTIVE

Improving cardiovascular health services across the country and in particular at the National Heart Centre.

### AREAS OF IMPLEMENTATION

- consolidation of the national telemedicine network;
- strengthening of cardiac surgery activities;
- consolidation of cardiovascular disease diagnosis and prevention activities;
- development and strengthening of the strategic and management functions of the National Heart Centre.



 Budget

4,500,000 EUR

Project duration

2017	2018	2019	2020

## HIGHLIGHTS\*

**227**

In 2019, Shastin Hospital's Cardiac Surgery Department performed 215 open-heart operations and 12 major vascular surgeries. 80% of these operations were performed by Mongolian surgeons.

**843**

The MnCardio software is the telemedicine tool used to improve the management of cardiovascular disease in Mongolia and allows adequate support for general practitioners and cardiologists scattered throughout this vast country through specialists based in the capital. In the course of the year 2019, the system counted 54,595 visits and registered 2,876 new patients. 843 hospital admissions were tracked using the software, 192 cathlab procedures were recorded and 223 patient records were reviewed by the teleconsultation section.

**39.6%**

Patients with heart failure (end-stage heart disease) are enrolled in the programme of the same name and followed by a specialised team. The readmissions of patients enrolled in this programme have strongly decreased from 67.6% in 2017 to 39.6% in 2019, suggesting an improvement in their quality of life.



The project contributed to the joint development of a national strategy of prevention of cardiovascular disease, by organising a national workshop that brought together the Ministry of Health, development partners and representatives of key service providers. The result was the formulation of a national strategy, which was approved by the Ministry of Health on 10 September 2019.

**18 ‰**

Mortality rate due to cardiovascular diseases decreased to 18 per 10,000 population in 2019 (compared to 24.3 in 2003). This indicator is gradually decreasing towards the target of 17 per 10,000. Although the project's role in this decrease should be viewed with caution, it is important to note that the project MON/006 played a major role in the development of the national cardiovascular disease prevention programme.

**2**

guidelines/ clinical protocols (including one on pacemaker implantation) were produced and disseminated nationally, fully meeting the needs of medical personnel.

\*Non-exhaustive list

The MAE/013 project makes available to the FCCF a technical assistance allowing it to constitute its investment portfolio focused on the degraded and secondary forests of Central America.

## GLOBAL OBJECTIVE

**SUPPORTING THE FCCF IN IDENTIFYING INVESTMENT OPPORTUNITIES IN DEGRADED OR SECONDARY FORESTS AND STRENGTHENING THE CAPACITY OF OWNERS TO MANAGE THEIR FORESTS IN A SUSTAINABLE WAY**

### AREAS OF IMPLEMENTATION

- conducting feasibility studies to study, inter alia, forest productivity and existing value chains;
- promoting Forest Stewardship Council (FSC®) certification;
- training foresters in sustainable forestry management
- capitalising and sharing knowledge on commercial models adapted to the specificities of secondary tropical forests;
- developing social and environmental indicators ensuring a monitoring of impact;
- supporting thinking on the necessary development of the legal framework;
- contributing in Luxembourg and at international level to the growing interest in climate financing.





#### Project duration

2015	2016	2017
2018	2019	2020

#### Budget

2,000,000 EUR

## HIGHLIGHTS\*



The capacities of actors in terms of monitoring environmental and social indicators were strengthened.



A mobile phone application was developed to facilitate the tree census.



Some stakeholders have developed their forest management plans and are preparing for FSC certification.



A regional unit for technical support and administrative and financial management was established in Costa Rica.

\*Non-exhaustive list



# MAE/014

## BUSINESS PARTNERSHIP FACILITY (BPF)

For several years, the private sector has been increasingly recognised as an indispensable partner in achieving development goals. The MAE/014 project consists in encouraging the Luxembourg and European private sector to link up with partners in developing countries to develop sustainable business projects, through a financing facility called the Business Partnership Facility.

Initially lasting three years, the MAE/014 project was extended for a first time by one year to allow time for evaluation. Based on the recommendations of this evaluation as well as the growing success of this facility with the private sector, DFAIT has extended the facility for an additional three years.

### GLOBAL OBJECTIVE

## CONTRIBUTING TO SUSTAINABLE DEVELOPMENT AND INCLUSIVE GROWTH IN DEVELOPING COUNTRIES

### SPECIFIC OBJECTIVE

Creating 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;
- six sectors of activity: CleanTech, eco-innovation and circular economy, space, Fintech, HealthTech, mobility and logistics and Information and Communication Technologies (ICT)
- BPF is aimed at all developing countries eligible for official development assistance, as defined by the OECD Development Assistance Committee;
- the selection of projects is based on the innovative nature of the project,
  - its economic viability through the presentation of a business plan,
  - partnership with the local partner, including formal common interest between the partners and mutual accountability,
  - expected results and associated indicators,
  - additionality of co-financing by the BPF Facility,
  - neutrality (not creating market distortions),
  - demonstration effect and repeatability,
  - compliance with social, environmental and fiscal standards, and
  - a formal commitment to human rights;
- 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 EUR 200,000.

 Budget

7,000,000 EUR

Project  
duration

2016	2017	2018	2019
2020	2021	2022	2023

## HIGHLIGHTS\*



Creation  
of a new  
logo



25 projects supported, i.e. a  
total co-financing of EUR 3.6  
million



Creation of a website  
presenting the project

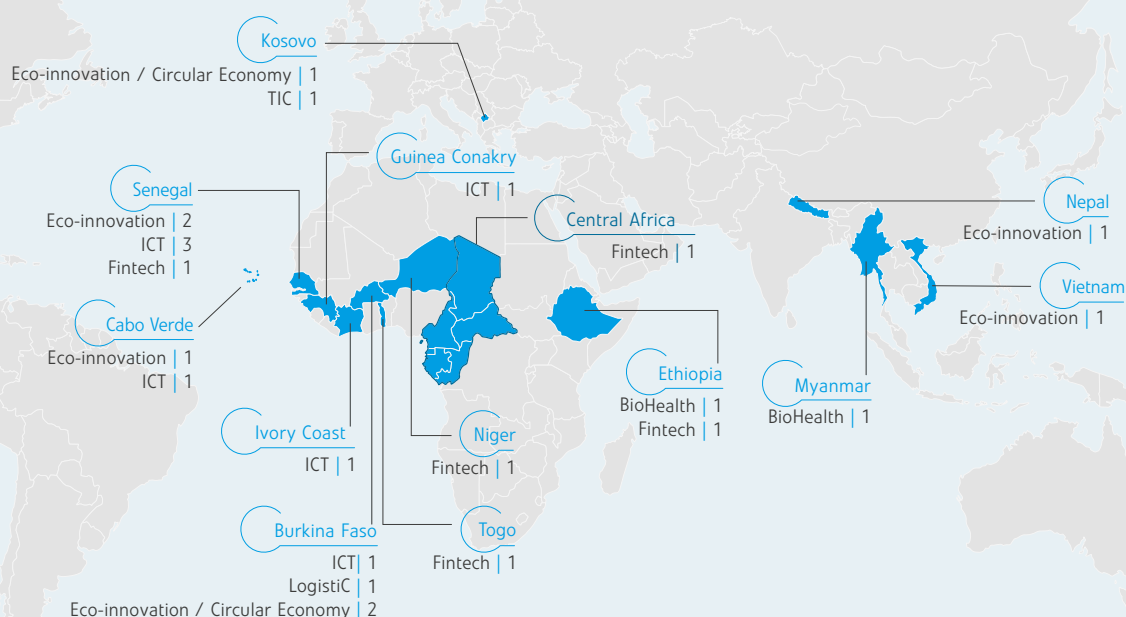
[WWW.BPF.LU](http://WWW.BPF.LU)



The independent evaluation, carried out in 2019, confirmed, among other things:

- the relevance of BPF to developing countries, both in its objectives and its rationale;
- that the selection and implementation processes are valued by companies;
- that BPF promotes private sector involvement in development efforts, and provides benefits to business, including the promotion of expertise and know-how.

\*Non-exhaustive list





In January 2016, the European Commission invited four agencies (Enabel, British Council, GIZ and LuxDev) to participate in the formulation and implementation of a project aimed at providing partner countries with high-level expertise and tools to deliver inclusive vocational education and training and contribute to employability for all. During 2016 and the first half of 2017, the four agencies developed the concept and methodology of the project, decided on the division of labour and contractual arrangements between them, and signed a co-delegation agreement with the European Commission.

### GLOBAL OBJECTIVE

**IMPROVING THE EFFECTIVENESS OF EDUCATION AND VOCATIONAL TRAINING REFORMS TO MAKE THEM MORE DEMAND-DRIVEN AND LABOUR MARKET RESPONSIVE, WHILE PROVIDING INCREASED ACCESS TO (SELF-)EMPLOYMENT, INCLUDING FOR DISADVANTAGED GROUPS**

### SPECIFIC OBJECTIVE

Providing partner countries with the necessary know-how, tools and advice to improve the labour market responsiveness of vocational education and training reforms, strategies and action plans.

### AREAS OF IMPLEMENTATION

- providing tools and advice to the vocational education and training system and to labour market analysis, in order to help local stakeholders improve evidence-based vocational education and training programmes and to provide the basis for informed policy decisions responding to demographic, economic and labour market needs;
- developing and providing tools and guidance for the establishment of sustainable consultation mechanisms and active involvement of the private sector in the education and vocational training sector;
- empowering local actors to promote training in inclusive education and vocational training for the formal and informal sector;
- orienting methodologies and approaches to support the integration of disadvantaged groups in the labour market and in education and vocational training.

### REMARKS

Four results are foreseen in the technical and financial document but LuxDev is only active in the second one.

This report only provides information on the activities and results in which LuxDev has been directly involved.

The activities and achievements of the entire Vet toolbox project can be found in the project's 2019 annual report.



Project duration		
2017	2018	2019
2020	2021	2022

 **Budget**  
 933,361 EUR

} EU/German Government

## HIGHLIGHTS

### Activity 1

The regional workshop in Nairobi (18-20.06.2019) focused on both management quality and quality management in technical and vocational education and training (TVET) systems for a successful transition from education to work for young people in Africa. The workshop focused on three key themes for which the African continent continues to seek the best strategies:

- certification mechanisms covering all forms of vocational training and skills acquisition;
- improving the performance of vocational training centres (VTCs), the results of which are measured in terms of integrating learners into the workplace and improving the competitiveness of enterprises; and
- analysis of the transition of young people from training to working life with a view to making the training on offer more relevant.

The workshop focused on:

- the main actors in vocational training in the public and private sectors, at local and central level;
- representatives of the main pan-African and international vocational training networks/ organisations;
- regional cooperation organisations; and
- members of specialised technical organisations and research institutes.

The success of the workshop is above all due to the generous contributions of the 130 participants from 31 African countries, whether through their preparation in advance of the workshop by sharing summary sheets presenting their concrete experiences related to the themes addressed or through their active participation during the plenary debates and group work.

The policy and technical recommendations that have emerged constitute a set of measures to be implemented so that TVET can better meet the expectations of its clients, both individual and collective.



### Activity 2

The national workshop in Senegal, which took place from 12 to 14 November 2019, aimed to draw on relevant local and international experiences to encourage the public and private sectors to increase their collaboration in order to improve the quality of training in Senegal.

Specifically, the workshop aimed to:

- provide an overview of the progress made by the United Nations Industrial Development Organisation's Learning and Knowledge Development Fund (UNIDO's LKDF) in several African countries;
- present the existing public-private partnerships (PPP) in the vocational training sector in Senegal;
- support the creation of new opportunities for co-operation in sectors of strategic importance to the Senegalese economy by mobilising both the international and Senegalese private sectors and stimulating public-private dialogue on TVET; and
- discuss issues and challenges related to Industry 4.0 and its impact on skill development.

The ongoing interaction of more than 100 participants, including PSC managers, contractors, multinationals and funders, resulted in a common understanding of definitions and opportunities. The workshop was closed with a joint statement by the Ministry of Employment, Vocational Training and Handicrafts (MEFPA) and the Ministry of Industrial Development and Small and Medium Enterprises and Industries on PPPs in TVET, announcing the commitment of the two ministries to address this potential for collaboration at a higher, concrete level.

After the introduction made by the Minister of MEFPA, the two Secretaries General of the concerned Ministries spoke at the end of the workshop on concrete implementation.

A special session with the "Fonds de financement de la formation professionnelle et technique (3FPT-Fonds Sénégalais de Formation)" provided an opportunity to visualise how PPPs can be proposed to one or other of the different components of the PPP Fund. The workshop revealed a large number of complaints about the Fund's long and slow response, due to the late arrival of capital from the public treasury. New PPPs were discussed during the working session, on Information and Communication Technologies (ICT), agro-industry and housing construction, and proposed to the donor panel composed, among others, of the Ministry of Foreign and European Affairs of Luxembourg and representatives of AFD, Sida, the Canadian Embassy, DEVCO-CE and ENABEL. GIZ and various NGOs also participated in the workshop. Several UNIDO training courses were delivered on the themes of "Industry 4.0" and "How to implement public-private partnership development (PPPD)". In addition, other European Commission (EC) initiatives on TVET such as Archipelago and SOCIEUX + also participated in the workshop, which led to very useful exchanges and new joint activities for 2020. The EC is pleased that LuxDev is taking the lead in this coordination.

# 2019

## SUMMARY OF FUNDS IN AREAS OF CONCENTRATION (EUR)

### BURKINA FASO OFFICE

	Disbursed 2018	Disbursed 2019
Total office	9,773,948	12,040,967

### CABO VERDE OFFICE

Total office	5,930,804	9,614,136
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### MALI OFFICE

Total office	17,292,582	14,384,301
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### NIGER OFFICE

Total office	31,406,795	27,212,686
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### SENEGAL OFFICE

Total office	11,950,662	19,450,384
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### KOSOVO OFFICE

Total office	2,487,648	2,843,139
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### VIENTIANE REGIONAL OFFICE

	Disbursed 2018	Disbursed 2019
Total office	23,394,205	24,014,357
Laos	16,944,176	16,039,290
Myanmar	2,359,455	3,660,748
Vietnam	4,090,574	4,314,318

### MANAGUA REGIONAL OFFICE

	Disbursed 2018	Disbursed 2019
Total office	8,102,097	
Nicaragua	7,835,534	3,496,392
El Salvador	266,563	276,632

### DIRECT MANAGEMENT

	Disbursed 2018	Disbursed 2019
Total	2,407,684	2,606,040
Regional Africa	4,573	29,485
Europe	-	-
Mongolia	456,991	990,959
Others (training, etc.)	1,946,120	1,585,596

<b>Total</b>	<b>112,746,427</b>	<b>115,939,034</b>
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\* Programmes and projects in formulation and implementation phase in 2019











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