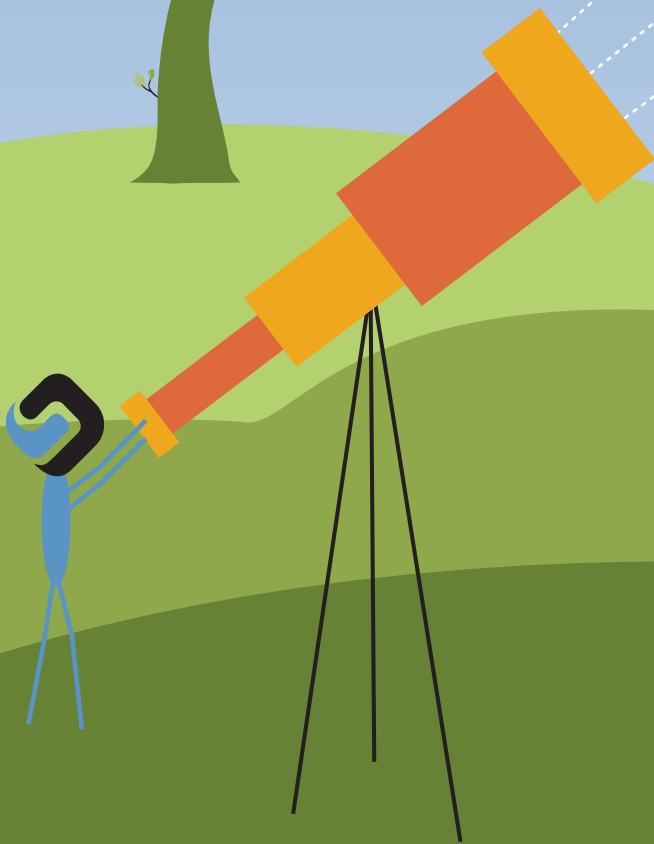
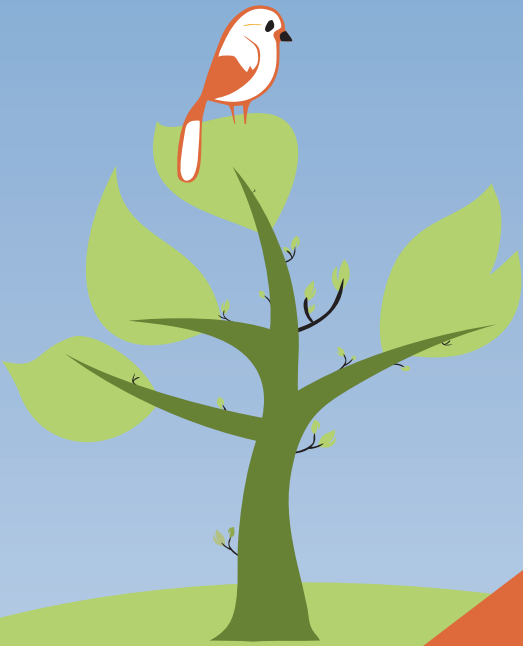


VISION  
2030



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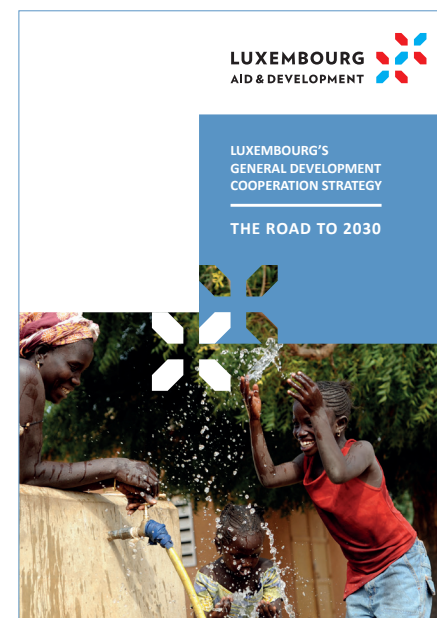
# INTRODUCTION

LuxDev's Vision 2030 is based on the sustainable development goals (2030 Agenda "Transforming our world: the 2030 Agenda for Sustainable Development") and in particular the Luxembourg's General Cooperation Strategy – The road to 2030, which sets out Luxembourg's commitments in terms of development cooperation and humanitarian action.

## Extract of the general strategy

*While poverty levels have declined overall, extreme poverty is increasingly concentrated in fragile and conflict-affected areas. The consequences of global climate change, pandemics as well as conflicts, leading among others to an increase in forced displacements, refugee movements and migration, are becoming more widespread. To reflect the greater scale and complexity of these global challenges and to contribute to global stability and security, Luxembourg adopted a new general development cooperation strategy in 2018.*

*Luxembourg's commitment to development cooperation and humanitarian action is based on international solidarity and guided by its values and interests. The main objective of Luxembourg's development cooperation is to contribute to the eradication of extreme poverty and the promotion of economic, social and environmental sustainability.*

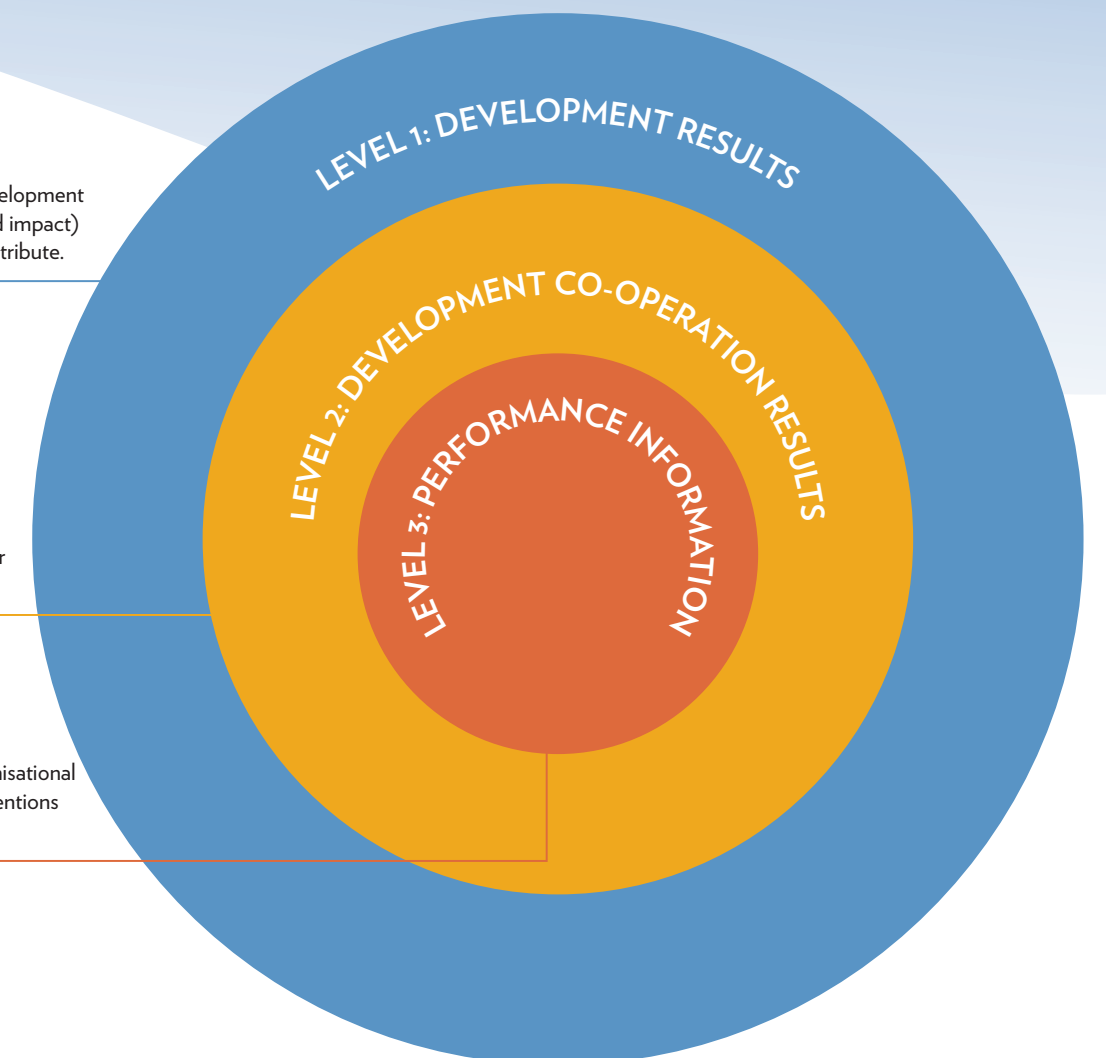


The OECD Policy Paper on Agenda 2030 and Development Co-operation results<sup>1</sup>, provides information on how the objectives and outcome and performance indicators of development co-operation providers (providers) can be integrated into the Sustainable Development Goals.

Global or national development change (outcomes and impact) to which providers contribute.

Results (outputs and outcomes) to which providers contribute directly, or which are attributable to provider interventions.

Operational and organisational performance of interventions and providers.



<sup>1</sup> The 2030 Agenda and Development Co-operation Results, OECD Development Policy Paper, January 2018 n.9.

# THE STRATEGIC BACKBONE

The strategic backbone relies on an approach based on "simplicity and flexibility" (AGILE approach). It is built according to the principle of the results chain. It shows the changes that the Agency wishes to drive through its Vision 2030.



## OVERALL OBJECTIVE

### Concept

The overall objective, external to LuxDev, represents the ultimate step to reach, namely development results (level 1 of the OECD scheme). The long-term objective is not a goal to be achieved at all costs, but it does have the function of structuring an intention, of giving a direction to our path.

### Ambition

The sustainable development goals pave the way for a better future. They respond to the global challenges we face particularly those related to poverty, inequality, climate, environmental degradation, prosperity, peace and justice.

### Level of implication

Development results



## MISSION

### Concept

The mission represents the Agency's *raison d'être*, i.e. its mandate and role to achieve the specific objective and thus contribute to the overall objective.

### Ambition

LuxDev contributes mainly to the implementation of the General Cooperation Strategy and other priorities of Luxembourg as well as to all other international cooperation missions it may be entrusted with by the State. In this context, the Agency assumes the role of a reliable adviser to the State. (Article 1 of the Convention between the State of the Grand Duchy of Luxembourg and LuxDev).

Beyond that, LuxDev can value its capacity for action, its experience and Luxembourg's know-how and place them at the service of other development partners.

## SPECIFIC OBJECTIVE

### Concept

The specific objective is developed by and for LuxDev. It specifies what LuxDev intends to achieve in the framework of Agenda 2030 (overall objective) and/or what LuxDev will be in 2030. This is level 2 on the OECD scheme of development cooperation results.

### Level of implication

Development co-operation results

### Ambition

Based on Luxembourg's General Cooperation Strategy, as well as on Luxembourg's international commitments to sustainable development, LuxDev integrates the principles of development effectiveness as well as the social, economic and environmental challenges of sustainable development in its action and contributions to the development plans and programmes of its partner countries.

## STRATEGIC AXES (INTERMEDIATE CHANGES - RESULTS)

### Concept

The strategic axes represent the major challenges that will enable the Agency to move towards the specific objective. For each axis, themes illustrate the topics in which intermediate changes will occur. For each change, indicators are used to measure its attainment. The axes are defined for the next 10 years, in line with Agenda 2030. A mid-term analysis will be carried out to provide elements for a review if necessary.

### Level of implication

Performance information

### Ambition

In the framework of LuxDev's mission, four axes with intermediate changes:

- **Support:** LuxDev supports its partners for an enhanced performance in the implementation of their development policies and strategies;
- **Partnerships:** LuxDev brings together/brokers and develops multi-stakeholder partnerships to achieve sustainable development;
- **Operationalisation:** LuxDev implements cooperation programmes agreed upon between the Luxembourg State and/or other donors and their partners;
- **Continuous improvement:** LuxDev continuously strengthens its operational efficiency.

## DASHBOARD (PROJECTS)

### Concept

The dashboard traces the change paths (key stages) of the institutional projects that LuxDev will carry out in the framework of each axis in order to tend towards intermediate changes and, by extension, towards the specific and global objective. The dashboard is submitted to the Management Review, in order to monitor all institutional projects on an annual basis. Thus, the management takes stock of the Agency's greatest challenges (or identifies new ones) and institutional projects are launched to meet these challenges. Such phasing allows LuxDev, on the one hand, to regularly re-examine the challenges it has set itself in the light of the changes measured/observed. On the other hand, the management will be able to prioritise, plan and monitor major institutional projects in a strategic and iterative manner over a period of 10 years.

An institutional project is a set of key steps contributing to an axis and related changes. A project is not necessarily specific to a department or a country/regional office. The project duration will not exceed three years. In order to make them manageable (readability) and to have "everyone on board" (visibility), the number of project per axis "open at a given time" will, in principle, be maximum three. Key stages are identified using the 4S method (strategies, systems, skills and staff, structures) and monitoring will adopt an AGILE<sup>2</sup> approach.

### Ambition

Key steps (Paths of change) to accomplish the institutional projects, developed iteratively over three-year cycles, using a 4S<sup>3</sup> approach.

Monitoring - once a year by the Management Review and the Board.

## OPERATIONAL PLAN

### Concept

The "operational plan" is made up of all the operational activities (outputs) developed to carry out the various key stages of the projects. Monitoring is the responsibility of management, heads of department and resident representatives through the quality management system action plans (departments and ROF) and other related monitoring tables (e.g. expert action plans).

### Ambition

Operational activities (outputs) developed to carry out the different stages of the institutional projects.

Regular monitoring by the management, heads of department and resident representatives through the quality management system action plans (departments and ROF) and other activity monitoring tables (such as those of the experts).

<sup>2</sup> AGILE approach: working in short cycles that allows teams to manage in a flexible, adaptive and iterative way (see LuxDev Capacity Building Guide FOR\_38)

<sup>3</sup> 4S: strategies, systems, skills and staff and structures

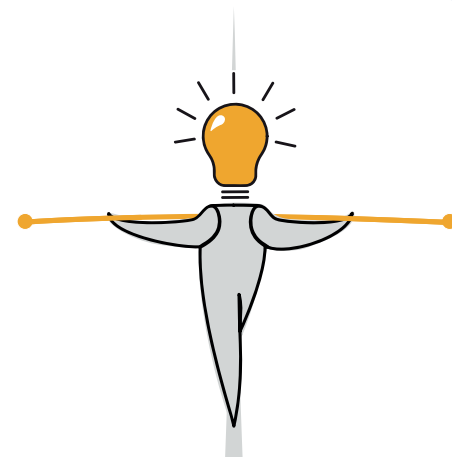
# THE STRATEGIC AXES - INTERMEDIATE CHANGES/ RESULTS

## SUPPORT

### SUPPORT

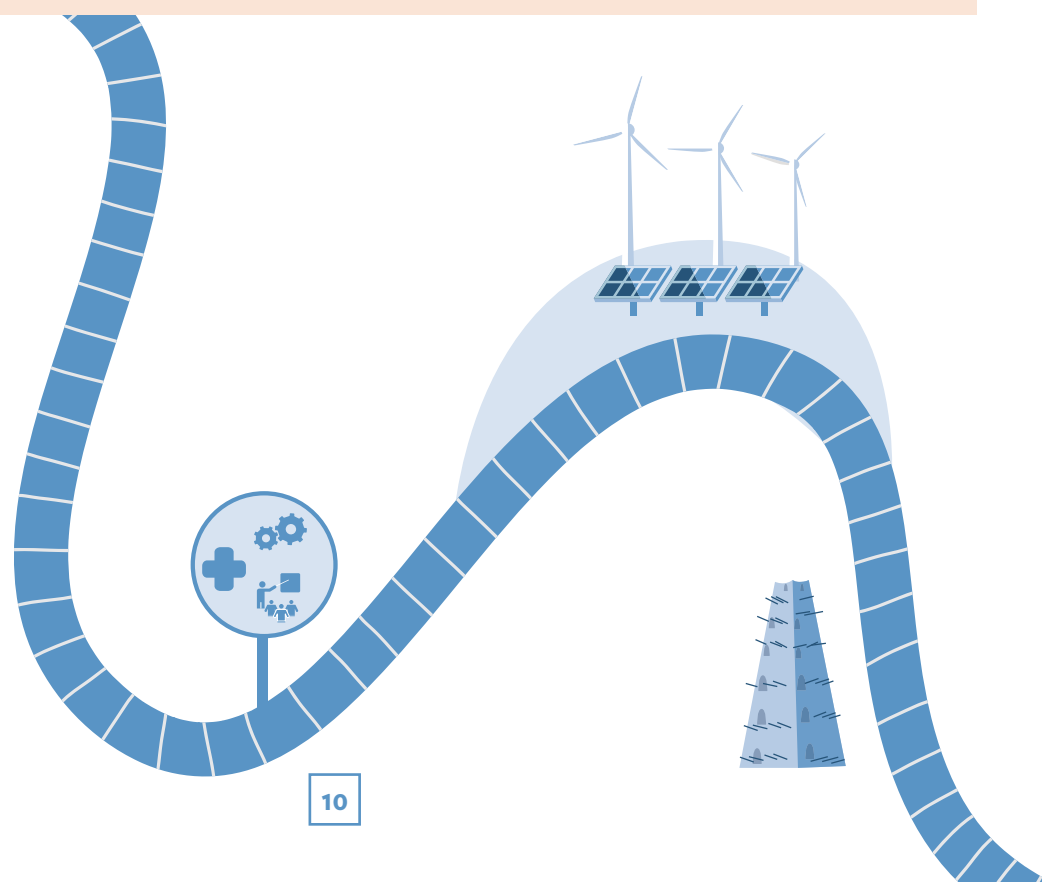
LuxDev supports its partners for an enhanced performance in the implementation of their development policies and strategies:

- alignment;
- change management;
- capacity strengthening;
- evolution of working methods (approaches and modalities).



### Reference to the General Strategy

*Luxembourg will continue investing in capacity building programmes through technical and scientific assistance and knowledge transfer. The impact of development cooperation is maximised by building individual, organisational, and institutional capacities in partner countries. Luxembourg adopts a demand-driven approach to capacity building, working with partners to ensure that actions are adapted to local contexts and culture and based on current and future needs and priorities. Capacity building is LuxDev's key priority.*



### Identified changes and indicators

**A large majority of our support is provided within the framework of a programme or sector-wide approach in order to promote the alignment and institutionalisation of capacity building.**

- the intervention framework in the technical and financial document is aligned with the sector programme supported in 75% of cases;
- evaluations (mid-term, final, ex-post or impact) and/or capitalisations demonstrate that the contribution of the projects/programmes to at least one key reform is effective and shows conclusive results at the end of the intervention.

**LuxDev incorporates “change-oriented” approaches in its working methods.**

- 50% of new interventions are designed and implemented using a “change-oriented” approach.

**LuxDev is able to carry out identified accompaniments through expertise at the best technical and behavioural level.**

- the support of technical assistants in capacity building is documented and valorised through specific tools, such as the FAA tool (Feedback, Analysis and Advice);
- support is positively assessed through mid-term and final evaluations.

### Limiting factors

- use of “change-oriented” approaches depends on the mandates given by the MFEA or donor and the context of the intervention;
- mobility of staff/managers in partner institutions and organisations and their willingness to collaborate;
- qualified expertise (short and long term) not always readily available and depending on the Agency's context of intervention (insecurity);
- weak capacity for analysis of sector and thematic governance and limited number of strategic or thematic evaluations.

### Success factors

- collaboration/harmonisation with other donors/agencies and co-financing;
- flexibility and adaptability of accompaniments and technical assistance;
- existence of a stable macro-economic framework and governance system.



# PARTNERSHIPS



## PARTNERSHIPS

LuxDev brings together/brokers and develops multi-stakeholder partnerships to achieve sustainable development:

Effective partnerships between governments, the private sector and civil society are necessary to achieve sustainable development (SDG 17):

- private sector;
- civil society / NGOs;
- academic and research centers;
- other cooperations, in particular DG INTPA (Directorate General for International Partnerships of the European Commission).

## 17 PARTNERSHIPS FOR THE GOALS



### Reference to the General Strategy

*Luxembourg is committed to leveraging multi-stakeholder partnerships. To increase its impact and reach, Luxembourg will continue developing and brokering partnerships for sustainable development with international and multilateral organisations, civil society, academia/research centres as well as the private sector.*

(...)

*Luxembourg recognises that achieving long-term development requires attracting domestic and foreign investment as well as fostering multi-stakeholder partnerships. These include South-South and triangular cooperation to support inclusive and sustainable socio-economic development, as well as, the building and retention of a skilled workforce in partner countries. Building on its expertise as a leading international financial centre and in integrated local development approaches, Luxembourg will support partner countries in:*

- a stronger and more responsible engagement of the private sector;
- strengthening support for inclusive finance;
- enabling ICT solutions and reliable data.



### Identified changes and indicators:

#### LuxDev positions itself as a credible / reliable interlocutor.

- a partnership approach is validated/accepted by the MFEA / LuxDev Board;
- evaluations and/or capitalisation/studies document the performance of the partnerships.

#### LuxDev develops sustainable partnerships with key partners in Luxembourg (and internationally) as well as in partner countries.

- an updated mapping of actors is available on a regular basis, in order to identify partnership opportunities in Luxembourg and in partner countries.

NB: Further changes and indicators will be identified once the partnership approach has been validated.

### Limiting factors

- area in which LuxDev feels the need to acquire additional resources;
- poor knowledge of the private sector;
- resistance of traditional national ministries in Partner countries to new partnerships, e.g. private sector;
- expectations from the MFEA to be clarified.

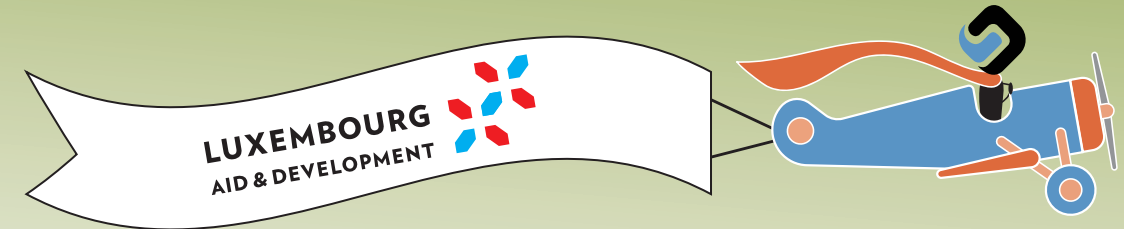
### Success factors

- partnerships = SDG 17 and ministry's commitment via the general cooperation strategy;
- Luxembourg neutrality;
- existing functional inter-agency networks (VET toolbox, D4D, EIP);
- sharing a common understanding and a joint objective is crucial in partnerships (e.g. private sector or research).

### Areas for reflection (to be discussed with the MFEA)

- LuxDev's "outreach" in Luxembourg - development of a win-win situation between LuxDev and the other partners with the aim of attracting, enhancing and combining Luxembourg know-how/expertise;
- Improved performance, achievement of results? How to link partnerships to performance? e.g. research and academic centres;
- How to work in partnership with the private sector?
- Partnerships with other agencies? Co-presidency ENABEL;
- South-south partnerships;
- D4D;
- Sustainable finance.

# OPERATIONALISATION



## OPERATIONNALISATION

LuxDev implements cooperation programmes agreed upon between the Luxembourg State and/or other donors and their partners:

- convention between the State and LuxDev;
- priority themes:
  - improving access to quality basic social services,
  - enhancing socio-economic integration of women and youth,
  - promoting inclusive and sustainable growth,
  - strengthening inclusive governance;
- cross-cutting priorities:
  - human rights,
  - gender equality,
  - environmental sustainability.



### Reference to the General Strategy

*A multidimensional approach to poverty eradication and sustainable development. Building on the interlinked nature of Agenda 2030 and to strengthen, whenever possible, the development of integrated approaches across sectors, partners and instruments, Luxembourg's new general development cooperation strategy expands from a previously sector-based prioritisation towards more inclusive thematic priority areas.*

*Luxembourg aims, in particular, at ensuring a minimum level of livelihood, in a rights-based environment, and creating equal opportunities for all, particularly for the most vulnerable and unprivileged, so everyone can actively determine the course of their own lives.*

*The Agenda 2030's principle of "Leaving no one behind" and the commitments set out in the Addis Ababa Action Agenda on financing for development are therefore at the heart of Luxembourg's general development cooperation strategy, focusing on four interrelated thematic priorities, for which it has specific expertise and a comparative advantage:*

- improving access to quality basic social services;
- enhancing socio-economic integration of women and youth;
- promoting inclusive and sustainable growth;
- strengthening inclusive governance.



## Identified changes and indicators

LuxDev asserts its position and is recognised as a development agency, implementing agency and trusted adviser to the MFEA and available to other donors, reporting on results through performance contracts.

- the Agency is increasingly involved in the identification of interventions and/or cooperation programmes with the donor;
- the Agency supports embassies in the coordination with stakeholders of the indicative cooperation programme as part of a country approach/strategy;
- the portfolio of activities for third party donors is evolving, always in line with the bilateral programme.

The partners further operationalise their legal and strategic framework linked to the priority themes and cross-cutting priorities of the programmes.

- an analysis of priority themes is carried out every three years on the basis of the evaluation reports and shows a positive development;
- an analysis of cross-cutting priorities is carried out every three years on the basis of the evaluation reports and shows a positive development;
- delegation instruments include the cross-cutting priorities reflected in the technical and financial document (diagnosis, feasibility studies, related operational activities).

LuxDev is recognised for its capacity to implement climate change (CC) as well as environmental and/or natural resource projects.

- 80% of interventions have at least one DAC-RIO marker (environment, climate, biodiversity, desertification) rated 1 or 2;
- the annual allocation dedicated to CC and environment / natural resources (number of interventions and budget) from the Luxembourg ministry of environment, climate and sustainable development (ministère de l'Environnement, du Climat et du Développement durable - MECDD), Green Climate Fund or other green financing mechanisms is evolving.



Gender and human rights are systematically analysed in programmes during identification and formulation phases<sup>1</sup>.

- Indicator: 80% of interventions have a DAC marker of 1 or 2 for gender and human rights and therefore disaggregated data;
- Indicator: an operational guidance on gender and human rights is in the Quality Manual;
- Indicator: the proportion of projects integrating gender sensitive budgeting (budgétisation sensible en genre - BSG) is monitored.

NB: Further changes and indicators will be identified on priority themes, sustainable finance, etc.

### Limiting factors

- lack of ownership by partners and weak integration of cross-cutting priorities (gender in particular) in partner countries' policies and strategies;
- lack of time and culture sensitive to cross-cutting priorities.

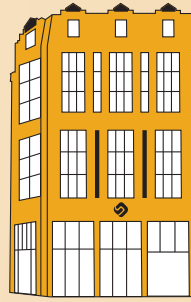
### Success factors

- the identification process must be sufficiently open to operational partners;
- changes in behaviour / socio-cultural context are being considered during the formulation;
- development of multi-stakeholder partnerships;
- recognised expertise and instruments / approaches of the Luxembourg Cooperation;
- green finance and the international macroeconomic situation;
- budgets must be adapted to the integration of cross-cutting priorities.

<sup>1</sup> See Indicators in the relevant EU Gender Action Plan.



# CONTINUOUS IMPROVEMENT



## CONTINUOUS IMPROVEMENT

LuxDev continuously strengthens its operational efficiency:

- information systems;
- knowledge management;
- communication systems;
- skills development;
- environmental and social responsibility;
- quality management.



### Reference to the General Strategy

To consolidate its strengths and maximise impact Luxembourg is committed to:

- *Championing development effectiveness principles. This will be achieved by maintaining its commitment towards the promotion and implementation of the Global Partnership for Effective Development Cooperation and its four shared principles: national ownership, focus on results, inclusive development partnerships as well as transparency and mutual accountability;*
- *Strengthening of strategic goal setting and measurement of progress and performance at all levels. Programming priorities will be determined at country level, aligning them with inclusive, partner-country led results frameworks and key performance indicators by promoting access to and availability of high quality and disaggregated data measuring the performance of development cooperation.*

(...)

- *Remaining flexible and responsive. Luxembourg's development cooperation and humanitarian action will maintain flexibility in its operations, allowing for adaptive course-correcting and continued engagement, especially in times of crisis.*



## Identified changes and indicators

LuxDev has a high-performance information system adapted to its partners and staff.

- a trend towards «paperless» in 2030 is observed in all of the Agency's processes;
- IATI-compliant data are accessible via a web portal.

In addition to contributing to the visibility and communication efforts of the government, LuxDev increases its notoriety. Its capacities for action, its achievements and its know-how are widely recognised by national and international actors in development cooperation.

- the Agency and its staff are more frequently invited to participate in conferences and other events related to the Agency's activities than in the years preceding the launch of Vision 2030;
- a six-monthly analysis of traffic on the Agency's website shows that:
  - the number of unique visitors to LuxDev's website is systematically higher than in the reference year 2020,
  - the website has visitors from each of the Agency's partner countries,
  - the website has visitors from more countries than before the launch of Vision 2030;
- a bi-annual analysis of traffic on the Agency's social networks shows that:
  - the number of LuxDev followers on social networks is systematically higher than the reference year 2020,
  - the average number of views of publications is higher than the reference year 2020;
- indicator : headquarters implements an annual communication plan based on communication plans developed by the field.

LuxDev employees have the skills and knowledge to implement Vision 2030.

- skills acquired and skills to be developed are documented in the staff evaluation sheets (training and personal evaluation sheet);
- 80% of training requests related to the required skills are met;
- individual objectives and action plans incorporate activities to contribute to Vision 2030;
- skills of technical assistants in capacity building and "change-oriented" approaches are evaluated during recruitments.

LuxDev strengthens its commitment to high standards of social and environmental responsibility.

- the Corporate Social Responsibility (CSR) is aligned with the ISO 26000 standard and includes a guide specific to LuxDev for a CSR action plan with SMART1 indicators;
- headquarters and all country offices have a CSR action plan with SMART indicators in place which is monitored annually;
- the transition to clean energy and energy efficiency is materialised in different ways.



### Limiting factors

- insecurity in the countries of intervention;
- lack of resources dedicated to communication;
- unavailability and inaccessibility of clean energy in the countries of intervention;
- constraints linked to the general data protection regulation.

### Success factors

- Ariane IT project;
- the Agency's recognised experience and know-how;
- existence of energy transition and/or green growth policies in the countries of intervention;
- clarification of the responsibilities and role of Communication;
- the age pyramid is managed by the human resources department.

1 SMART = Specific, Measurable, Acceptable (and Ambitious), Realistic, Time-defined.



QUICK WINS



PROJECTS

2030

2029

2028

2027

2026

2025

2024

2023

2022

2021

2020



**LUXEMBOURG  
AID & DEVELOPMENT**



**2020  
Practitioners' Network  
for European Management Companies**

**GREEN  
FUND**

**IN-HOUSE  
TRAINING  
LEARNING**

**VETToolbox**

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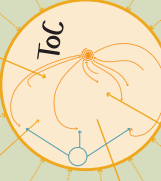
**ARIANE IT**

**PARTNERSHIPS**

**SUPPORT**

**OPERATIONALISATION**

**CONTINUOUS  
IMPROVEMENT**





# VISION 2030