



# ANNUAL REPORT

# 2015



**SPECIAL REPORT**  
**KNOWLEDGE MANAGEMENT**

**KEY FIGURES**  
**CSR**



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# A WORD FROM THE PRESIDENT AND THE DIRECTOR-GENERAL

2015 was a pivotal year for the world of development cooperation. On the international level, the Financing for Development Conference in Addis Ababa, the adoption of the Sustainable Development Goals at the United Nations Sustainable Development Summit in New York and the outcome of the COP-21 Paris Climate Conference established a new vision and framework for global development.

In particular, the seventeen Sustainable Development Goals, replacing the previous Millennium Development Goals composed of eight overall objectives, are illustrative of the sheer scope and scale of required interventions but simultaneously symbolize the hope that the international community confides in development cooperation as a pathway to the future we seek to construct.

In this context, development agencies such as LuxDev are called upon to rise to the challenge and play their role in implementing the new global development agenda. In close collaboration with the MFEA, we thus continuously seek to be adequately prepared with the requisite vision, resources and capacities for understanding, navigating, and responding to prevailing changes, whether at the policy level or on the ground, and appropriately applying these attributes while executing bilateral cooperation mandates from the MFEA. In addition, LuxDev also offers its proven capacities for high-quality deliverables and operational flexibility to third-party donors, particularly the European Commission, that seek a viable and trustworthy implementing partner on the ground.

In line with this vision, LuxDev's adaptability and agility was already placed in full evidence during the formulation of a new generation of Indicative Cooperation Programmes (ICPs) with several of our partner countries in 2015, including Nicaragua, Mali, Cabo Verde, Laos and Niger. Adhering to the principles, objectives and outcomes of the Paris Declaration and the Busan Partnership – particularly in terms of effectiveness, appropriation and alignment – these next-generation ICPs are marked by a shift of emphasis from the projects-based approach towards programmes executed via our partners' national and local institutions.

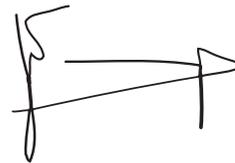
**“Development agencies such as LuxDev are called upon to rise to the challenge and play their role in implementing the new global development agenda.”**

# A WORD FROM THE PRESIDENT AND THE DIRECTOR-GENERAL

This evolved form of development cooperation foresees a new and essential role for LuxDev in implementing mandates on the ground by offering technical assistance and strengthening institutional capacities, thus ensuring high quality standards across all interventions irrespective of the implementation modality. Additionally, as a development agency focusing on formulation and execution in the field, LuxDev understands the integral role of linking local human and technical resources to overarching institutional and financial resources determined at the policy level. When properly harmonised, these conjoined assets can be converted into actionable programmes and projects in the field, thus linking specific interventions in key sectors to the holistic development frameworks of our partner countries and, in turn, the global development agenda.

This process, above all, requires specialised knowledge and epistemic resources concerning both the areas of intervention as well as corresponding modalities and monitoring tools ensuring effective and results-oriented implementation. It is precisely for this reason that, in 2015, LuxDev reinforced its tools as a learning organisation that manages and capitalises on existing knowledge, while combining internal and external sources of information to spur innovation for development practices suited to the complex challenges of the 21<sup>st</sup> Century. Accordingly, this year's annual report features a special section on our rapidly expanding Knowledge Management process and our vision for its future progression as an integral part of our Agency's value-added in sectorial and crosscutting interventions.

In 2015, the international community coalesced to demonstrate common resolve in implementing a new global development framework and committing requisite resources to tackle extant and emergent challenges. To take full advantage of these new opportunities and to help meet these challenges, LuxDev has emerged as a specialised development agency that is fit for purpose – an agile, flexible and optimally-capacitated partner in terms of human, technical and knowledge-based resources to successfully implement the mandates entrusted to it.



Jeannot WARINGO  
President of the  
Board of Directors



Gaston SCHWARTZ  
Director-General



# Knowledge Management

# Knowledge Management at LuxDev

LuxDev used to manage its knowledge in a rather unstructured and unsystematic way. In 2003, an intranet system including electronic archives was created, followed by a quality manual in 2004. Since 2005, a structured approach to quality has been established and Spring Academies have been organised each year since 2010.

All interventions carried out by the Agency are systematically evaluated at the midterm point and after the finalisation of a project. Evaluation is an indispensable instrument to reflect on our actions, apply a critical eye, identify good practices and draw lessons for the future.

Through the formulation of our Vision 2020, developed in 2012, the Agency has expressed a clear commitment to learning and knowledge management at the centre of its modus operandi. The fourth pillar of the Vision states that “We are investing in the development of our skills and the capitalisation of our knowledge and our experiences.” This pillar is reinforced in the corresponding Action Plan by means of:

- Conducting an inventory of existing initiatives and tools to capture, process and share explicit and implicit knowledge;
- Development of a Knowledge Management policy; and
- Development means of capitalisation and the promotion of their use.

Based on a benchmark survey among peer agencies carried out in 2013, the first Knowledge Management Strategy was launched in 2014. It describes LuxDev’s understanding of Knowledge Management and defines three strongly interrelated pillars, namely:

- Integration of Knowledge Management in the interventions and the LuxDev process;
- Setting up and monitoring tools facilitating sharing, exchange and communication; and
- Promoting and facilitating a culture of learning.

A multidisciplinary and interdepartmental “Knowledge Management” working group offers solutions to facilitate Knowledge Management within the different departments. The working group particularly emphasises the establishment of a permanent exchange of best practices and lessons learned in order to capitalise on effective methods, develop and optimise the tools, develop coordination and communication in the field, and promote a learning culture within the Agency.

LuxDev bases its approach on the Glossary of Knowledge Management and Development capabilities of the Swiss Agency for Development and Cooperation (SDC), which largely refers to *Probst, Raum, Romhardt: Wissen managen. Wie Unternehmen ihre wertvollste optimal resource nutzen, Frankfurter Allgemeine Zeitung GmbH, Frankfurt am Main, 1997; W & F.*



## Axis 4

**We are investing in the development of our skills and in the capitalisation of our knowledge and experiences.**



## Knowledge

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

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



# Explicit Knowledge – LuxDev's Capital

As a learning organisation that seeks to communicate its knowledge and experience internally, it is essential for the Agency to get the right information to the right people at the right time. Employees must be able to find the information they need quickly and easily.

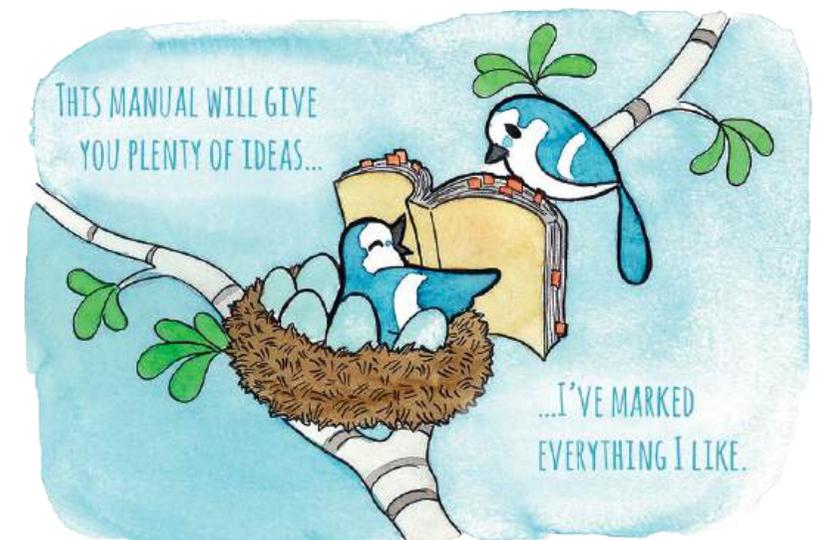
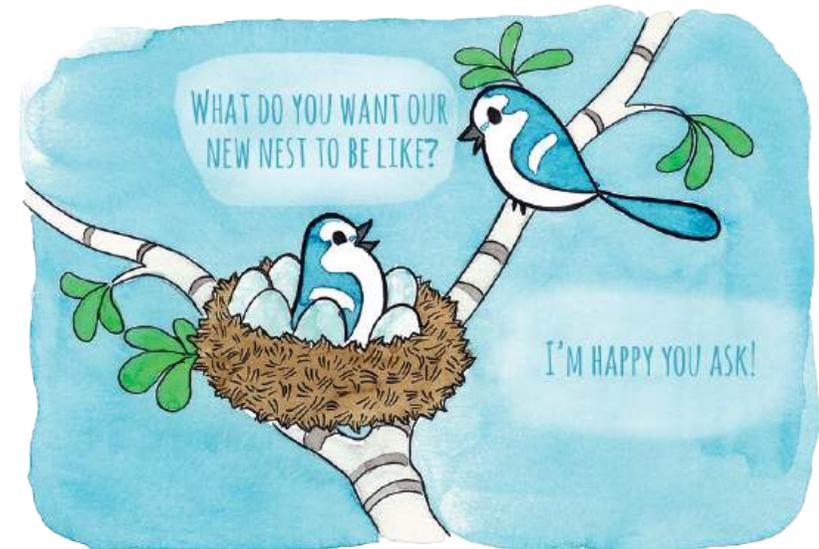
One of the tools available to facilitate the flow of information and knowledge is the LuxDev Intranet. This internal tool has existed since 2003 but required a redesign in order to evolve towards a more dynamic and user friendly experience. LuxDev finalised the reorganisation of the intranet at the end of 2015.

So what has changed? First, a more ergonomic interface and a more attractive design now allow a bidirectional information flow between Headquarters and the Field, thus no longer being limited to unidirectional exchanges (from Headquarters to the field). As such, the system also allows direct exchanges between operations and offices in different regions – bypassing Headquarters. It is a user-friendly, engaging tool that adds value to the knowledge generated in projects by facilitating exchange and contact between all employees at LuxDev.

Like its previous version, it brings together structural and normative documentation (Quality Manual) and electronic archives but also disposes of a dedicated space for the exchange of technical documents, accessible by all collaborators, and, a sharing platform that promotes contacts amongst employees. All of this makes it a key tool in the knowledge management process.

## Explicit knowledge

Explicit knowledge is expressly documented, substantive and clearly formulated in words and figures. It can be shared easily but is suitable only for forms of knowledge that are not too complex and possess a low degree of dynamism or prospects for major variation.



# Quality Manual - "The Toolkit"

The Quality Manual forms a key part of the quality process at LuxDev (the Agency's Management System has been ISO 9001 certified since 2005). It basically constitutes "the toolkit" of the collaborators. On the one hand this toolkit allows the Agency to harmonise methods amongst the different regions of the world where it is implementing programmes and projects. On the other hand, it helps avoid 'reinventing the wheel' and thus improve efficiency.

What do we find in the toolkit? The Quality Manual includes procedures, guidelines, checklists, templates, job descriptions, etc. which are used on a daily basis by all LuxDev employees, whether at headquarters or in the field. Especially for a newly hired employee, the Quality Manual allows for quick familiarisation with the ways the Agency works. This largely facilitates the initiation of new colleagues. The Quality Manual is continuously enriched and improved based on new needs, experiences, and user comments. It therefore provides a refined and precise, yet adaptable form of knowledge concerning LuxDev management processes.

**“ All employees use the Quality Manual and the contribution of all is required for continuous performance improvement. ”**

Marie-Ange Provenzano | Assistant, Quality Department

# Archives - Institutional Memory

Institutional memory is a real treasure for any organisation. Unfortunately, this treasure is often inaccessible as it ends up in some remote cellar, buried under large piles of paper. What a waste.

About 10 years ago, LuxDev therefore decided to publish a version of the most important documents online - from the formulation of a mandate until the final report. These electronic archives form the institutional memory of the Agency, which is a valuable tool for all employees at headquarters and in the field.

Concrete examples illustrate the practical interest in electronic archives:

- Electronic records enable the Evaluation department to quickly find all information relating to a specific intervention in order to assess and carry out the terms of reference of a mission, including evaluation questions. It also forms a documentary basis for the Evaluation teams at the beginning of their task;

- A technical assistant was recruited to work on a project in the rural development sector in Vietnam. Through the electronic archive, he had easy access to key documents concerning all operations that LuxDev implemented in this sector in Vietnam and in the greater region in the past. He could, for example, go through the final report of a previous project or draw from the lessons learned of a similar project in Laos.

To access information in an easy and rapid manner, a document called 'Project Memorial' is created at the end of each intervention. This 'memorial' summarises the key information of each intervention and its relevant evaluations, which allows collaborators to avoid having to read through multiple reports.

**“ Electronic archives are essential to ensure that no information is lost in the case of personnel changes. ”**

**Nathalie Guillaume** | Assistant, Quality Department 

# New Sharing Tool

“ [...] The new intranet is a platform for sharing information with the largest number of people – as easily as possible. ”

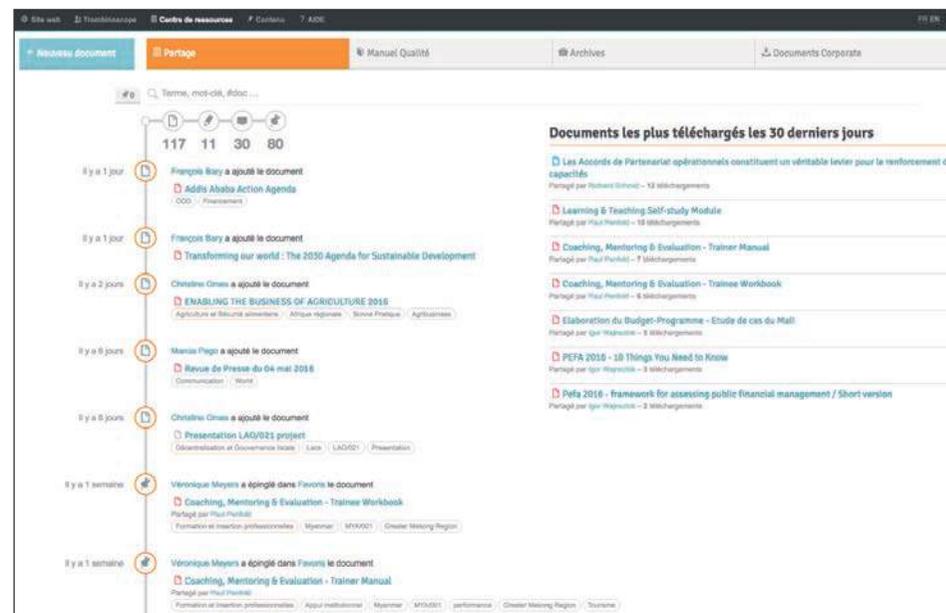
Jean-François La Rocca | Web Developer



At the end of 2015, LuxDev set up an IT tool in the form of a micro social network focused on sharing documents between employees. The "Sharing" tool is complementary to the Quality Manual and the Archives. Its objective is the pooling of technical or other documents created during an intervention, as well as documents from other Agencies and Institutions (to promote learning and benchmarking). It is flexible in its use and allows different ways for communicating and sharing information. A timeline describes the added documents and informs visitors about recent activities. A search engine allows users to select specific documents by sector, theme, or a combination of keywords.

Sharing experiences, documents and ideas in order to avoid 'reinventing the wheel' is one of the primary aims of this instrument, which also links employees of the various countries through the staff directory (who's who).

LuxDev will continue to develop this user-driven in the near future, which shall offer the possibility for personalised document collections and to create groups (thematic, sectoral and other), thus enabling users to discuss and access specific information by topic of interest.

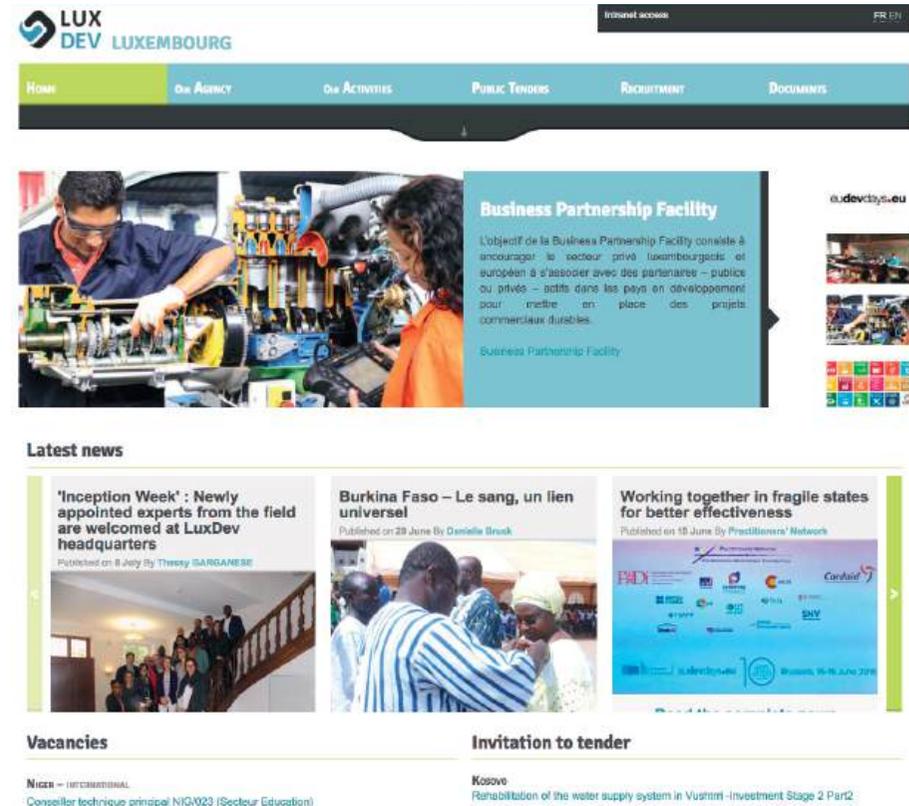


# website

The LuxDev website is more than simply a façade that the Agency presents to the outside. It is a tool for communication and dissemination of information to the general public intended to be the subject of constant change.

The website presents the general organisation of the Agency as well as its human capital, its values and its activities. The information is provided in the form of texts, reports, articles, images, and videos. The website allows the Agency to ensure the transparency of its actions implemented in the Field and how Luxembourg's official development assistance (ODA) is used. It thus contributes to the objectives of the Global Partnership for Effective Cooperation for Development, particularly regarding transparency and mutual accountability. With the aim to exchange information and knowledge produced by LuxDev externally, each intervention has a page with key information, but also documents, news, or links to other pages related to the intervention. Moreover, LuxDev has a section to publish any type of document produced within the Agency, such as country brochures, annual reports, technical documentation and summaries of evaluation reports.

Since 2013, each Regional Office has its own web page through which information, recruitment, and tenders for the region are published. This adds more visibility to our actions in the field and breathes life into the site. Each regional office is identified by a color code and comprises all information concerning their specific region.



# Internal Exchange and Implicit Knowledge

Before it is possible to use knowledge by putting it into practice and thus develop professional skills, one must first acquire it through certain learning mechanisms. In this area it is regularly referred to as the 70-20-10 model. This model-developed by Morgan McCall and colleagues at the Center for Creative Leadership-states that 70% of learning happens through our experience and our daily practices (the performance of our work), 20% of learning happens through our social interactions (relationships with our colleagues) and 10% happens through education, reading, etc.

This model clearly shows the importance of the part devoted to experience on the one hand and the part relating to social interactions on the other. Experience sharing and social exchanges have become essential in any learning process, giving rise to new methods and new teaching tools, without denying the importance of the more traditional training methods. On the contrary, shared experiences, interpersonal exchanges, feedback, case studies and different practices are all integrated into the training. In fact, increased efforts are made to place the people – not the content – at the center of the learning process.

**“ Sharing experiences and social interactions have become indispensable in any learning mechanism, giving rise to new methods and pedagogical tools without depriving more traditional training of its place. ”**



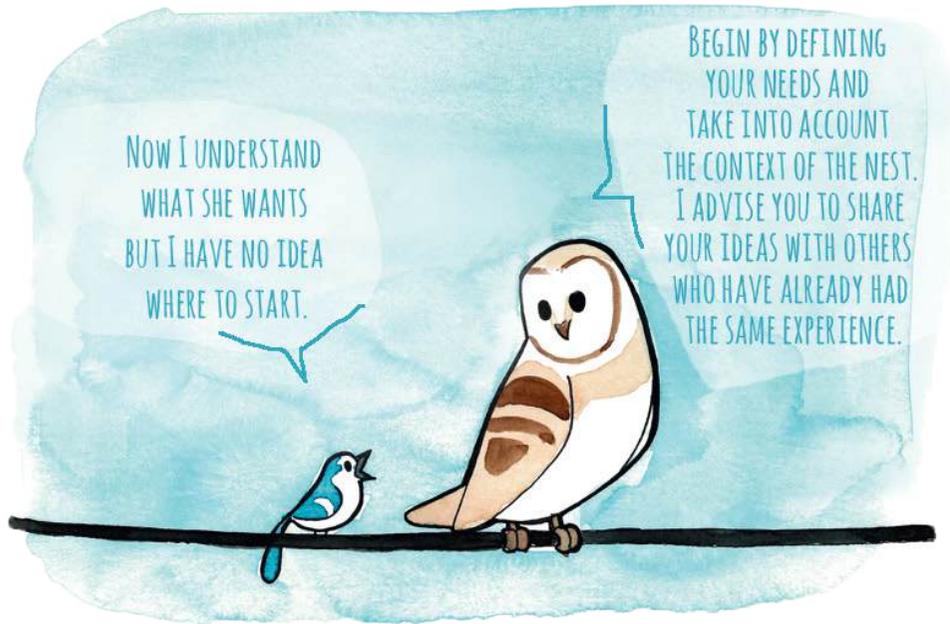
## Training

LuxDev continuously invests in the training of its employees. At Headquarters, the average time spent in training was 29 hours per employee in 2015 and the rate of employees having received training is at 84%, a figure that lies above national average in Luxembourg (around 50%).

The Agency particularly encourages its employees to take on the role of in-house trainers, for example everything related to internal processes and procedures or office tools used, but also through annual academies, internal training opportunities based on the exchange of best practices, lessons learned and group reflections. In 2015, internal training accounted for 45 % of the total training hours.

Once a year, all collaborators are summoned to take stock of the training received during the year—what they learned, what they were able to put it into practice, and how they shared this new knowledge and expertise with their colleagues. It is this culture of exchange, sharing, dissemination and deepening of our knowledge and expertise that the Agency is striving for.

# Implicit Knowledge



## Implicit Knowledge

Implicit knowledge is not expressly stated but rather implicitly intended, unsaid or deduced from circumstances. Implicit knowledge often is not or cannot be formulated in words and figures. It belongs to those who possess it and it is the wealth stored in the brains of colleagues. It is identified and shared with difficulty.



# Spring Academy

Since 2010, beyond the training organised on the basis of the needs identified during the annual assessment interviews, LuxDev has been organising an annual Spring Academy. Over the course of one week, the Spring Academy assembles staff from both headquarters and regional offices around topics considered of strategic importance to the agency, such as the integration of cross-cutting themes like gender and climate change, results-based monitoring, management of public finances or... Knowledge Management! The week is all about personal growth through exchange and sharing of good practices and lessons learned. The Academies offer the opportunity to invite external speakers renowned in their domains and to cooperate with colleagues from other agencies and our colleagues from the Ministry of Foreign and European Affairs.

“ The formulation of “Good or Best Practices” is a pragmatic procedure. It systematises and capitalises existing, successful experiences (both our own and those of other organisations), compares different solutions that have been implemented in practice, evaluates them in terms of the targeted corporate objectives, and uses this as a basis for determining what procedural constellations and methods contribute the most to achieving one’s goals. (Glossary of the SDC). ”

The extremely fruitful exchanges in the Academies do not only contribute towards knowledge sharing but also – by combining the different experiences – to the creation of knowledge. The Academies are therefore an important tool for learning, interpersonal exchanges and Knowledge Management.

## GOOD PRACTICES – COMPARE DIFFERENT SOLUTIONS



# 3<sup>rd</sup> Technical and Vocational Education and Training Week (TEVT)

LuxDev also organises sectoral or thematic exchanges as needed. Thus from 14 to 18 September 2015 the third week of the Technical and Vocational Education and Training (TVET) was held in Luxembourg, bringing together 16 experts from TVET programmes and projects and a total of 38 participants.

The purpose of such an exchange is not to draw general conclusions but rather to formalise, analyse, enhance and capitalise on knowledge generated by our experiences and to build on it. In this context, the *Semaine de Travail* was held in order to collect information from the field and at the same time be able to form and produce collective knowledge. The goal was a collection of reflections, approaches and tools from field practices, prioritising induction over deduction, that is to say, a formalisation of work based on existing practices instead of work based on the application of theories and models.

The expected results of the week included:

- a revitalisation of exchanges between project managers and TVET programmes and headquarters;
- the identification of local productions (studies, surveys, expert thematic reports, etc.) to exchange and further develop;
- a statement regarding the areas and particular indicators to be further monitored by TVET; and
- a review of the guidelines for greater integration of cross-cutting thematic.

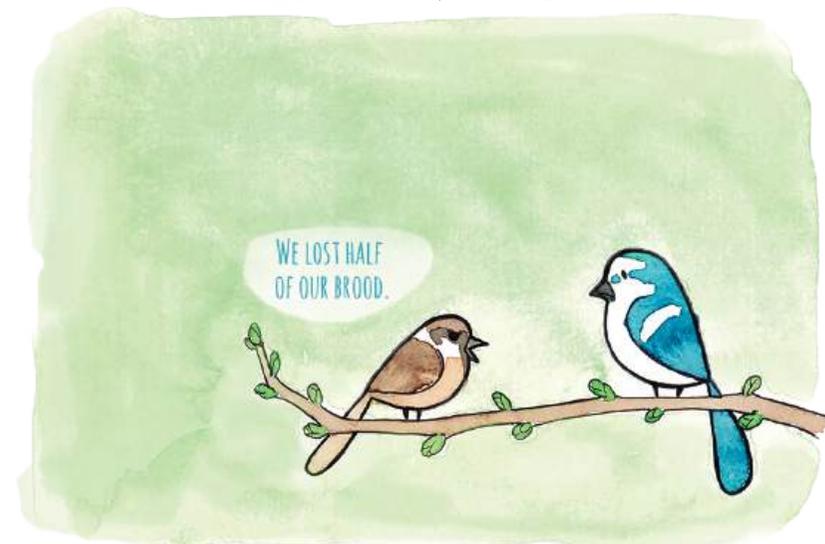
The development and approval of tools resulting from this *Semaine de Travail* are ongoing and LuxDev wishes to gain:

- A verification tool for quality criteria applicable to all operations but mainly intended for use by our partners;
- A report gathering the main recommendations and changes needed to develop 'entrepreneurial' management in TVET centers;
- A catalog of TVET sector indicators; and
- Axes and guidelines to study the effects of the TVET LuxDev's programmes and projects.

For this kind of experience, the TVET sector is organised as a network of knowledge and expertise within LuxDev. This will better meet the demands of the field by strengthening our technical and operational capacity.



LEARN FROM FAILURES



# Learning, Capitalising and Benchmarking

Different funding initiatives were taken in 2015 that allowed LuxDev to learn from its experiences, identify lessons learned (both internally and from other partners) and to capitalise on them:

- A regional workshop for a comparative study of the regional and decentralised development funds in West Africa was organised in March 2015. The results featured:
  - Instruction on each fund according to the specificities pertaining to the context of each country; and
  - Cross-cutting instruction allowing the identification of relevant and useful lessons for funds in development finance;

Participants also discussed the relevance of supporting the Fund as well as a decision support matrix:

- In preparation for the formulation of future interventions as part of the Indicative Cooperation Programme between Mali and Luxembourg, capitalisation and learning efforts have been realised at the end of the programme through exercises of:
  - Capitalisation on four themes in Mali, including:
    - The process of delegation - implementation of decentralisation activities through implementation agreements,
    - Pooling functions (procurement procedures and contracts, accounting, and human resources) for the organisation of a multisectoral programme,
    - The empowerment of grassroots organisations and their tools; and
    - Collaboration/partnership with the National Investment Agency of Territorial Communities, the system and its use;
  - Good practices in cross-cutting issues (both internal and those of other partners in Mali): environment and climate change, gender and governance.

These two exercises allowed a forward-looking approach concerning chosen topics and identifying good practices as well as failures or processes that have functioned less well, which greatly facilitated the formulation stage. Furthermore, the decision matrix for receiving support from a particular fund is in the testing phase and—if successful—it will be an additional resource for the Quality Manual toolkit.

Good practices can also be documented and visualised as documents or notes to be shared internally.

**BRIQUES EN TERRE COMPRIMÉE STABILISÉE**  
Version du 16.02.2016 | Contact: Antenne LuxDev au Niger

**Principes & Fonctionnement**

**Composition des murs**  
Briques en terre comprimée stabilisée (BTCS) autobloquantes.

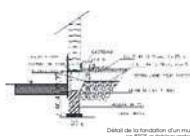
**Effet recherché**  
Isolation thermique du bâtiment et utilisation de matériaux locaux.

**Mise en œuvre**  
Entreprises nationales de construction. Briques en terre comprimées manuellement ou mécaniquement.

**Coûts estimés 2015 des murs fins**  
BTCS autobloquante: 12 500 fct/m<sup>2</sup> (ép. 22cm)  
BTCS maçonnée: 5 000 fct/m<sup>2</sup> (ép. 14 cm)  
Agglo creux: 7 000 fct/m<sup>2</sup> (ép. 15 cm)  
Agglo plein: 8 500 fct/m<sup>2</sup> (ép. 20 cm)

**Estimation de l'économie en énergie**  
sur matériaux  
Étude à établir.

**Principe de fonctionnement**  
Les blocs en terre comprimée stabilisée autobloquants sont comprimés à l'aide d'une machine mécanique hydraulique. La terre étant un bon isolant thermique, leurs utilisations pour la construction des murs extérieurs d'un bâtiment réduit l'entrée de la chaleur dans le bâtiment et limite l'échauffement à l'intérieur de celui-ci.



Détail de la réalisation d'un mur en BTCS autobloquantes



Par de mur en BTCS autobloquantes

**Projets**  
NIG/019: Direction départementale de l'Agriculture  
NIG/020: Préfecture de la Région de Dosso

**Avantages**

- diminution de la température à l'intérieur de la pièce;
- pas d'entretien des façades;
- disponibilité de la terre.



Vue façade ordinaire et cheminée isolée

**Inconvénients**

- investissement de départ;
- la mise en œuvre du matériau (main d'œuvre qualifiée);
- réajustement de la carrière de terre.



Vue façade principale

**Retours d'expérience**

- constructeur/charrier: chantier en cours.

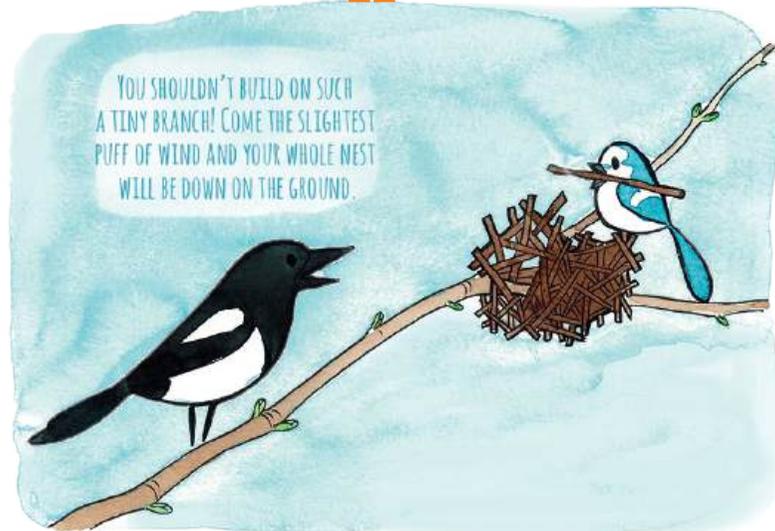


Vue d'un pilon et cheminée isolée

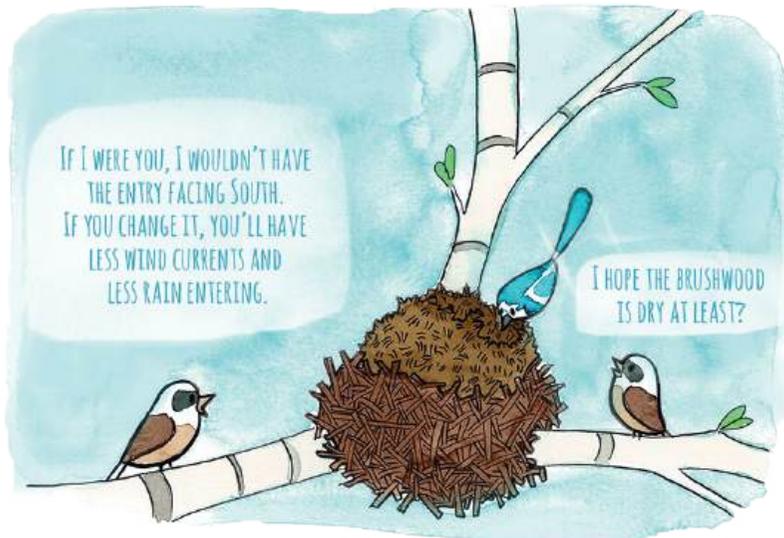
**Liens utiles**

<https://www.researchgate.net/publication/275511111>  
<http://www.colibri-afrique.fr/information/1992>  
<http://www.concrete.org>

“ Knowledge Management is a conscious strategy aimed at getting the right knowledge to the right people at the right time. It helps people share and put information into action in ways that strive to improve organisational performance. Knowledge management needs to focus on creating a culture of knowledge-sharing and learning. ”



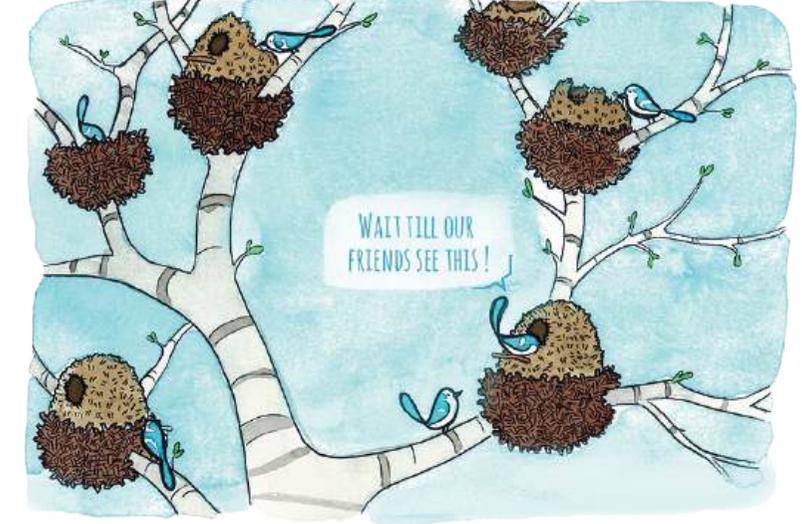
THE RIGHT PEOPLE AT THE RIGHT TIME



“ Experience capitalisation is the transformation of (individual and institutional) knowledge into capital by those involved in order to change a collective, institutional practise. Aimed at changing one's own practises or structures, it can be described as a “learn now for the future” process. ”



EXPERIENCE CAPITALISATION: COLLECTIVELY CHANGING AN INSTITUTIONAL PRACTICE



# Turning towards the outside in order to share and learn together

LuxDev must be an operational and reliable actor in the global context of development cooperation. Although safeguarding its identity, its values and its strengths, LuxDev cannot play this role in isolation. Accordingly, the Agency is part of several networks, like the Practitioners' Network<sup>1</sup> and Learn4dev<sup>2</sup>.

They allow LuxDev to strengthen its operational capacity by building sector-specific partnerships in different countries and provide an ideal setting to learn and anticipate collectively. At the heart of these networks are the working groups in which experts from the various agencies and institutions can exchange views, share best practices and learn together on a given theme. There are sector-specific thematic groups (e.g. Gender) but also some related to Knowledge Management. LuxDev is a member of the 'Knowledge Management/Knowledge Sharing'-KM/KS and 'Organisational Learning Expert Group' - OLEG groups.

The main objectives of the Expert Group KM/KS include:

- To share knowledge, resources and experiences on Knowledge Management;
- To identify and share good practices for experiences capitalisation and learning in order to encourage organisational change and learning from errors;
- To seek and promote innovation in terms of learning methods and the sharing of online tools; and
- To identify, develop and share KM/KS best practices and tools as well as provide support to other thematic network panels, if applicable.

The OLEG Group is designed to enable group members to share experiences from their learning cultures.

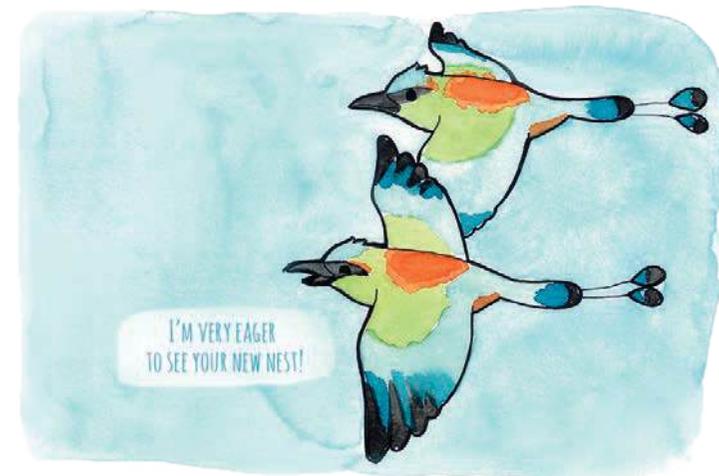
The Group aims to:

- Develop a mutual understanding of how Learn4dev member organisations can learn about operations and utilise that knowledge to drive change at the heart of their organisation;
- Understand the effectiveness of the tools and techniques used; and
- Use knowledge to influence policies, strategies and action plans.

<sup>1</sup> <http://www.dev-practitioners.eu/>

<sup>2</sup> <http://www.learn4dev.net/>

“ A Learning Organisation actively incorporates the experience and knowledge of its members and partners through the development of practices, policies, procedures and systems in order to continuously improve its ability to set and achieve goals, satisfy stakeholders, develop its staff and accomplish its mission with its constituency. (According to Aiken and Britton, 1997) ”



EXCHANGING IDEAS WITH THE OUTSIDE, WITH DIFFERENT PARTNERS

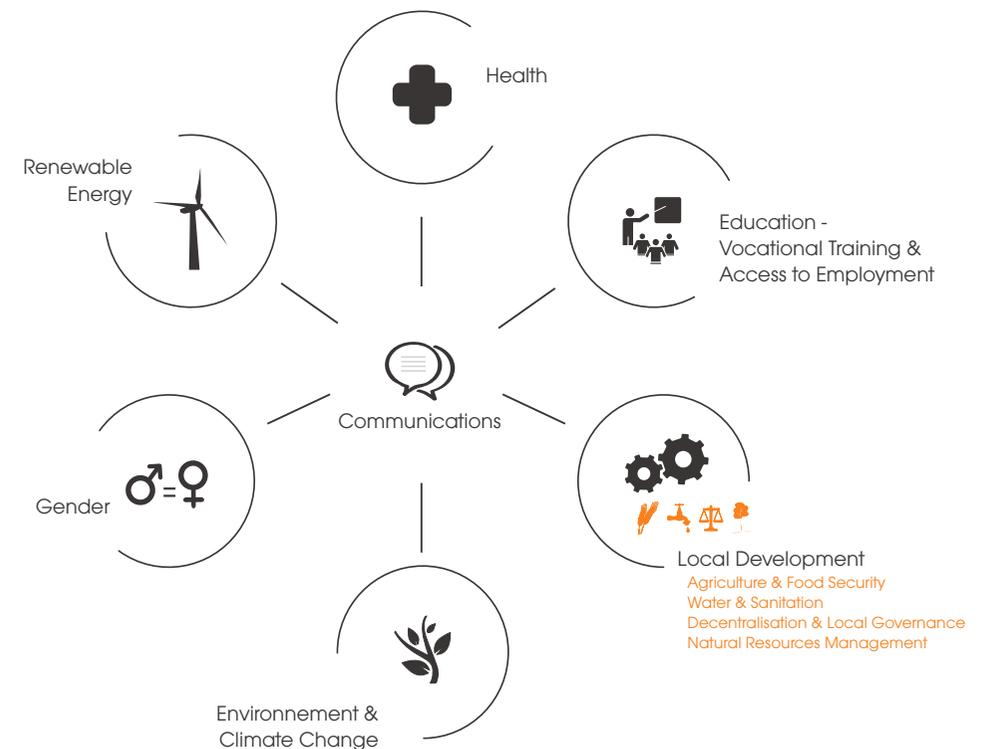


# Where's the Link? Communication & Knowledge Management

Knowledge Management, as the preceding sections demonstrated, concerns the institutionalisation of information gathering, learning from past experiences and drawing from epistemic resources to the benefit of an organisation. Institutionalisation in this sense cannot be reduced to rigid systematisation and formal integration into the bureaucratic apparatus but also implies the consolidation of an organisational culture promoting continuous learning, open-mindedness and information sharing by deconstructing geographic, sectorial and thematic silos. It is in this latter respect where effective communication offers the greatest value-added.

In other words, communication's role is to help connect the dots. In a world of vast information replete with dispersed data points and increasingly specialised fields, communication seeks to dispense with the barriers that prevent essential knowledge and information from being lost to the annals of archives and databases that require time-consuming consultation and research. We seek to accomplish this by providing the channels and media, particularly via a new Communications Coordinator Network, that permit relevant internal and external information at all levels (HQ, Regional Offices, Field, etc.) to be routed directly to the KM Department, from where it can then be redirected as appropriate through the same channels.

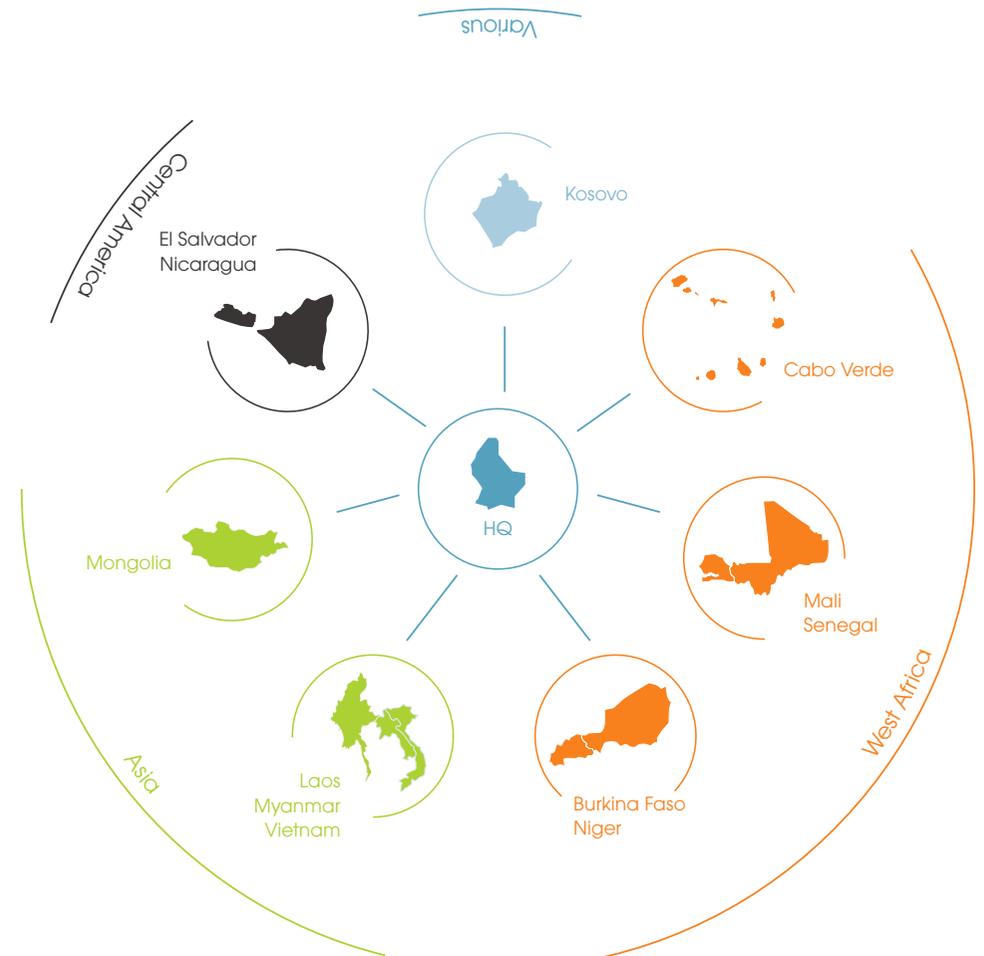
Internally, effective means of communication are essential in the process of knowledge extraction. The idea is to encourage the flow of information and ideas from the desk drawer to a common platform where it can be shared, discussed and debated. Subjecting information and data to common scrutiny, in itself, already provides important new facets to the organisational learning process; however, once the ensuing process of drawing appropriate lessons is complete, formulating and presenting them in an accessible manner, e.g. via capitalisation notes, is equally indispensable. The dissemination of results to appropriate personnel is therefore a further aspect that effective internal communication can facilitate.



“ [...] effective means of communication are essential in the process of knowledge extraction. ”

Moreover, collecting, processing and disseminating appropriate, accurate and timely external information complements internal knowledge and can lead to innovative practices. For this purpose, the Communications Department has several tools at its disposal, including the Press Review, the Newsletter and the Publications Review. Furthermore, collecting information from our peer networks allows organisations such as LuxDev to compare and cross-examine internal practices, procedures and results, which can contribute to the self-identification of weaknesses and limitations, while highlighting strengths and comparative advantages. The process can therefore also catalyse innovation by exposing gaps or suboptimal practices.

In a digital age prone to information overload, communication plays a key role in collecting, filtering and disseminating information from a range of relevant sources. Together, effective communication and knowledge management therefore permit an organisation's personnel to remain focused on their core activities without having to sift through the noise and ensure that the pertinent link to appropriate knowledge is shared with the right person at the right time.



# Perspectives

LuxDev aims to remain a reliable and competent partner in the constant search for efficiency in development. The strengthening of Knowledge Management shall therefore be structured around three axes in the future :

## **A learning organisation**

LuxDev aims at becoming a learning organisation. This involves placing increased emphasis on capacity building and targeting learning in a more strategic manner. If we know that capitalisation benefits those that undertake capitalisation exercises and strengthens the capacity of stakeholders, then the Agency, in the end, aims to learn as an organisation to meet the challenges of the future.

## **A strategic approach**

Furthermore, in addition to the particular KM exercises that the Agency already carries out, work will commence on 'how to learn and capitalise more strategically'. Discussions about mid and long-term analyses are necessary and should be linked to the management of the Agency. Through the communication coordinators network, the opportunity of feeding the intranet has been extended to teams in the field. The Agency hopes to further identify and enhance existing good practices but also failures by recognising, sharing and capitalising on them.

## **Strengthening the tools**

In addition to the workshops and academies, the development of tools facilitating the regular exchange of implicit knowledge is currently being pursued. Regardless of their location, the intranet now offers LuxDev employees a space to exchange information on specific themes or sectors. The space might also be used to ask about technical or policy issues in order to improve field operations and increase efficiency.

Accordingly, "Knowledge Management" is not the project of an individual, it is the project of a collective.

**“ Knowledge Management is not the project of an individual, it is the project of a collective. ”**



Programmes  
& Projects

# GENERAL INFORMATION

## Sectors & Sub-sectors

-  Education–Vocational Training & Access to Employment
-  Microfinance & Financial Sector
-  Health
-  Local Development
  -  Agriculture & Food Security
  -  Decentralisation & Local Governance
  -  Water & Sanitation
  -  Natural Resource Management
-  Renewable Energy
-  Various

## Explanation of symbols

 IDH Human Development Index	 Capital	 Population	 km <sup>2</sup> Area
 abc Literacy Rate	 Life Expectancy at Birth	 Population Growth Rate	

# GENERAL INFORMATION

## Acronyms

<b>ATD</b>	Activities for Third-Party Donors	<b>ITF</b>	Infrastructure Trust Fund
<b>AXIS</b>	African Internet Exchange System	<b>IXP</b>	Internet Exchange Points
<b>CB</b>	Capacity Building	<b>KM</b>	Knowledge Management
<b>CC</b>	Competence Centre	<b>KM/KS</b>	Knowledge Management/Knowledge Sharing
<b>CFPS</b>	Common Fund Programme Support	<b>LANITH</b>	Lao National Institute for Tourism and Hospitality
<b>COP21</b>	UN Climate Change Conference	<b>LDCs</b>	Least Developed Countries
<b>CSR</b>	Corporate Social Responsibility	<b>LHWS</b>	Local Health Warning System
<b>DCI</b>	Development Cooperation Instrument	<b>LPDR</b>	Lao People's Democratic Republic
<b>EDF</b>	European Development Fund	<b>MDGs</b>	Millenium Development Goals
<b>ETE</b>	Education–Training–Employment	<b>MFEA</b>	Luxembourg Ministry of European and Foreign Affairs
<b>EU</b>	European Union	<b>MINSA</b>	Nicaragua Ministry of Health
<b>FICASE</b>	Caboverdean School Social Action Foundation	<b>NEXSP</b>	National Execution Support Programme
<b>HIS</b>	Health Information System	<b>NIT</b>	Nicaraguan Institute of Tourism
<b>HPS</b>	Health Promotion School	<b>NITEC</b>	National Institute for Technical Studies
<b>HRM</b>	Human Resources Management	<b>SAA</b>	Stabilisation and Association Agreement
<b>HTSCV</b>	Hotel and Tourism School Cabo Verde	<b>SDC</b>	Swiss Agency for Development Cooperation
<b>ICP</b>	Indicative Cooperation Programme	<b>SDGs</b>	Sustainable Development Goals
<b>IcSP</b>	Instrument contributing to Stability and Peace	<b>TVET</b>	Technical and Vocational Education and Training
<b>ICT</b>	Information and Communication Technology	<b>UNFPA</b>	United Nations Population Fund
<b>IGF</b>	Inspectorate General of Finances	<b>WAEMU</b>	West African Economic and Monetary Union

# GENERAL INFORMATION

Regional Offices & other countries



Human Development Index Ranking

90	Mongolia
116	El Salvador
116	Vietnam
122	Cabo Verde
125	Nicaragua
141	Laos
148	Myanmar
170	Senegal
179	Mali
183	Burkina Faso
188	Niger
-	Kosovo

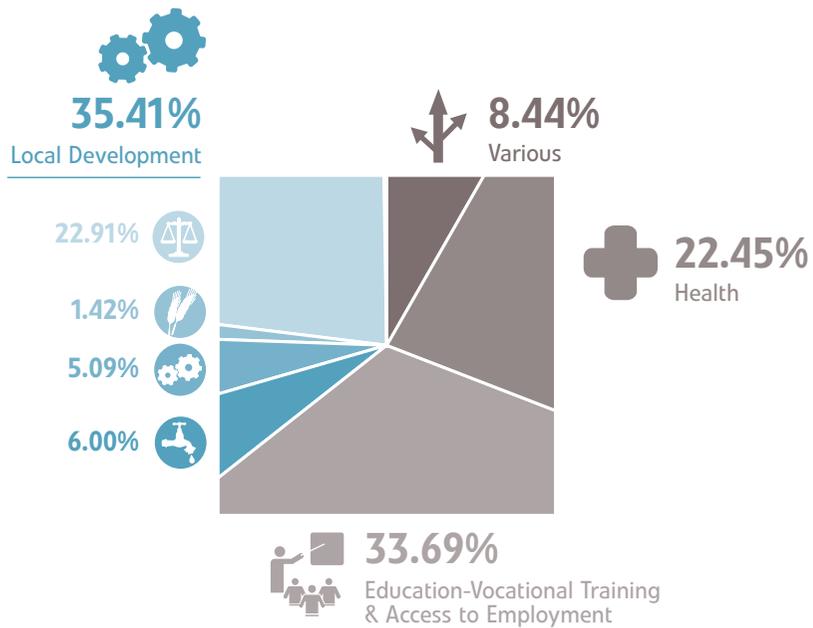


# Africa

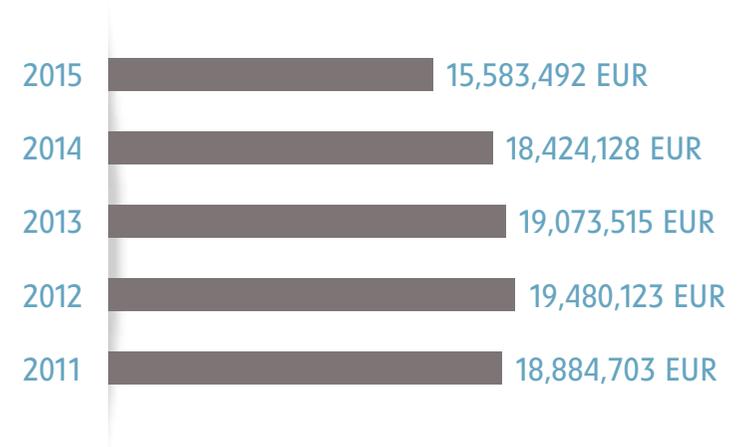


# Regional Office DAKAR

Distribution of 2015 disbursements by sector



Evolution of volume of activities (in EUR)



# Senegal

IDH  
170/188

Dakar

14.7 million

km<sup>2</sup>  
196,710

abc  
50%

66 yrs

3.1%

Luxembourg Development Cooperation has been present in Senegal since 1987. In 1993, the Luxembourg Government declared Senegal one of its 10 target countries and started to considerably develop and expand its activities in the country. In 2002, development cooperation between Luxembourg and Senegal further intensified due to the adoption of the 1<sup>st</sup> Indicative Cooperation Programme (ICP I) effective from 2002 to 2006. A 2<sup>nd</sup> ICP was signed in January 2007 for the period from 2007 to 2011. The 3<sup>rd</sup> ICP was signed in November 2011, covering the period from 2012 to 2016, with an extension planned until the end of 2017.

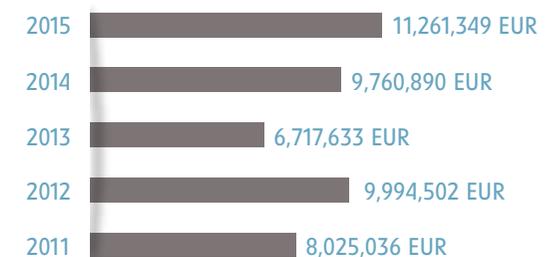
ICP III predominantly focuses on the fields of Basic Health, Vocational Training and Employment, and Decentralisation and Good Governance. In addition, the National Implementation Support Programme (NISP) aims at closer alignment of implementation modalities with available national resources and, on a second level, reinforcing the Senegalese Ministry of Water and Sanitation.

The main goals of ICP III include poverty reduction and sustainable development achieved via capacity development. This strategy recognises the value of existing capacities amongst LuxDev's partner ministries, their decentralised services, local authorities as well as other national institutions and partner organisations. The strategic direction chosen within the framework of the ICP III is a progressive transition from a project approach towards a programme approach, marked by a shift of ownership to the partner country.

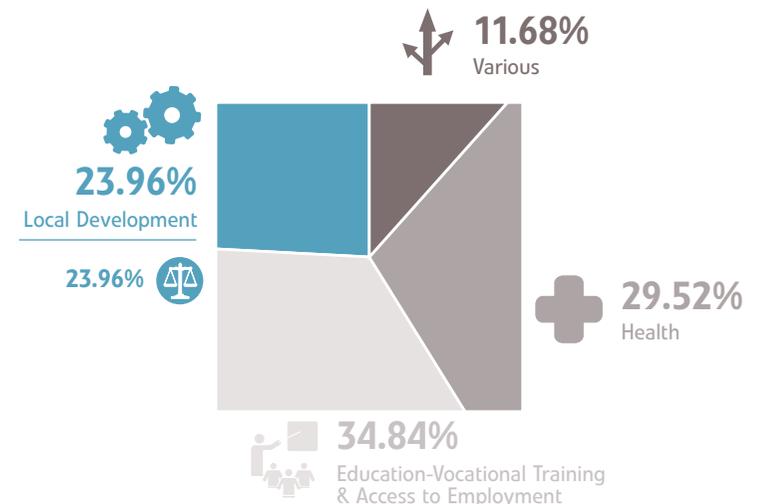
In order for this progressive approach to be mastered in its entirety, an institutional capacity analysis and reinforcement of all actors involved in the implementation of the Senegal-Luxembourg programme will be necessary.

2015 marks a pivotal year for the transition towards prioritising national procedures by 2016. Indeed, the Senegal-Luxembourg programme has succeeded in mobilising the necessary support to achieve important results towards autonomous national implementation.

Evolution of volume of activities (in EUR)



Distribution of 2015 disbursements by sector



# Senegal



Following a self-evaluation exercise, a roadmap for autonomous programme implementation at the national level was developed and implemented. The technical support system and procedures manual have been revised accordingly.

Organisational diagnostics, risk mitigation and capacity building have been defined, implemented and monitored. The latest diagnostic process at the decentralised level are currently being finalised.

The 'budgetised aid' process has been improved by, *inter alia*, reconsidering the budgetary nomenclature and taking into account the transition to a 'programme budget'. The objective is to contribute to the implementation of public finance reform (WAEMU directives) within the partner ministries in each sector. Besides the transition towards the 'programme budget', this implies adapting the programming cycle, the reorganisation of each ministry and the training of actors within the directives of the harmonised public finances framework.

The programme has also observed an improvement of the administrative management of the partner ministries. Several important processes have become autonomous, e.a. Human Resources Management (HR), national plans for capacity reinforcement, institutional communication, quality control, etc.

The first internal control missions conducted by the General Inspectorate of Finance (GIF) have allowed the programme to be

in line with the national control arrangements and to bring about recommendations to improve its management.

The support for actors in the area of procurement becomes apparent through a net increase in the level of implemented contracts. A significant contribution concerns the accreditation of procurement management specialists. Specific support has also helped strengthen the institutions in charge of ex-ante and ex-post controls.

Since the beginning of the programme and following the completion of organisational diagnostics on the entities responsible for the implementation of this programme, the weakness of the NISP resources was declared a high risk. After two years of implementation, this risk was confirmed. In response, a Partnership Commission was held in Luxembourg in the beginning of September 2015 and a request from the Senegalese Government for an amount of EUR 1.5 million was approved for the refinancing of the NISP.

This refinancing led to a revision of the entire support framework, including an updated version of the risk mitigation plan and capacity building, taking into account the findings and recommendations of the central and decentralised organisational diagnostics as well as internal and external controls. The additional amount will be retained for urgent actions, in particular for Public Finance Management and procurement matters.



### Health

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
SEN/027	Support to the Basic Health Sector (ICP III)	2013-2018	13,930,000	3,324,390



### Local Development

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
SEN/029	Decentralisation and Citizenship Education Programme (ICP III)	2013-2018	8,229,095	2,697,815



### Education-Vocational Training & Access to Employment

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
SEN/028	Vocational Training and Employment Programme (ICP III)	2013-2018	19,400,000	3,923,382



### Various

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
SEN/030	Support to National Implementation (ICP III)	2013-2018	6,450,000	1,315,762

# Mali

IDH  
179/188

Bamako

17.1 million

1,240,190 km<sup>2</sup>

33% abc

58 yrs

2.9%

Mali is an expansive country situated between two distinct geographical and strategic areas: the Sahel-Saharan region and Sub-Saharan Africa. Mali has an estimated total population of 16.5 million, of which three-quarters are spread unevenly across the country's vast rural territory and half are under age 15.

Mali's economy is driven by the primary sector (agriculture and resource extraction), which employs around 80% of the workforce. The main goods include cotton, rice, livestock, and gold. The secondary (industrial) and tertiary (services) sectors remain underdeveloped. Agriculture is facing recurrent problems such as repetitive droughts, decreasing costs of primary goods and increases in production costs.

Mali's political landscape has recently been marked by political instability such as political and social land claims that have resulted in the emergence of an armed rebellion in a region named 'Azawad' by the Touaregs.

Following a deeply destabilising military coup in 2012, the country lost control of its northern regions to the benefit of the historical Touareg rebels backed by several armed non-state groups. The situation required a French military intervention and the creation of a United Nations Integrated Mission in order to stabilise the country. Political order was restored in July 2013 when the presidential elections brought Ibrahim Boubacar Keita to power.

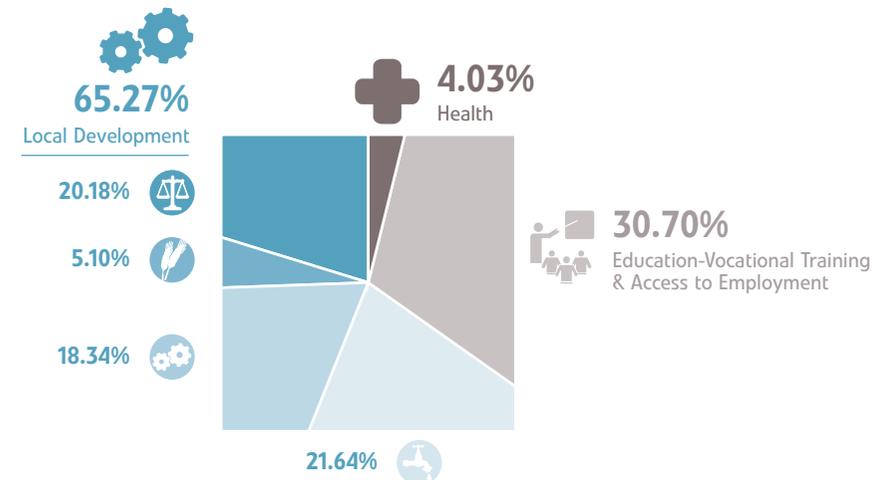
The combination of geographical, climatic, economic, security and political issues is the reason why Mali remains one of the poorest countries in the world. In 2014, Mali ranked 176<sup>th</sup> on the Human Development Index by the United Nations Development Programme.

For LuxDev, 2015 was a transitional year marked by the culmination of numerous projects and the identification and formulation of new operations. From a bilateral perspective, the second Indicative Cooperation Programme (ICP) was officially finalised in June 2015 following a seven year implementation period.

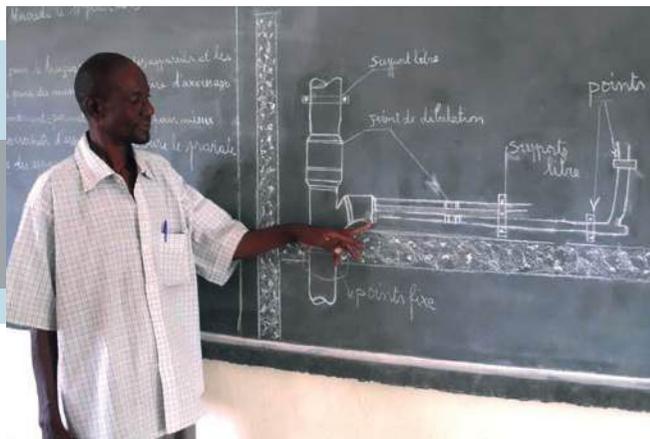
Evolution of volume of activities (in EUR)



Distribution of 2015 disbursements by sector



# Mali



Five major projects in sectors such as Health, Vocational Training, Rural Development, Decentralisation and Water and Sanitation have presented convincing results welcomed by both Malian and foreign partners. Following the identification of a third ICP, LuxDev received mandates to formulate three new programmes:

- Rural development and food security;
- Training and professional integration;
- Decentralisation and good governance.

The formulation process took place in the second semester of 2015. The result is a highly inclusive and participatory draft that is optimally aligned with the European Union (EU) via joint programming. Furthermore, 2015 witnessed a rapid validation of three technical and financial documents, allowing operations to begin in the second quarter of 2016. Building upon its significant anchoring in the region, the new programme is an opportunity for LuxDev to reopen its operational base in Segou that was shut down in 2012 following political and security issues that arose in the area.

At the same time, LuxDev has struck an agreement with the Swiss Agency for Development Cooperation to implement a large project in support of the agricultural sector, especially milk and potatoes, in the

Sikasso region. The project will begin in 2016 with a start-up phase of six months and continue over an implementation period of three and a half years.

Last year also marked the finalisation of the project for rapid assistance to authorities in northern Mali, funded by the EU. On account of the results achieved through this project, the EU proposed that LuxDev implement a second project related to the economic recovery of the Gao and Timbuktu regions, starting in January 2016. Other opportunities may arise in 2016 through the EU's Emergency Trust Fund for Africa, which would increase the volume of activities in northern Mali.

2016 will be marked by a massive redeployment of LuxDev throughout Mali. This portfolio, emphasising economic stimulus and support to national authorities, will significantly enable LuxDev to accompany Mali on the path of sustainable and inclusive growth and standardisation towards a lasting improvement of the living conditions for the Malian population.



### Local Development

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
MLI/015	Conservation of Ancient Manuscripts of Timbuktu	2009-2015	4,000,000	792,684
MLI/017	Water, Sanitation and Urbanisation in the South - ICP 2007-2011	2008-2015	14,772,598	935,225
MLI/020	Facilitation Component for Programmes related to the Indicative Cooperation Programme 2007-2011	2008-2015	8,487,712	506,001
MLI/021	Rural Development and Food Safety	Formulation	14,000,000	175,222
MLI/023	Decentralisation and Good Governance	Formulation	9,638,500	30,085
MLI/801*	Rapid Support to the Malian Authorities and Essential Social Services in Post-Conflict Areas	2013-2015	5,000,000	336,316

\* financed by the European Commission



### Education-Vocational Training & Access to Employment

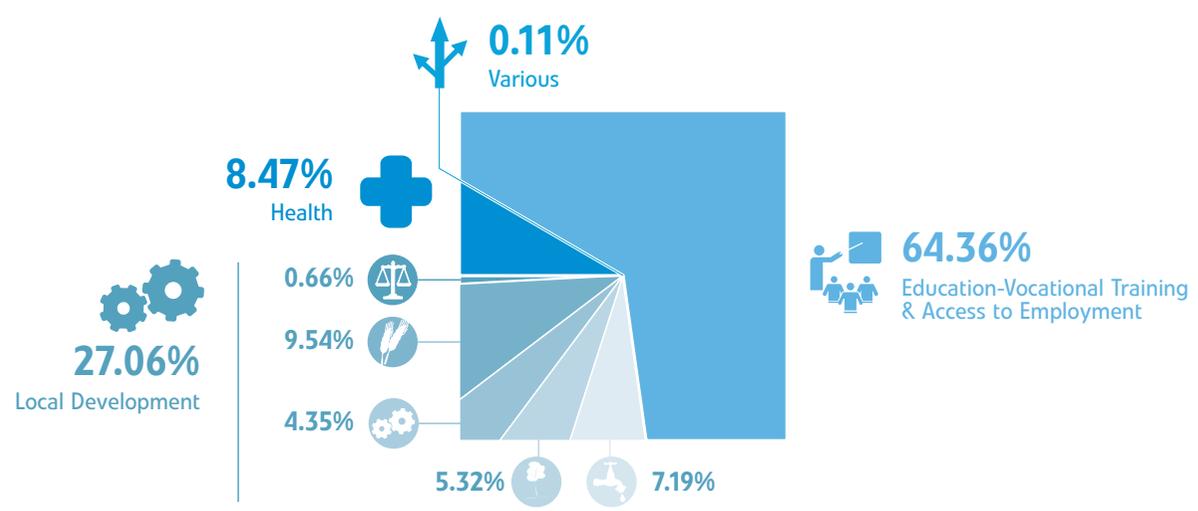
Project	Title	Duration	Total Budget EUR	Disbursed in 2015
MLI/019	Vocational Training and Job Insertion Programme (ICP 2007-2011)	2008-2015	15,830,865	1,298,605
MLI/022	Technical and Vocational Training	Formulation	9,000,000	28,231



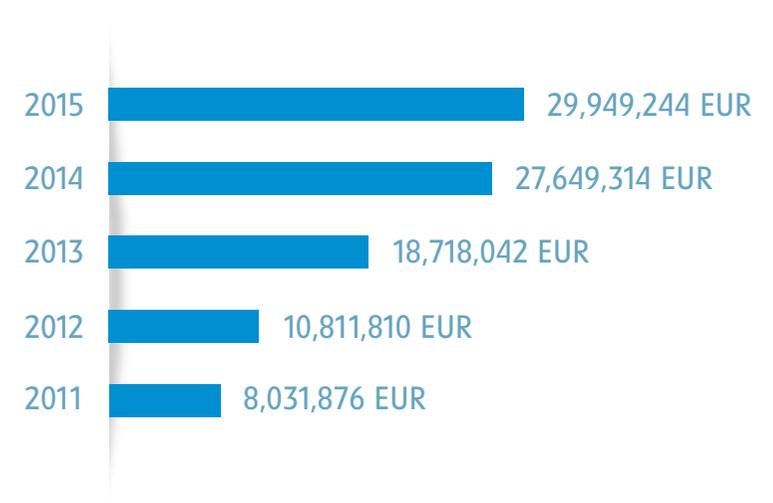
Regional Office

# OUAGADOUGOU

Distribution of 2015 disbursements by sector



Evolution of volume of activities (in EUR)



# Burkina Faso



Burkina Faso is a landlocked country in West Africa. It gained independence from France in 1960 and remains among the poorest countries in the world. Following the Blaise Compaoré's coup in 1987, the country experienced a long period of political stability until he was ousted from power in 2014 by a popular uprising against his attempt to appoint himself for a further presidential term. After a year of transition marked by another coup, Burkina Faso eventually installed a new Government elected in late December 2015.

The origins of bilateral cooperation between Burkina Faso and Luxembourg date back to 1997. In 2003, the first multiannual framework, Indicative Cooperation Programme I (ICP I), was established between the two countries. Based on a budget of 21.6 million EUR, the first programme focused on:

- Education as well as Technical and Vocational Training;
- Health; and
- Artisanal Crafts.

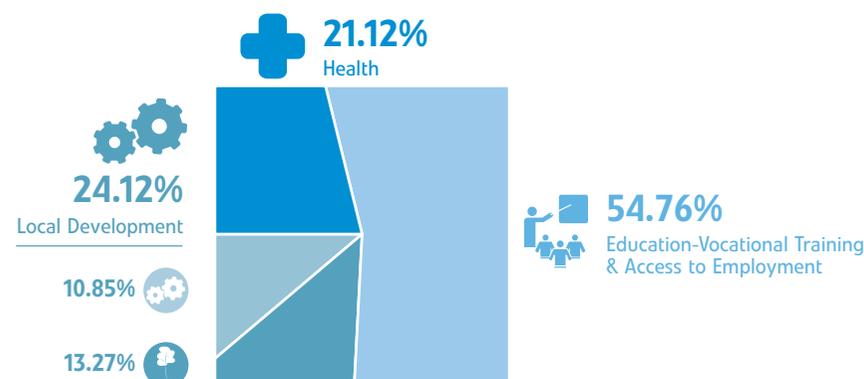
PIC II was launched in 2008. With a final bilateral budget of almost 84 million EUR, this PIC, which eventually ran over a period of nine years, laid emphasis on the sectors of Education as well as Technical and Vocational Training and Health but also targeted Natural Resource Management, including forestry, livestock and local development by supporting the national programme of multifunctional platforms as well as the Information and Communication Technologies (ICT) sector.

Following the events that occurred at the end of 2014, 2015 was a year of limited expectations and mixed results. Beyond the prevailing uncertainties during this period, the establishment of a transitional government had led to numerous and frequent personnel changes within state institutions. The operations implemented via project modalities achieved their annual goals, especially the BKF/017 project on livestock in Azawak and the recovery of degraded lands as well as BKF/020 on Blood Transfusion. However, programmes implemented

Evolution of volume of activities (in EUR)



Distribution of 2015 disbursements by sector



# Burkina Faso



through national institutions, such as BKF/019 Support to the Forestry Sector and BKF/018 Support to the Vocational Training, have suffered from political instability. Considering the audit results on the management of CAST Education in 2013 and the signature deferral for the new ICT bilateral agreement, it was evident that the budget of more than 19 million EUR had to be reviewed and was ultimately reduced to just over 12 million EUR.

The low absorption rate, especially for programmes implemented through national execution modalities, can be traced to the identification stage and ambitious project formulation in terms of results and targets in light of the overall institutional landscape. The responsibility is largely shared between the two parties and appropriate lessons must be drawn to strengthen an implementation modality that has nevertheless enabled the partner country to become directly responsible for the execution of many necessary operations. Another consequence of the political transition was a second extension of ICP II in order to delay future programming until the establishment of the new government elected in late 2015.

The challenges and expectations of 2016 are numerous and manifold, including the development and validation of ICP III by the two governments. The new ICP formulation process will be affected by the level of institutional and organisational stability permitting the development of programmes aimed at building the capacity of our national partners.

2016 holds vast expectations. A satisfactory completion of the ICP II requires

- The inauguration of the Regional Blood Transfusion Centre of Ouagadougou with the Luxembourg's Minister for Development Cooperation;
- The completion and commissioning of further infrastructure built in support of the blood transfusion system;
- The finalisation of the BKF/017 project with results largely surpassing expectations in terms of land recovery;
- A prospective evaluation of Vocational Training activities that should offer the foundation for the formulation of a new joint support mechanism together with other partners; and
- The operationalisation of the Environment Intervention Fund as well as the signing of the bilateral agreement for ICT support and the beginning of project formulation under ICP III.

In the event that most development assistance under ICP II has been implemented by the end of 2016, expectations for the launching of the new multiannual programme will be raised accordingly.



 Local Development

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
BKF/015	Second national Forest Inventory	2010-2015	4,619,219	502,463
BKF/016	National Programme for Multifunctional Platforms	2010-2015	12,000,000	-3,630
BKF/017	Support for the Dissemination of the Azawak Zebu	2010-2016	6,000,000	1,307,019
BKF/019	Implementing the National Forest Resources Management Programme	2012-2017	11,000,000	1,091,484
BKF/021	Support to the Development of ICT in Burkina Faso	Formulation	17,603,000	-

 Health

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
BKF/020	Support to Blood Transfusion Sector	2012-2016	7,500,000	2,537,133

 Education-Vocational Training & Access to Employment

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
BKF/018	Implementing the National Education and Technical and Vocational Training Policy	2012-2017	10,000,000	1,128,361
BKF/022	Basic Education Sector Support Programme	2014-2016	15,000,000	5,449,067

# Niger



188/188



Niamey



19.1 million



1,267,000



29%



62 yrs



4%

Niger's geographical situation makes it a hub for trade between North Africa and sub-Saharan Africa. It is one of the poorest countries in the world, with two-thirds of its area covered by desert. Only one single strip in the south of the country is green and for most of the population access to water is a severe challenge. Niger suffers from increasing droughts, greater temperature extremes and shortened rain seasons but also from increased flooding and strong winds. Niger is among the regions most vulnerable to the effects of climate change.

Since 1987, Niger has been a partner country of Luxembourg Development Cooperation. The first Indicative Cooperation Programme (ICP) 2003-2007 between the Republic of Niger and Luxembourg amounted to 20 million EUR.

The second ICP 2008-2015 has a combined value of 71 million and focuses on the Basic Education, Vocational Training, Water and Integrated Rural Development sectors.

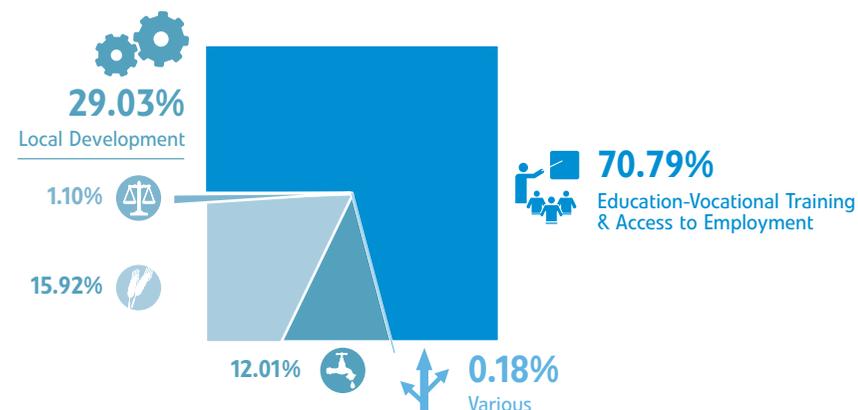
The rural development sector primarily aims to contribute to sustainable agricultural development in the Dosso region by providing institutional support to partners (Regional Directorate of Agriculture / Water) and establishing a Regional Support Fund to help finance one hundred private investments in the agriculture sector (small-scale irrigation). LuxDev has also been able to strengthen the Rural Code and the establishment of a land development scheme in order to help secure farmers' property rights.

The main objective of the Basic Education component is to improve teaching and student learning in order to develop an equitable education system (particularly enrolment of girls), offering each student the same access opportunities and the same quality of education. The project also envisages raising awareness and raising literacy rates in the Dosso region. Improving the learning outcomes for students in 135 primary schools and 42 secondary schools required intensified capacity building for teachers, – targeting around 54,000 persons per-

Evolution of volume of activities (in EUR)



Distribution of 2015 disbursements by sector



# Niger



day of training (all training programmes included),— which resulted in a sharp decline in the dropout rates among schoolchildren. To date, the project shows a good performance in school buildings with 111 classrooms, 156 latrines and 7 approved administrative blocks. The literacy campaign has funded 20 NGOs that have covered 400 out of a total of 436 literacy centres.

In 2015, emphasis in the Vocational Training sector and the Integration of young graduates was placed on

- Reinforcing the capacity of the Ministry of Vocational and Technical Training's staff;
- Construction of administrative buildings and training centres;
- Development of certification benchmarks; and
- Building the capacity of experts in engineering training.

The Support Fund for Vocational Training and Learning, which receives financial contributions from the European Union as one of its privileged partner programmes, two partnership agreements allowed for 79 training actions through which 1101 apprentices, boys as girls, have received training corresponding to demand on the job market.

The ICP III 2016-2020 will support sector policies and programmes in the fields of Basic Education, Vocational and Technical Training, Rural Development and Water and Sanitation. The launch of the new-generation programme is planned for October 2016. This will follow the formulation phase and subsequent approval by both the Nigerian and Luxembourgish governments.



 Local Development

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
NIG/018	Support Programme for Sustainable Agricultural Development in Dosso	2011-2016	12,500,000	2,855,734
NIG/020	Support to the Public Expenditure Chain in Dosso	2014-2016	500,000	197,170
NIG/021***	Water, Sanitation and Hygiene Sector Support Programme-PASEHA II	2014-2017	1,484,983	1,484,983
NIG/721	PASEHA II	2014-2017	2,058,479	669,221
NIG/025	Support to Sustainable Agriculture Development	Formulation	12,400,000	-
NIG/026	Water and Sanitation Sector Support Programme	Formulation	12,000,000	-

 Education-Vocational Training & Access to Employment

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
NIG/017	Support for the National Programme for Technical and Vocational Training and Access to Employment for School Leavers	2011-2016	24,700,000	4,808,582
NIG/019	Support to the Decennial Programme for Education Development in Dosso	2011-2016	15,200,000	4,326,169
NIG/023	Basic Education and Literacy	Formulation	12,000,000	-
NIG/024	Technical Vocational Education and Training	Formulation	18,400,000	-
NIG/702*	Quality of Education Support Programme for the Regions of Dosso, Maradi, Zinder and Diffa	2014-2018	10,789,460	1,442,499
NIG/817**	Technical and Vocation Education Programme	2012-2016	3,500,000	2,020,603

\* financed by Swiss and Norwegian Development Cooperation

\*\* financed by the European Commission

\*\*\* co-financed by the Danish Development Cooperation

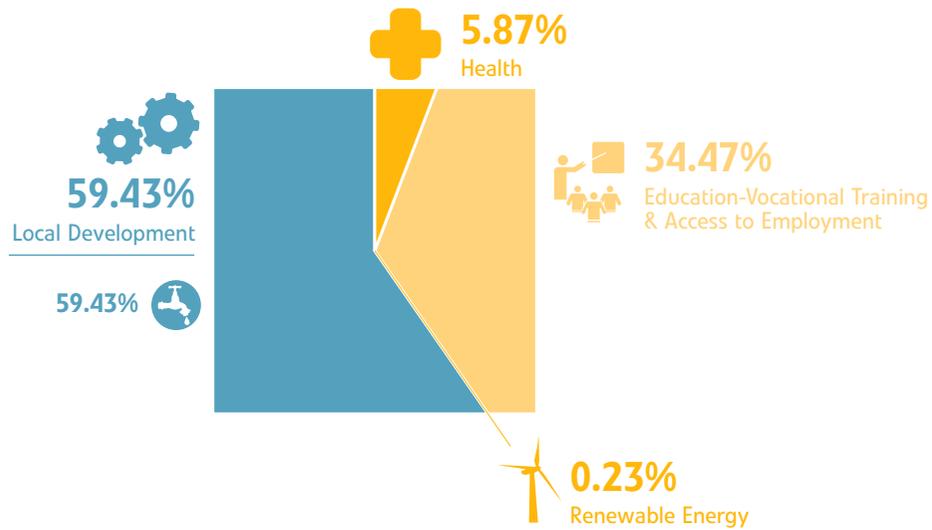
Regional Office



Cabo Verde

# CABO VERDE

Distribution of 2015 disbursements by sector



Evolution of volume of activities (in EUR)



# Praia

IDH  
122/188

Praia

0.51 million

4,033 km<sup>2</sup>

85% abc

73 yrs

1.3%

Luxembourg Development Cooperation has been involved in Cabo Verde for many years and has been considered a privileged partner country since 1993. In 2008, Cabo Verde transitioned from a least developed country (LDC) to the lower middle income category.

The fourth Indicative Cooperation Programme (ICP) was signed in 2015 and covers the period from 2016 to 2020. It focuses on three clearly defined areas:

- Employment and employability;
- Water and sanitation; and
- Renewable energy.

On the islands of Santo Antão, São Nicolau, Santiago and Fogo, the main emphasis is put on

- The construction of general and technical secondary schools;
- Supporting the restructuring of the vocational training sector; and
- Supporting the development of drinking water networks and sanitation as well as, waste-collection and treatment.

In 2015, LuxDev ensured the finalisation of two major projects that represented the culmination of several years of work. The interventions in the school health sector were partly conducted together with the Caboverdian foundation for Social Action in School (CVF SAS) as an innovative approach towards improving health awareness in primary education (basic education). Issues in the area of health were addressed from the perspectives of both education and public health. The platform for coordination between the two ministries concerned has been developed around the 'medical examination' campaigns in schools. It was launched during the initiative of 'Promoting Health at School' (PHS) in 26 schools.

The initiative was broadly welcomed by the authorities and will now be applied generally as it facilitates directly reaching towards the youngest members of the population. Another very different intervention managed by LuxDev concerns the Hotel and Tourism School of Cabo Verde (HTSCV) established in Praia in 2011 and allows about 750 young students to receive training for careers in a sector representing about a quarter of the national economy. Interest among the population is obvious as access to good training gradually allows access to the most interesting and lucrative positions, which so far are nearly exclusively benefiting foreigners.

2016 will be marked by the start of two interventions under the new Indicative Cooperation Programmes. The formulation of the new employment and employability programme launched in 2015 has been finalised and work in the employment sector starts immediately in coordination with the closing of the technical assistance programme for governance of an integrated policy for Education-Training-Employment (ETE) that LuxDev has facilitated since 2012. The new programme will emphasise the development of employability and other cooperation programmes focussing on 'Employment' component and should benefit all of the sector actors working on governance, capacity building and funding.

For the water and sanitation sector, the new intervention is a continuation of the support for sectoral reform, which also started in 2012 with a focus on improving sanitation by adopting the logic of the PHS initiative.

In the renewable energy sector, which is new to Luxembourg Development Cooperation, LuxDev aims to support the Cabo Verde Government in its efforts to achieve a transition towards 100% renewable energy penetration throughout the archipelago by the mid-2020s. The ambitious goal has great potential due

# Praia



to efforts in wind and solar power as well as increased energy efficiency. The formulation of a new programme in this sector is foreseen for the year 2016 and LuxDev is currently providing technical assistance to Cabo Verde's energy directorate.

To facilitate the identification and formulation of projects within this new sector, LuxDev was responsible for carrying out a preliminary study for mapping renewable energy (RE) and a study on public finance management. The report of the RE study conducted between January and April 2015, entitled 'Initial diagnosis: RE Sub-sector-Cabo Verde', was adopted by the two governments in June 2015. The diagnosis offers details on the RE sub-sector, including policies, institutions, actors, skills, technology, markets, finance and donors. Furthermore, it identifies the achievements and remaining challenges and sets a desirable degree of national execution that Luxembourg Development Cooperation could adopt in Cabo Verde.

Luxembourg Development Cooperation also has some expe-

rience and reputation for efficient and less energy-consuming construction in Cabo Verde. Leading examples are the residences of the Hotel and Tourism School of Cabo Verde and the Centre for Renewable Energy and Industrial Maintenance. To achieve the objective of building differently and more energy efficiently, LuxDev has developed and implemented a new procedure for the design and acquisition of efficient buildings.

Alongside Luxembourg Development Cooperation, LuxDev is committed to several innovative cooperation modalities that the particular context of Cabo Verde's political and democratic stability and quality of governance allows. In terms of professional training, the bilateral programme will include more than a single intervention and is supported by a sector budget for water and sanitation. The bilateral programme set up by LuxDev is complemented by Luxembourg's financial contribution to a sector fund managed by our Caboverdian partner institutions.



## Health

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
CVE/075	Support for the Implementation of the National School-Health Programme - Phase III	2010-2015	3,550,000	429,894

## Local Development

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
CVE/078	Support to the Action Plan for Integrated Water Resources Management	2012-2016	12,320,000	4,216,700
CVE/082	Water and Sanitation	Formulation	2,750,000	786

## Education-Vocational Training & Access to Employment

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
CVE/059	Hotel and Tourism School in Cabo Verde	2006-2015	12,562,300	1,005,938
CVE/071	Support to the National Employment and Vocational Training Programme	2008-2016	17,969,716	703,852
CVE/077	Education Sector Policy Support Programme (SPSP)	2014-2016	2,575,000	636,042
CVE/081	Employment and Employability	Formulation	10,000,000	50,179

## Renewable Energies

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
CVE/083	Renewable Energies	Formulation	4,500,000	16,531



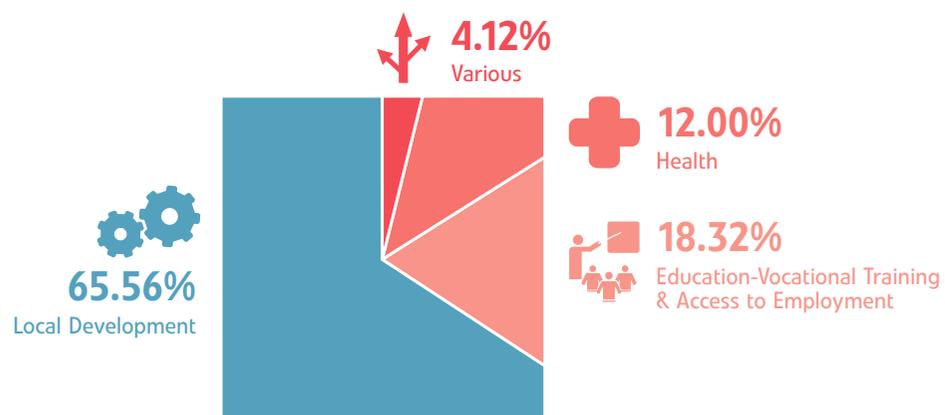
# Central America

El Salvador  
Nicaragua

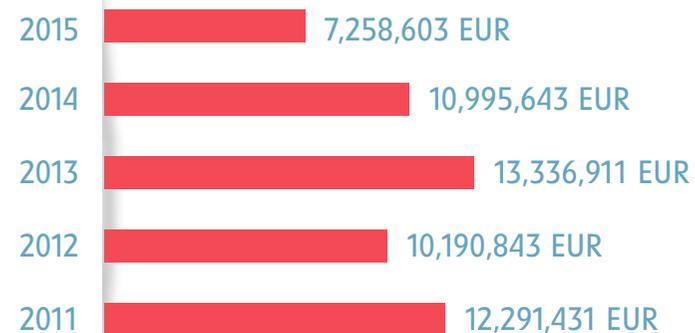
Regional Office

# MANAGUA

Distribution of 2015 disbursements by sector



Evolution of volume of activities (in EUR)



# Nicaragua

IDH  
125/188

Managua

6,01 millions

130 370 km<sup>2</sup>

78 % abc

75 ans

1,1 %

Luxembourg Development Cooperation has been active in Nicaragua for two decades and the cooperative relationship between the Grand Duchy of Luxembourg and the Republic of Nicaragua has been governed by a General Agreement as well as Indicative Cooperation Programmes (ICP) since 2003.

The third ICP signed for the 2011-2014 period has been extended by three years and will be in effect until the end of 2017. This new deadline permits the reconciliation of different programmes and also addresses a joint programming phase, including the different European donors in Nicaragua until 2018.

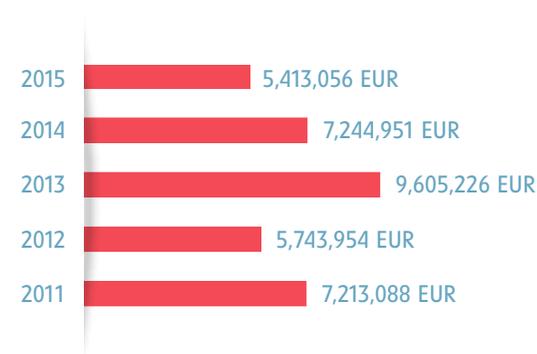
Regarding bilateral development cooperation executed by LuxDev, the launch of the third ICP marked the end of programmes targeting the sectors of Education, Water and Sanitation (especially in the north and northwest of the country) in order to focus on interventions in the areas of vocational training, health and tourism.

With the aim of promoting the vocational training sector, LuxDev is running cooperation programmes with the National Technological Institute (NTI), which aims to improve the employability of young people and adults and combat exclusion and poverty by strengthening social cohesion.

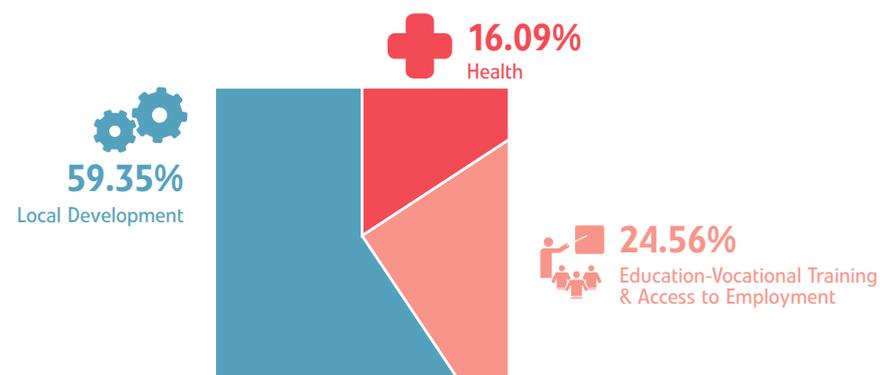
LuxDev has thus been involved in the programme development and the building of training and capacity centres of the different institutions for several years, which has led to important contributions in terms of infrastructure. At the same time, by directly involving employers, LuxDev is promoting the development of a dynamic definition of competencies required by the labour market.

Previous interventions of the hotel and tourism sub-sector allowed the construction, equipment and development of the National Hospitality School in Managua. This central structure, as well as the renovation and development of services of

Evolution of volume of activities (in EUR)



Distribution of 2015 disbursements by sector



# Nicaragua



© Inti Ocón

the 'Casa Luxemburgo' hotel school in Pochomil on the Pacific coast and the development of the "decentralised classes" network, which cater to the specific needs of the regions, have now been completed.

The mandate for the formulation of a new vocational training programme in 2015 as part of the extension of ICP-III has gradually merged the two focus areas into one single coherent programme and is currently supported by INATEC and LuxDev.

The tourism sector has significant prospects for development and is already significantly contributing to the economy of Nicaragua. The programmes LuxDev has implemented with national partners helped strengthen the sectoral actors and the Nicaraguan Institute of Tourism (NITUR), particularly in regards to 'Scenic Routes' permitting better access and more structured visits to the Nicaraguan landscapes. The agency directly intervenes in the economic development of disadvantaged regions often forgotten by the masses as tourism is mainly confined to the Pacific coast. These efforts were made possible by building and utilising the capacities of many public and private actors at the national level but also in affected areas.

LuxDev has executed two successive Luxembourg Development Cooperation programmes related to the development of the Coffee Route in the north. A third operation targeting continued capacity



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strengthening of relevant actors, in particular the NITUR, is currently being formulated.

Furthermore, over the course of the previous four years, LuxDev has been committed to a delegated cooperation project executed on behalf of the European Union. Herein, the Agency supports Nicaraguan authorities in the development of the colonial and volcano routes in the central volcanic ridge of the country.

Regarding the health sector, LuxDev has worked on improving hospital infrastructure, strengthening the transfusion medicine system and the Local Integral Health System (LIHS) in the south (Masaya, Carazo and Rivas) over the last few years. Since 2012, the programme is used to support the Ministry of Health and Transfusion Medicine and additionally addresses two other LIHSs in the north (Matagalpa and Jinotega). In the first phase of intervention, between 2012 and 2015, the Luxembourg Development Cooperation programme included a contribution to FONSALUD, a common donor fund that is no longer active since the completion of the first phase in 2015. A new programme was launched in early 2016 as part of the extension of ICP III.



## Local Development

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
NIC/024	The Coffee Route - Phase II	2011-2016	6,136,000	1,560,861
NIC/028	Support to Tourism Sector Programme	Formulation	3,875,147	4,820
NIC/824*	Colonial and Volcanoes Route	2012-2016	6,880,000	1,647,011

\* financed by the European Commission

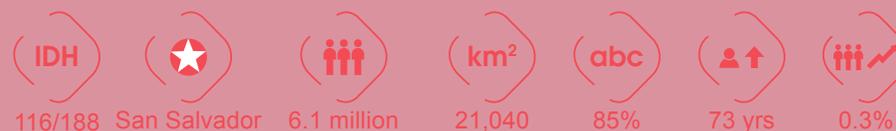
## Education-Vocational Training & Access to Employment

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
NIC/023	Strengthening of Professional and Technical Competence at National Level	2010-2015	5,000,000	207,517
NIC/026	Institutional Support to Vocational Training in Hospitality and Tourism	2014-2017	4,500,000	1,066,361
NIC/029	Support to the Vocational Training Programme	Formulation	6,000,000	55,756

## Health

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
NIC/025	Support to Nicaragua's Health Sector	2012-2015	10,000,000	727,515
NIC/027	Support to the Health Sector Programme	Formulation	7,276,252	143,216

# El Salvador



Luxembourg Development Cooperation has been active in El Salvador since 1993. Shortly after the end of the civil war that lasted over 12 years, a General Cooperation Agreement was signed in 2002 and several Indicative Cooperation Programmes have been signed since then in order to define the framework in which LuxDev has been and remains thoroughly involved. In this framework, the Agency participated in various projects in the education, health, water and sanitation sectors.

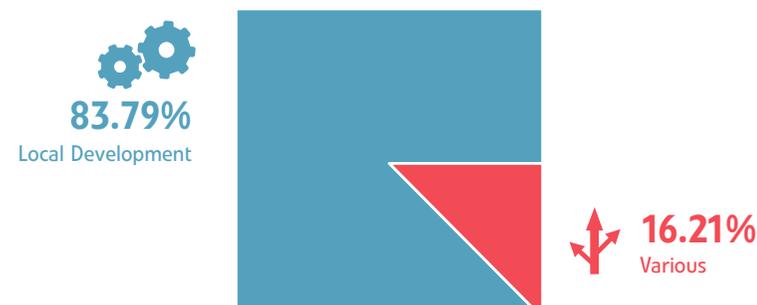
Cooperation with El Salvador entered a consolidation and phase-out process in 2007 due to its increased macroeconomic performance. However, the process has been hampered by the global economic crisis and therefore cooperation continues to this day. LuxDev supported the Luxembourg Ministry of Foreign and European Affairs in this development, which has resulted in the review of working arrangements and the introduction of new approaches, allocating an increasing role to the ownership of the programmes by the Salvadoran counterparts.

LuxDev has provided support to the Solidary Communities Programme of the Government of El Salvador, which is the cornerstone of a national system of universal social protection and aims to reduce poverty and income inequality by combining interventions in the sectors of Health, Education, Water and Housing. In this context, LuxDev provides technical assistance to strengthen the capacity of institutions responsible for the implementation of the programme complementing the budget support instalments allocated by the Luxembourg Development Cooperation Fund's Caring Communities Programme (Joint Programme Support Fund - JPSF). Herein, a joint budget support programme was also established between the European donors present in the country (EU and Spanish Agency for International Co-operation for Development) and the Government of El Salvador, which is contributing to both the support funds and the provision of technical assistance. The programme was completed at the end of 2015.

Evolution of volume of activities (in EUR)



Distribution of 2015 disbursements by sector



# El Salvador



In 2014 and 2015, LuxDev provided support to the Salvadoran Government in the implementation of its "Agenda for Development Cooperation Efficiency," which notably aimed at strengthening governance and the performance assessment framework in an effort to improve the overall quality of development cooperation in El Salvador.

Responsibility for the implementation and execution of planned activities lies with the various Salvadoran authorities concerned, while LuxDev ensures the necessary technical assistance required for successful implementation.

## Local Development

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
SVD/022	Support to Caring Communities in El Salvador	2012-2015	13,400,000	1,796,217

## Various

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
SVD/023	Support to the Implementation of the Aid Effectiveness Agenda in El Salvador	2014-2015	1,000,000	299,144
SVD/024	Support and Monitoring of Bilateral Cooperation Projects in El Salvador	Formulation	800,000	-



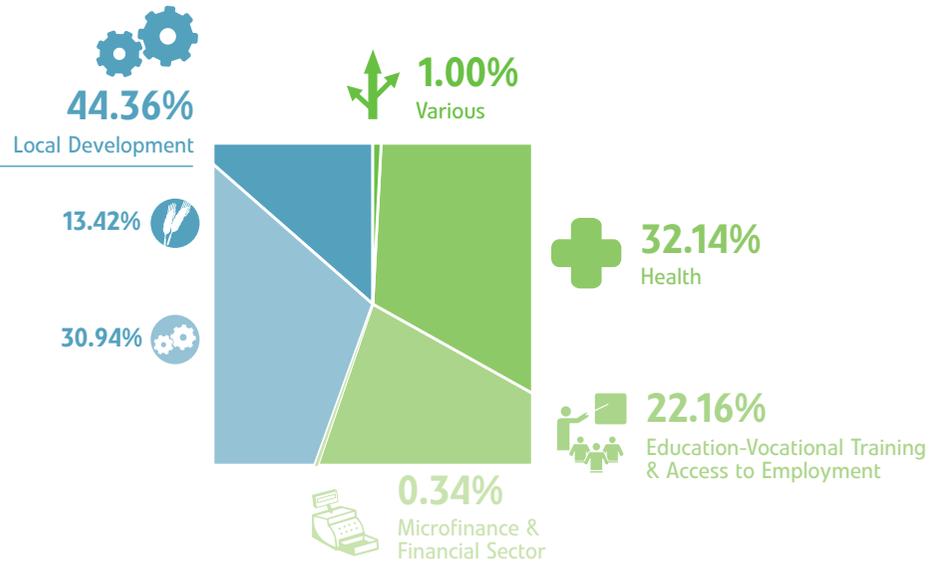
Asia

Regional Office

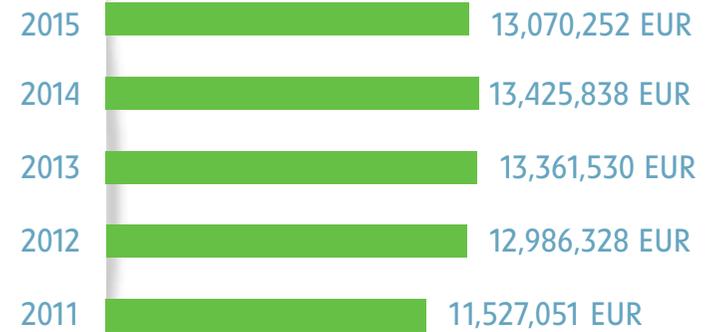
# HANOI



Distribution of 2015 disbursements by sector



Evolution of volume of activities (in EUR)



# Vietnam

IDH  
116/188

Hanoi

90.7 million

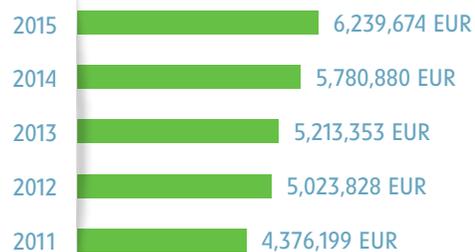
330,972 km<sup>2</sup>

93% abc

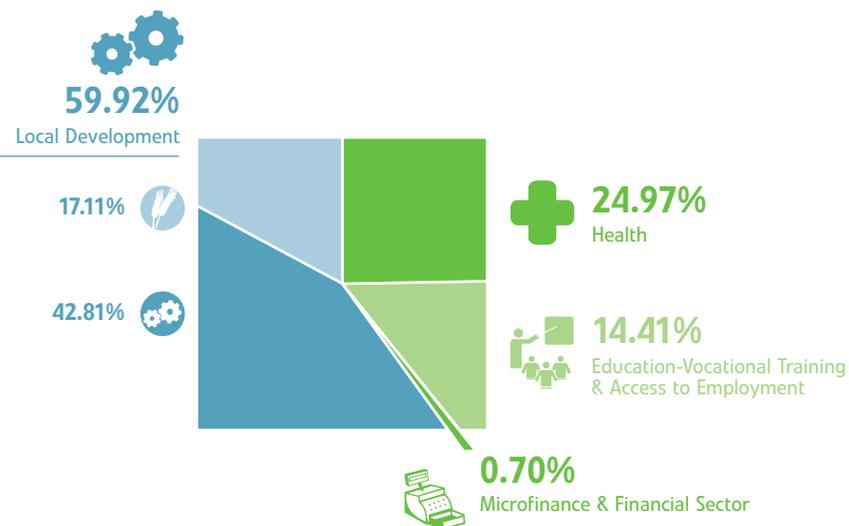
76 yrs

1.1%

Evolution of volume of activities (in EUR)



Distribution of 2015 disbursements by sector



# Vietnam



The Boston Consulting Group's report on the Sustainable Economic Development Assessment, published in March 2016, states that "Vietnam is among global leaders – ranking 4 out of 149 countries assessed—when it comes to converting the country's wealth into well-being of its population". Indeed, Vietnam has come a long way and the government is determined to act on its promises in the areas of employment, infrastructure, and governance. At the 12<sup>th</sup> Party Congress in January 2016, the newly elected leadership set the course for Vietnam to remain one of the best performing ASEAN economies (6.6% growth in 2015), while committed to achieving and respecting the sustainable development goals. In this respect, continued implementation of market reforms and establishing closer relations with a broader range of countries remains a priority.

The Luxembourg-Vietnam development cooperation programme, which started in the early nineties, has resulted in three consecutive Indicative Cooperation Programmes (2002-2005; 2006-2010; 2011-2015). Although the third and final Indicative Cooperation Programme officially ended on 31 December 2015, the funds committed under the third ICP will continue to be implemented through the completion of the respective development projects until at least 2018.

In this regard, in 2015, eight projects were implemented and two new operations are being formulated. LuxDev successfully concluded its support to the nine Hotel and Tourism schools under VIE/031, the facilitation of access to health care for the most disadvantaged in Cao Bang and Bac Kan via VIE/027 and the last phase of the rural development project VIE/028 in Western Nghe An.

LuxDev is currently exploring new ways to build on the fruitful cooperation between Luxembourg and Vietnam. Vietnam's proposal submission to the Luxembourg Climate and Energy Fund for an intervention in support of a nationally-determined mitigation action on energy efficient lighting, to be piloted in Hue City in support of their endeavor to become one of the greenest cities in Vietnam, was approved and will soon be formulated. A second submission to the same committee will trigger further support to the climate change adaptation measures and disaster risk preparedness around the lagoon area in Huế province. Finally, collaboration between the Integrated BioBank of Luxembourg (IBBL) and the two national lung hospitals to improve diagnosis procedures and research on major lung diseases (tuberculosis and cancer) was formulated.



\*Stop the violence, begin to love

### Local Development

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
VIE/028	Western Nghe An Rural Development Project - Phase III	2009-2015	6,350,000	1,067,551
VIE/033	Local Development and Climate Change Adaptation in Huế Province	2013-2017	8,000,000	1,863,574
VIE/035	Technical Assistance to the IFAD Tam Nong Support Project in Tuyen Quang Province	2014-2017	2,000,000	488,720
VIE/036	Irrigation in Cao Bang - Wise Use of Water and Agriculture	2014-2019	5,500,000	319,026

### Microfinance et Secteurs financiers inclusifs

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
VIE/032	Support Vietnam's Securities Market Consolidation and Improve Training Capacities	2014-2018	3,860,000	43,948

### Education-Vocational Training & Access to Employment

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
VIE/031	Strengthening of Human Resources in the Hospitality and Tourism Sector in Vietnam	2010-2015	3,950,000	847,090
VIE/034	Bac Kan, Technical and Vocational Education and Training - Phase II	Formulation	2,400,000	51,918

### Health

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
VIE/027	Supporting Health Care Policy for the Poor in Cao Bang and Bac Kan	2009-2015	6,499,100	1,549,796
VIE/037	Collaborative Project between IBBL and the Two Main Pneumology Hospitals in Vietnam	Formulation	1,500,000	8,051

# Laos



141/188



Vientiane



6.69 million



236,800



73%



66 yrs



1.6%

The Lao People's Democratic Republic (PDR), a lower-middle income country, is one of the fastest growing economies in the East Asia and Pacific region. Gross Domestic Product (GDP) growth averaged 7% over the last decade, with increasing use of the country's natural resources – mostly water, minerals and forests – contributing one-third of output growth. Construction and services also expanded as resource rents spread to the rest of the economy and growing regional integration boosted tourism and attracted foreign investment. Growth contributed to lowering the number of people under the poverty line to an estimated 23.2% of the population in 2012/13, down from 33.5% a decade ago. However, poverty reduction has taken place at a slower pace compared to some regional peers. In addition, the macroeconomic environment remains challenging, reflecting both domestic and increasingly external risks, and requires careful management.

The fourth Indicative Cooperation Programme 2016-2020 was signed between the Ministry of Foreign and European Affairs of Luxembourg (MFEA) and the Lao Ministry of Planning and Investment (MPI) on 17 September 2015.

Luxembourg's target sectors include:

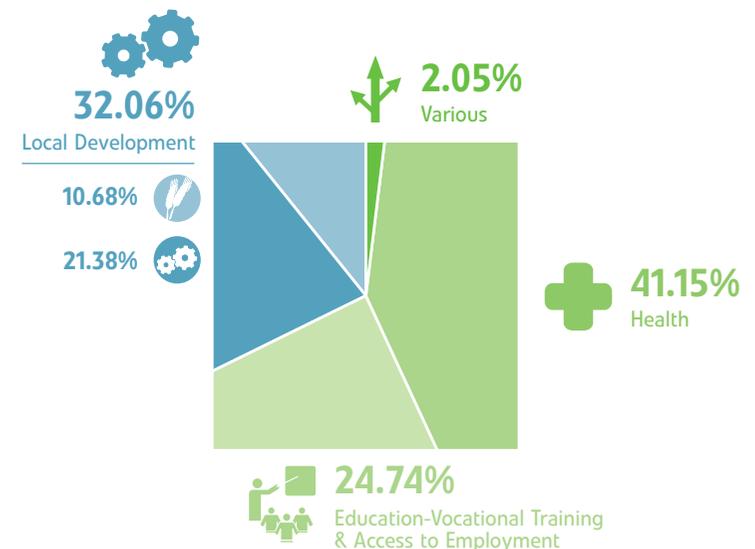
- Health systems development;
- Tourism and Hospitality skills' development;
- Rural development and local governance; and
- Legal sector (reform) and governance at the national level.

Over the past eight years, Luxembourg has invested some 7,500,000 EUR to create the Lao National Institute for Tourism and Hospitality (LANITH), regionally and internationally recognised as an outstanding model of tourism and hospitality education and training, particularly in emerging tourism economies.

Evolution of volume of activities (in EUR)



Distribution of 2015 disbursements by sector



# Laos



Although the direct support to LANITH will come to an end with the finalisation of the LAO/020 project, their service provision and training facilities will be largely promoted under the upcoming trilateral pro-poor oriented tourism support project between Switzerland, Luxembourg and Laos.

LuxDev will also place significant efforts in streamlining needs, transfer of experiences, and knowledge in order to achieve a more holistic and standardised programme in rural development covering four provinces (Bokeo, Vientiane, Bolikhamxay and Khammouane) with a multi-million euro budget. The project seeks to bring these elements together under one umbrella during the next five years, thereby meeting the needs expressed in Lao PDR's 8<sup>th</sup> National Socio-Economic Development Plan.



### Local Development

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
LAO/021	Bolikhambxay Livelihood Improvement and Governance Programme	2009-2016	7,600,000	769,830
LAO/024	Khammouane local Development Project (KHALODEP)	2014-2021	5,000,000	603,117
LAO/026	Soum Son Seun Jai - Community-Based Food Security and Economic Opportunities Programme	2012-2016	1,700,000	685,973
LAO/030	Vientiane Province, Bolikhambxay and Bokeo Rural Development Support Programme	Formulation	14,650,000	-

### Various

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
LAO/028	Capacity Strengthening of the Ministry of Planning and Investment's Department for International Cooperation	2014-2017	800,000	131,409

### Education-Vocational Training & Access to Employment

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
LAO/020	Strengthening of human Resources in Hospitality and Tourism Industry in Lao PDR	2008-2016	7,500,000	1,150,561
LAO/023	Strengthening the Rule of Law through legal University Education	2010-2015	5,000,000	328,976
LAO/029	Human Resources Development in the Tourism and Hospitality Sector	Formulation	7,500,000	-
LAO/729	Skills Development in the Tourism and Hospitality Sector in Lao PDR	Formulation	7,500,000	-
LAO/929	Skills Development in the Tourism and Hospitality Sector in Lao PDR	Formulation	109,212	109,212
LAO/031	Support Programme to Legal Teaching and Training and to the Promotion of the Rule of Law Concept in Laos	Formulation	5,000,000	-

### Health

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
LAO/027	Lao-Luxembourg Health Sector Support Programme - Phase II	2014-2021	20,000,000	2,550,778

# Myanmar

IDH  
148/188

Naypyidaw

53.4 million

676,590

93%

66 yrs

0.9%

In a sign of rapid political and economic development, Myanmar has been the focus of a significant number of international headlines lately. Sharing borders with China, Laos, Thailand, Bangladesh and India, Myanmar is the second largest country in the Greater Mekong Sub-Region.

From a development perspective, Myanmar is one of the poorest countries in South-East Asia. On the United Nations' Human Development Index it is ranked 149 out of 187 countries – behind Cambodia (138), Laos (139) and Vietnam (127). Myanmar's richness lies in its people and ecosystems (36 protected areas), cultural diversity (135 distinct ethnic groups) and outstanding examples of religious and vernacular architecture such as the Shewdagon Pagoda in Yangon, Bagan in the Mandalay region and the Golden Rock (Kyaiktiyo Pagoda). In this respect, tourism is flocking in to Myanmar to explore the old Burmese ways of life.

The liberalisation of the economic and political systems has led directly to a substantial growth in international tourism. The Government of the Republic of the Union of Myanmar recognises that the tourism industry serves as a transformational industry for the country and has prioritised the sector as one of the seven economic pillars that will enable Myanmar "to become a modern, democratic and developed nation that meets the aspirations of its people for a better life".

Tourism is a labour intensive industry that employs workers with low to high skill sets and, in doing so, provides one of the most accessible pathways out of poverty. In the Myanmar context, poverty reduction potential will only be realised if product and service standards (including education and training provision) align with standards expected by international visitors.

Evolution of volume of activities (in EUR)



Distribution of 2015 disbursements by sector



# Myanmar



Recognising both the potential and the need for development assistance, the Ministry of Foreign and European Affairs (MFEA) mandated LuxDev to implement the first bilateral project MYA/001 – Development of Human Resources in the Hotel and Tourism Sector and Capacity Development of the Ministry of Hotel and Tourism.

The project's primary objective is to develop the capacity of the Ministry of Hotel and Tourism to play an active role in the planning and development of human resources at the national, regional and destination levels. Under a second component, the capacity of existing and new education and training providers will be strengthened and upgraded to deliver quality training appropriate to the immediate needs of the sector. Finally, under a third output, the skills and capacities of the existing tourism workforce will be upgraded and modernised to deliver products and services conforming to the standards of the Association of the South East Asian Nations.

To build on the first successes and promising relationship with Myanmar, the MFEA mandated LuxDev to formulate a second bilateral intervention provisionally titled MYA/002 – Eastern Shan State Rural Development Project. As such, Luxembourg's initiative will increase job opportunities in general while raising customer satisfaction, thus leading to a tourism industry contributing to sustainable and inclusive growth.



### Education-Vocational Training & Access to Employment

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
MYA/001	Development of Human Resources in the Hotel and Tourism Sector and Capacity Development of the Ministry of Hotels and Tourism	2015-2020	5,000,000	408,557



### Local Development

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
MYA/002	Eastern Shan State Rural Development Project	Formulation	5,000,000	-

# Balkans

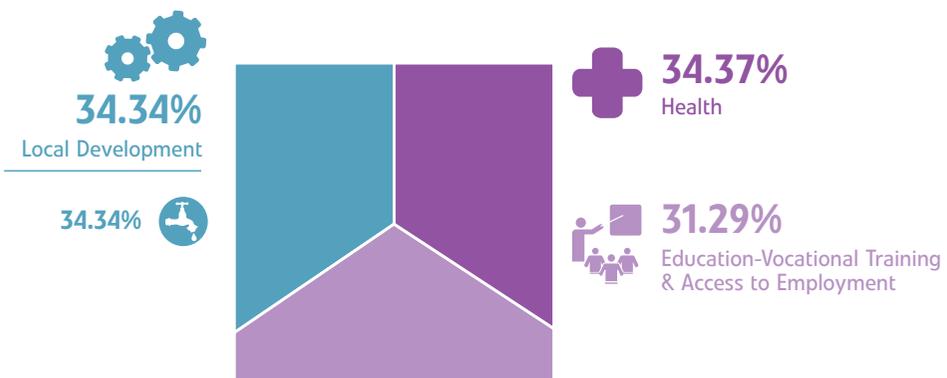


Regional Office

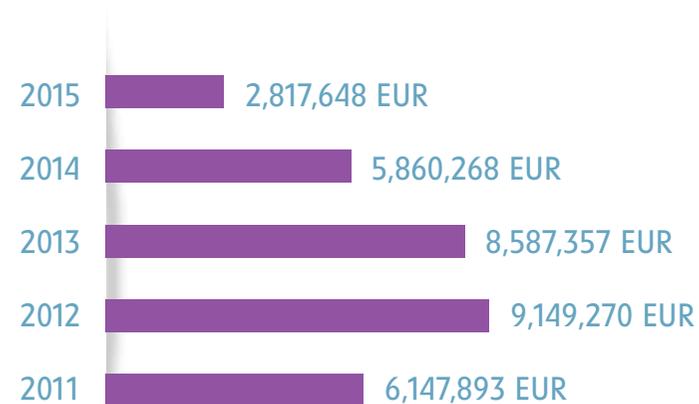
Kosovo

# PRISTINA

Distribution of 2015 disbursements by sector



Evolution of volume of activities (in EUR)



# KOSOVO

IDH  
-188

Pristina

1.82 million

km<sup>2</sup>  
10,887

abc  
-%

71 yrs

0.3%

Since 2000, Luxembourg Development Cooperation has helped mitigate the effects of the conflict in Kosovo. At first, it focused primarily on the return of refugees and humanitarian aid. After contributing in the large-scale international reconstruction and rehabilitation efforts, the Grand Duchy of Luxembourg oriented its development assistance to the Health and Vocational Education and Training (VET) sectors.

On 23 April 2013, both governments signed a partnership agreement defining the terms of a four-year Cooperation Programme in three main areas aligned to Kosovo's priorities: health, education and water supply.

From the beginning of 2012, the comprehensive health sector reform emerged on the Ministry of Health's (MoH) agenda. On behalf of Luxembourg Development Cooperation, LuxDev runs a structural adjustment programme in this sector based on the Health Sector Strategy that was elaborated in 2012, updated in 2015, and completed with a detailed roadmap for implementing and monitoring the health reform process. All of these developments continuously supported by the project will allow the MoH to progressively focus on its new roles; namely:

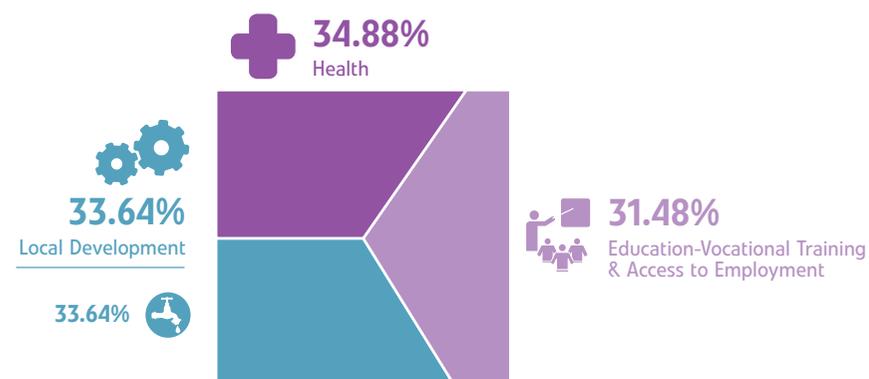
- Developing, planning and implementing health policies and laws;
- Developing standards, regulating and supervising the sector;
- Enabling and supporting the establishment and functionalisation of the newly created institutions in charge of important duties such as health financing and health insurance, service provision, or the implementation of a quality assurance system.

The development of the Health Information System (HIS) is another important component of the project. Initially implemented in pilot sites, the HIS is expected to run countrywide from 2017. Luxembourg Development Cooperation is also investing time and efforts to ensure a close coordination among principal donors, i.e. the World Bank and Switzerland in order to harmonise concepts, positions and operations and improve effectiveness under the leadership of the MoH.

Evolution of volume of activities (in EUR)



Distribution of 2015 disbursements by sector



# KOSOVO



The VET sector is very important in Kosovo as it represents 58% of all high-school students in some 57 secondary schools. In addition, the high number of unemployed (43%) requires active measures to develop economic sectors for improved employability and growth in the country. This is why Luxembourg Development Cooperation supports the implementation of the Kosovo VET reform in two Centres of Competences (CoC), in Ferizaj with health occupational profiles and Prizren in trade and tourism, to improve the attractiveness and quality of VET and increase the number of qualified young people entering the labour market.

The CoCs enrolled the first students in September 2013 in Ferizaj and September 2014 in Prizren. Those centres seem responsive to the aspirations of young people and currently have more than 800 students enrolled for all grades. Concerning strategic orientations, a working group, set up within the MEST in July 2015, provided recommendations by the end of the year. The donors active in the sector have coordinated and harmonized their positions insisting on the main challenges of the sector:

- An insufficient setting of strategies and priorities;
- A lack of inter-ministerial and sectorial coordination;
- An unclear definition of roles and duties at institutional level;
- An inadequate legal context;
- A limited public funding; and
- A structural deficit in terms of social partners' and stakeholders' involvement.

Limitations at the provider level should also be taken into consideration, particularly in terms of management and capacity development.

As part of an overall attempt to rehabilitate the regional network and increase the capacity of drinking water supply in the Mitrovica region, LuxDev is also supporting the implementation of a decentralised project in this area. In 2015, the first phase has been completed. It was mainly oriented to the improvement of the physical network while introducing methods to better manage the distribution all over the city of Mitrovica. In conjunction with additional EU investments in the regional water treatment plan, the project achieved a significant increase in the provision of water throughout the supply area of the Mitrovica Regional Water Company. The second phase started at the end of 2015, wherein Luxembourg is still financing the upgrading of infrastructure and equipment under the supervision of the regional operator but focuses on strengthening its operational and management capabilities with the aim to improve its overall performance.

Finally, a high-level mixed commission between the Grand Duchy of Luxembourg and the Republic of Kosovo took place on 30 November 2015. It was the opportunity to take stock of what has been implemented but also to reflect on the future in light of Kosovo's progress in view of the signed Stabilisation and Association Agreement. This meeting also provided an opportunity to start the negotiations for defining Luxembourg's support to Kosovo for the period 2017-2020.



### Education-Vocational Training & Access to Employment

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
KSV/015	Support to Vocational Education and Training Reform in Kosovo: Establishment of Centres of Competence in Ferizaj and Prizren	2010-2016	10,000,000	874,103



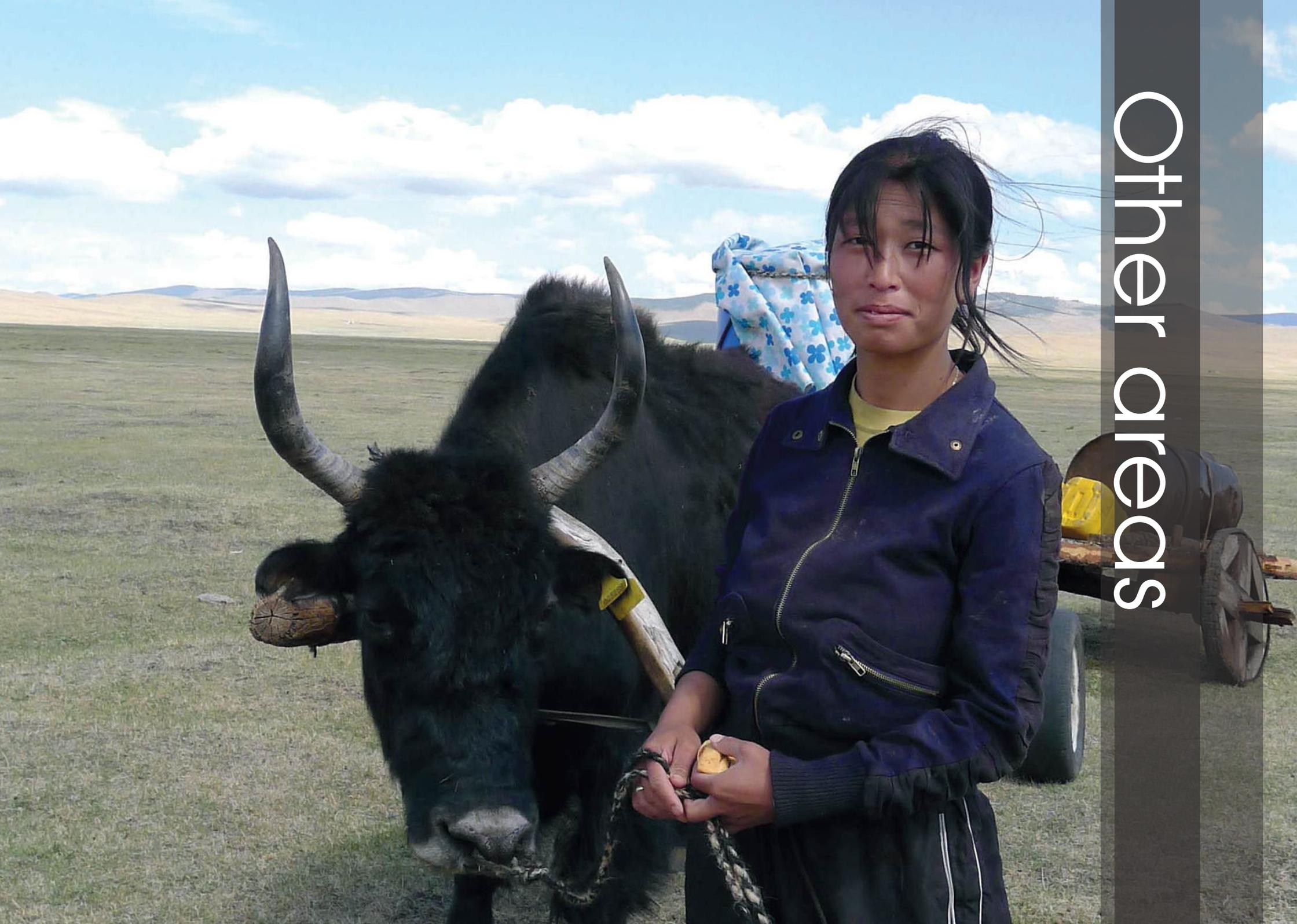
### Health

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
KSV/014	Health Support Programme in Kosovo	2009-2015	6,500,000	828,282
KSV/017	Health in Kosovo - Phase II	2015-2018	6,000,000	140,094



### Local Development

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
KSV/018	Institutional and Technical Support for the Water Supply System, Mitrovica Region (Phase II)	2014-2017	4,500,000	873,890



# Other areas



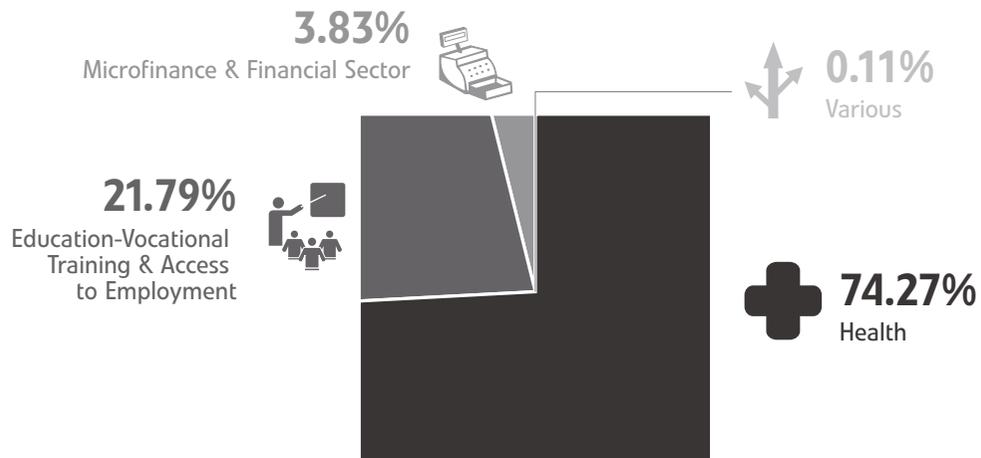
Mongolia

Countries in the WAEMU area



# OTHER AREAS

Distribution of 2015 disbursements by sector



Evolution of volume of activities (in EUR)



# Regional Africa

The AXIS project aims to support and facilitate the establishment of an African internet infrastructure, national and regional Internet Exchange Points (IXP) as well as continental Internet carriers by providing capacity building to Internet community stakeholders, technical assistance to regional Internet exchange points and policy and regulatory reform at the regional level.

To this end, two series of 30 capacity-building workshops are being organised, one dealing with organisational arrangements and best practices, the other dealing with technical set up and administration in terms of IXP. The project also provides start-up financial support to the pairing of Internet service providers at the regional level.

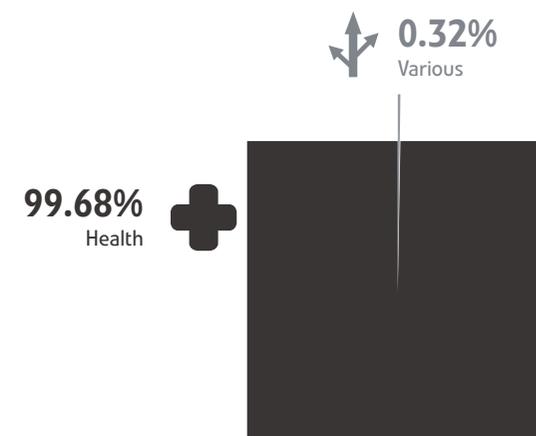
The development of information and communication technologies contributes to the economic and social development of sub-Saharan Africa. As one of the flagship projects, AXIS falls under the African Regional Action Plan on the Knowledge Economy.

The project is co-funded by the EU–Africa Infrastructure Trust Fund and the Government of Luxembourg and is implemented by the African Union Commission via a delegation agreement from LuxDev.

Evolution of volume of activities (in EUR)



Distribution of 2015 disbursements by sector

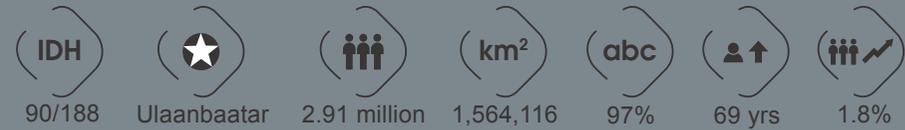


Various

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
AFR/820*	African Internet Exchange System (AXIS)	2011-2017	5,100,000	5,059
AFR/020	African Internet Exchange System (AXIS)	2011-2017	300,000	-745

\* EU-Africa Infrastructure Trust Fund

# Mongolia



Luxembourg Development Cooperation has been supporting the Mongolian health sector since 2001 and the financial sector since 2010. The ongoing project in the health sector is an expansion of previous telemedicine interventions (MON/002, MON/003 and the multilateral Telemedicine support for maternal and newborn health project, implemented by the United Nations Population Fund - UNFPA). This project contributes to improving the Mongolian population's health by decreasing the fatality rate associated with cardiovascular diseases and lowering the rate of both maternal and infant mortality. Moreover, the lack of knowledge and experience regarding financial matters, especially in the areas of regulation, supervision and the establishment of best practices and standards have created barriers for development of the Mongolian economy.

The contribution to the implementation of the national e-health strategy has been provided through improvement of the MnCardio telemedicine platform. For the first time, the working conditions in the cardiovascular surgery operating theatres of the Shastin Central Hospital have been upgraded to meet international standards. As of 2015, cardiac surgery is available to one patient per day, 180 days per year. The Government of Mongolia has ensured coverage of up to 80% of the costs of high-technology treatment by the Health Insurance Fund and has made cardiac surgery much more accessible for the general population. Moreover, in the maternal and infant health care sector, modern technologies have been implemented at the National Centre of Maternal and Child Health. Utilisation of pre-natal ultrasound screening in the first and second trimesters of pregnancy has increased from baseline 5% to 35.6% in 2015.

Luxembourg also assists the Mongolian government in establishing a sound regulatory environment for the entire financial sector (microfinance, insurance and capital markets), thus supporting the government's efforts in moving towards a flourishing and inclusive market economy. The MON/004 project is tasked with strengthening capacity development of the regulatory body, the Financial Regulatory Commission (FRC). In 2015 the project implementation underwent a

Evolution of volume of activities (in EUR)



Distribution of 2015 disbursements by sector



# Mongolia



new dynamic on strengthening both the FRC's technical ability to supervise the non-bank sector in Mongolia as well as on developing the skills of the FRC's individual staff members. This capacity development, as the central premise of the project, assists the Mongolian government in establishing a sound regulatory environment to promote private sector development.

In 2016, the project interventions will target training of health professionals, delivery and service of high technology medical equipment, further development of telemedicine platforms, and renovation of the Shastin Central Hospital conference hall. The project will increasingly be based on the principle of delegation of funds and implementation by the local counterparts. LuxDev will give special attention to sustainability and institutionalisation of project results.

With the evolution of the legal environment and the general rapid development of the country, there is a constant need to develop the capacity of the market as efficiently as possible. Two areas were especially strengthened in 2015:

- Research and development of draft regulations on the derivative financial instruments (Derivatives); and
- Assessment of the insurance industry risks and development of the required guidelines and recommendations for introducing and implementing a risk-based inspection system.

It is recommended to the FRC to establish a Risk-Based Supervision (RBS) Group, with representatives of Insurance Supervision and Insurance Regulation, to coordinate implementation of the short-term activities foreseen for 2016:

- Finalising the RBS Manual for Company Supervision and Early Warning Ratios and implement on-line training programme;
- Providing notice to insurers requiring annual actuarial review by internationally qualified actuary;
- Providing the Own Risk and Solvency Assessment training for FRC and company staff; and
- Studying the benefit of returning to prior solvency requirements to support risk management and early intervention.



## Microfinance and Financial Sector

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
MON/004	Financial Sector Capacity Building and Training Project	2010-2016	2,065,000	316,014



## Health

Project	Title	Duration	Total Budget EUR	Disbursed in 2015
MON/005	Cardiovascular Center, MCH and e-health Expansion	2012-2016	8,371,184	1,660,546

# Activities for Third Party-Donors



# Activities for Third Party-Donors (ATD)

In addition to implementing bilateral cooperation programmes and projects commissioned by the Luxembourg Ministry of Foreign and European Affairs, LuxDev also formulates and implements activities for third-party donors, in particular the European Commission and bilateral donors like Switzerland and Denmark.

The recent development of delegated cooperation, by which a donor entrusts the formulation and/or implementation of a project to an agency of a Member State of the European Union (EU), is based on the principles of division of labour (European Code of Conduct on complementarity in development policy) and development effectiveness (global partnership for development effectiveness) as well as on the sectorial expertise available to the agency in a developing country or region. Activities for third-party donors thus help strengthen coherence and harmonisation in development cooperation and reduce transaction costs for local partners, who are often required to maintain dialogue and collaboration with several donors simultaneously.

For the European Commission (EC) to be able to delegate funds to an agency of a Member State, the latter needs to be declared eligible. The applicant must therefore be audited on various parts of its operations and guarantee high quality operational management to the EC. LuxDev was among the first European agencies to fulfil the conditions, also known as pillar assessments, established by the EC and has maintained its status since 2010. This positive assessment has also facilitated other bilateral donors to entrust the management and implementation of their funds to LuxDev.

In 2015, LuxDev implemented projects funded through the EU's Development Cooperation Instrument (DCI), the European Development Fund (EDF), the Instrument contributing to Stability and Peace (IcSP) and the EU-Africa Infrastructure Trust Fund (EU-AITF). These interventions, with a predominant focus on West

Africa, ensured the provision of social services, the development of vocational training to support local development and – through capacity-building of decentralised authorities – governance and development in areas particularly vulnerable to political, economic, social and environmental instability. At the continental level, LuxDev continued to support the African Union Commission in the implementation of a network of national and regional Internet Exchange Points, which aims to facilitate internet traffic throughout the continent. Finally, in connection with the bilateral Luxembourg Development Cooperation programme, LuxDev also implemented an EU-funded project to support local economic development through infrastructure development and tourism services in Nicaragua.

In terms of activities on behalf of third-party bilateral donors, these are currently concentrated in the water and sanitation as well as basic education sectors in Niger, which benefited from Danish and Swiss funding, respectively.

Over the course of 2015, LuxDev also launched formulation processes for several new operations such as a further phase of support to local authorities in northern Mali funded by the IcSP and three project proposals in response to requests from EU Delegations under the Emergency Trust Fund of the European Union in Africa. These proposals target the areas of Training and Employment (Senegal and Niger) and Local Development (Northern Mali). Following an international tender procedure, LuxDev also signed a contract with the Swiss Agency for Development Cooperation for the implementation of a new programme to support local rural development in the Sikasso region in Mali.

# List of Projects financed by Third Party-Donors

Project	Title	Signature Date	Execution Date	Closure Date	Donor & Instrument	Amount
AFR/820	African Internet Exchange System (AXIS)	06.05.11	06.05.11	31.03.17	European Commission - ITF	5,100,000 EUR
MLI/501	Support to agropastoral Industries in Sikasso - PAFA Mali	30.12.15	01.01.16	30.06.16	Swiss Cooperation	987,717 EUR
MLI/801	Rapid Support to the Malian Authorities and essential social Services in post-conflict Areas	23.05.13	15.04.13	14.04.15	European Commission - IcSP	5,000,000 EUR
MLI/802	RELAC	20.11.15	15.01.16	15.07.17	European Commission - IcSP	5,000,000 EUR
NIC/824	Colonial and Volcanoes Route	27.03.12	01.05.12	06.06.16	European Commission - DCI	6,880,000 EUR
NIG/702	Support to the Quality of Education in Dosso, Maradi, Zinder and Diffa	18.12.14	10.12.14	30.11.18	Swiss Cooperation	10,789,460 EUR
NIG/719	Appui à la Qualité de l'Éducation formelle - Dosso	14.06.12	01.06.12	31.12.14	Swiss Cooperation	1,590,424 EUR
NIG/721	Programme d'Appui au Secteur Eau, Hygiène et Assainissement, Phase II - PASEHA II	04.08.14	01.08.14	30.06.17	Danish Cooperation	2,187,691 EUR
NIG/817	Support for the national Programme for technical and vocational Training and Access to Employment for School Leavers	25.04.12	25.04.12	24.03.16	European Commission - FED	3,500,000 EUR,



MINISTRY OF FOREIGN AFFAIRS OF DENMARK  
**DANIDA** INTERNATIONAL DEVELOPMENT COOPERATION



 Schweizerische Eidgenossenschaft  
 Confédération suisse  
 Confederazione Svizzera  
 Confederaziun svizra  
  
 Swiss Agency for Development and Cooperation SDC

# Summary of funds

in different partner countries (EUR)

## DAKAR

	Total Budget 2015	Disbursed 2014	Disbursed 2015
Total Office	115,616,749	18,424,128	15,583,492
Senegal	48,009,095	9,760,890	11,261,349
Mali	67,607,654	8,663,238	4,322,143

## HANOI

	Total Budget 2015	Disbursed 2014	Disbursed 2015
Total Office	110,199,142	13,425,837	13,070,252
Vietnam	38,639,930	5,780,879	6,239,674
Laos	66,559,212	7,632,482	6,422,021
Myanmar	5,000,000	12,476	408,557

## MANAGUA

	Total Budget 2015	Disbursed 2014	Disbursed 2015
Total Office	65,350,000	10,995,643	7,258,603
Nicaragua	32,950,000	7,244,951	5,413,057
El Salvador	32,400,000	3,750,692	1,845,546

## OUAGADOUGOU

	Total Budget 2015	Disbursed 2014	Disbursed 2015
Total Office	156,757,407	27,649,314	29,949,244
Burkina Faso	83,722,219	17,373,628	12,011,898
Niger	73,035,188	10,275,686	17,937,346

## PRAIA

	Total Budget 2015	Disbursed 2014	Disbursed 2015
Total Office	61,441,016	5,866,250	7,096,341
Cabo Verde	61,441,016	5,866,250	7,096,341

## PRISTINA

	Total Budget 2015	Disbursed 2014	Disbursed 2015
Total Office	36,293,000	5,860,268	2,817,648
Kosovo	31,500,000	3,793,304	2,776,313
Balkans except Kosovo	4,793,000	2,066,964	41,335

## DIRECT MANAGEMENT

	Total Budget 2015	Disbursed 2014	Disbursed 2015
Total	23,037,360	7,212,737	4,025,856
Regional			
Africa	5,754,500	4,676,337	1,122,531
Mongolia	12,510,300	1,718,597	1,976,560
Rwanda	-	31,904	-
Others (Training, etc.)	4,772,560	785,899	926,765
<b>Total</b>	<b>568,694,674</b>	<b>88,341,954</b>	<b>79,801,436</b>

LuxDev was part of the first 20 companies / organisations that signed the Mediation Charter in Luxembourg on 9 October 2015. With the signing of this charter, LuxDev agrees to emphasise mediation when the Agency finds itself in a situation that could lead to inter- or intra- agency litigation in order to find an amicable solution to the dispute.



A forest parcel near Kanecher Wéngertsberg in Waldbredimus with an area of 41.50 acres was sponsored by LuxDev in 2015. It is located on a wooded hillside, which we are leaving free to flourish in order to promote forest biodiversity.

### PAPER CONSUMPTION PER EMPLOYEE SINCE 2010



### COMPARISON BETWEEN 2010 & 2015



With the aim of reducing the environmental impact of our activities, the LuxDev CSR policy requires lower paper consumption through the reduction of printing. In 2015, LuxDev once again managed to reduce its consumption rate to 450,114 sheets of paper, which signifies a decrease of 20.80% compared to 2014.

## Review of CSR activities in 2015:

# Zoom on the Ouagadougou Regional Office

### Governance/economy component

- Risk management: Review of security plans for Burkina Faso and Niger responding to the developments following the popular uprising in late 2014 and the coup in September 2015 in Burkina Faso and the 'anti-Charlie' protests in Niger to ensure the safety and well-being of staff; and
- Strengthening of the Agency's values through the local implementation of the LuxDev Code of Conduct.

### Social component

- Review of health insurance coverage for local staff to include better protection in case of death, work incapacity, etc., knowing that there is no public social safety net in place in Burkina Faso;
- Introduction of flexible hours to better address family and other personal constraints; and
- Vaccination against meningitis of the local staff in Niger, including their family members.

### Environmental component

- Electricity consumption: reduced by 11% compared to 2014; and
- Compensation for CO<sub>2</sub> emissions of professional flights: 100%



# Credits

Editor | Christopher Marc Lilyblad

Graphic Design & Production | Cathy Scheltien

Programmes & Projects contributions | Regional Representatives & Geographical Advisers

Coordination & contributors to the Special Feature on Knowledge Management | Christine Omes, Alice Risch, Carole Reiff & Christopher Marc Lilyblad

Contributors-Special Report | Gerardo Capano & Véronique Meyers

Illustrations-Special Report | Jean- François La Rocca

Technical Assistance | Liliane Berhin, Dimitri Mayaux, Marcia Pego, Nathalie Pergent & Sonia Stock

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p.6 Yasmine Sweetlove - Senegal

p.24 Yasmine Sweetlove - Senegal

p.28 Yasmine Sweetlove - Senegal

p.47 Inti Ocón - Nicaragua

p.54 Pietro Lombardini - Laos

p.65 Gerardo Capano - Kosovo

p.70 Richard Schmid - Mongolia

p.75 Arnaud Nouvial - Mali

p.82 Richard Delnoye - Laos

## Special mention

Jean-François for his generous contribution to the engaging presentation of the Special Report by providing simultaneously accessible and incisive illustrations.

The photographers of the pictures shown in this Annual Report (unfortunately we can not mention them all).

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L U X

D E V



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