



LE GOUVERNEMENT
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Ministère des Affaires étrangères
et européennes

Direction de la coopération
au développement et
de l'action humanitaire

Evaluation of the NGDO FNEL framework agreement

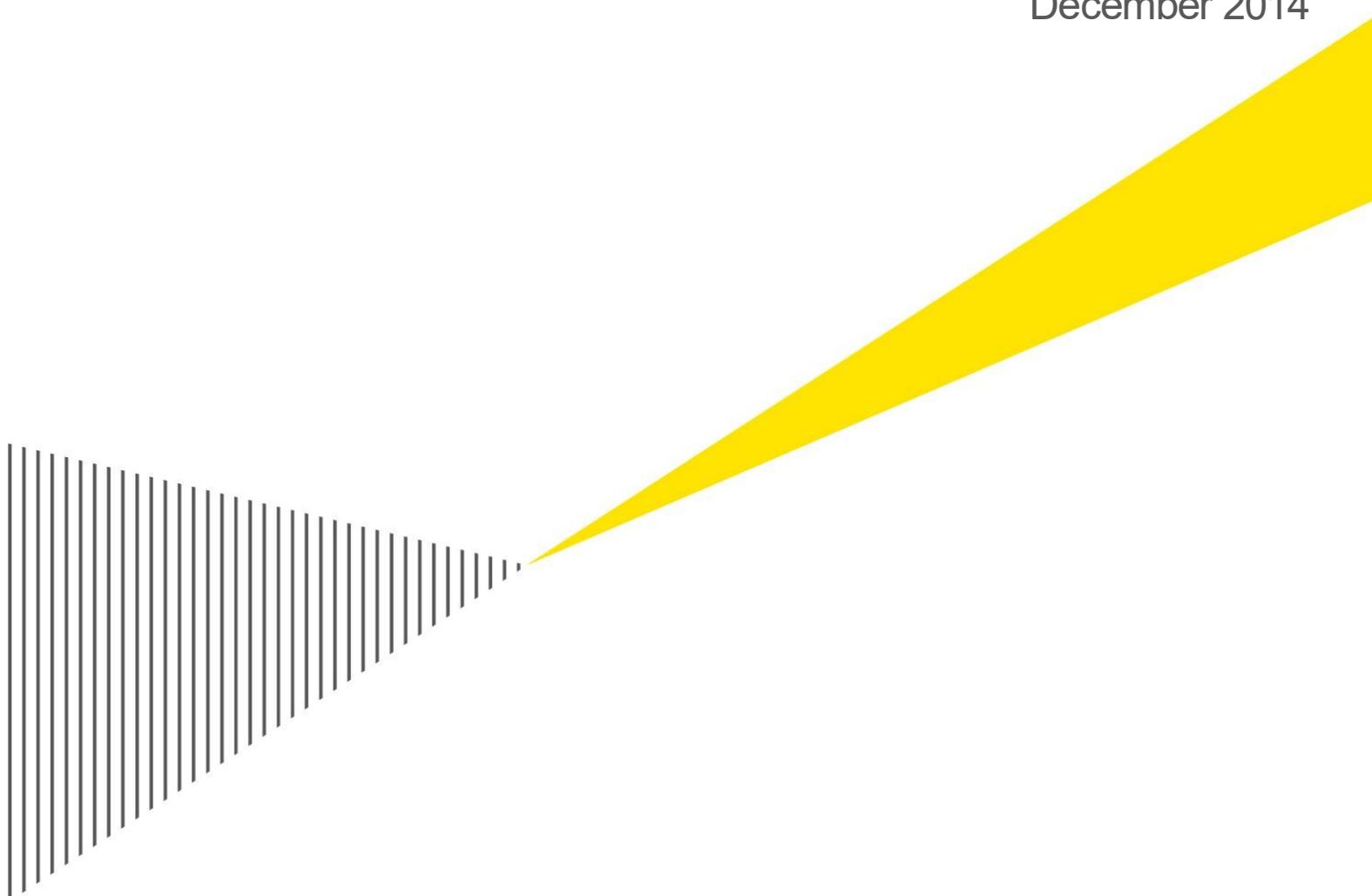
In 2014, the Directorate of Development Cooperation and humanitarian action of the Ministry of Foreign and European Affairs commissioned an independent evaluation of the NGDO FNEL framework agreement. The evaluation was conducted by EY Luxembourg. The Ministry publishes below a summary of the main results of this exercise.

Observations, assessments and recommendations expressed in this document represent the views of the evaluators and do not necessarily reflect those of the Ministry.

Development Cooperation Directorate
Ministry of Foreign and European Affairs

Evaluation of the NGDO FNEL framework agreement

Synthesis
December 2014



Fact-Sheet

ONGD FNEL	Created in	FA since	Cofinanced	Last evaluated in
	1989	2000-2009 and since 2012	2009-2012	2008
Missions	Propose projects supporting the economic, social, technical and cultural development of developing countries, in order to go beyond simple financial assistance and undertake joint actions supported by the local community.			
Expected results/axes of intervention	Three axes of intervention: education and training of disadvantaged children and young people, support for marginalized children from disadvantaged social backgrounds without access to education, and assistance to rural populations.			
Financing tools	Framework agreement with the MFEA (to a lesser extent: gifts and bequest; actions led by the NGDO; and a subsidy from FNEL).			
Strategy for FA 4	In the "South", promote and increase access to education, professional training and healthcare for the most vulnerable and disadvantaged social groups in Nepal, and ensure a better management of natural resources by promoting renewable energies. In the "North", focus on the education of young people affiliated with FNEL and the awareness of local decision-makers, as well as public and private actors (in the North and South).			
Number of projects	14 projects in Nepal (including 3 projects introduced in 2014)			
Number of sectors	11 sectors: culture and education, integrated development, social development, human rights, environment, education, gender and development, infrastructure, nutrition, healthcare, appropriate technologies.			
Budget Implementation rate	Adjusted budget at the time of the evaluation for 14 projects (including two transversal projects for evaluation and management) : 1 942 899,08 €			
Present situation				
Organizational audit	NGDO FNEL' governance has undergone positive evolutions during these past few years, with an opening and renewal of the volunteer base, and the establishment of governing bodies fostering collegiality and participation. The right balance remains to be found in order to pursue the professionalization (use of tools and methods in place, formalisation of the project cycle process, etc.) and sustain achievements. NGDO FNEL' financial resources have been stabilised since 2008, allowing the NGDO to sign a new FA with the MFEA for 2012-2014, after a reclassification under individual co-financing between 2009 and 2012. The management of partnerships is based on the principle of sustainability; largely based upon trust, however, the relationships still lack the necessary supervision and tooling that allow for a mutual strengthening of both parties. The presence of a volunteer in the field is an asset, but relationships are for most part vertical and do not facilitate communication or exchange between partners and the NGDO.			
Strategic audit	The NGDO has undergone a sectorial re-shifting towards education, which is relevant to the needs identified in the field, the Millennium Development Goals and Luxembourg Cooperation. The activities undertaken in the field of healthcare and sustainable development could still be better articulated with the NGDO's strategic vision, which also implies the development of more coherent programming and the identification of synergies between projects. Furthermore, the geographical concentration in one country, Nepal, also supports the objective of better development aid effectiveness.			
Evaluation sample of projects	Covering a large variety of actions, the five projects in Nepal are aligned with some of the strategic development priorities of the country. Most of the projects have achieved good results and are generally led by well-structured and reliable partners. The FOD/HRDC project (installation of an autonomous photovoltaic system) has been marred by numerous delays, which has prevented the project from meeting its objective of energy self-sufficiency. It also encountered problems of appropriation by the local partner and a sustainable way of ensuring the maintenance of the installation over time.			
Conclusion				
The NGDO is well-structured. Its members are highly involved both in Luxembourg and in the field and the projects are generally effective, well managed and respond to clearly identified needs of the local population. However, the development of a clear program logic remains limited, with a weak level of complementarity between the projects and a low level of communication amongst partners. The management of partnerships is satisfactory, but should take place within a more structured framework, allowing for more stringent controls and the capacity to identify problems at the earliest stage possible, as well as a continuous reinforcement of capacities.				
Key recommendations				
Organisation	Maintain the high level of volunteer commitment, notably through the commissions but in place, and reinforce the empowerment and professionalization of the permanent team concerning follow up and management tasks.			
Strategy and projects	Place renewed focus on activities in the area of education and the re-insertion of underprivileged children, and reinforce the program logic by developing synergies and the sharing of experience between projects. Promote a mutual reinforcement between NGDO FNEL and its partners, notably in order to support the most fragile partners and foresee any difficulties. Better anticipate projects' sustainability problems.			

Context

The non-governmental development organisation (NGDO) was born from the Luxembourg Federation of National Guides and Scouts (Fédération Nationale des Eclaireurs du Luxembourg, FNEL). It was officially founded in 1989 under the name "Girl and Boy Scouts for Community Development" following a tree planting project in Nepal.

Sponsored by the Luxembourgian government and a member of the Circle of Luxembourg NGOs, NGDO FNEL has implemented over 50 development projects since its creation, representing a total value of approximately 10 billion euros.

The statutes of NGDO FNEL define the mission of the organisation as follows:

- ▶ *propose and implement projects supporting the economic, social, technical and cultural development in favour of developing countries;*
- ▶ *provide direct or indirect aid to organisations, institutions and inhabitants of those countries, especially guide and scouting organisations;*
- ▶ *send out volunteers in the context of those projects ;*
- ▶ *raise and manage funds and purchase movable and immovable properties profitable to the action of the organization; and*
- ▶ *perform all the operations likely to promote directly or indirectly the achievement of the objectives.*

In this context, NGDO FNEL pursues two main lines of action:

- ▶ **actions in the "North"** focused on the education of young people affiliated with FNEL and the awareness of the local decision-makers, as well as public and private actors; and
- ▶ **actions in the "South"** focused on the implementation of a sustainable development programme to promote the right to education.

Since 2008, NGDO FNEL has been gradually focusing its community development actions in Asia, and more specifically in Nepal.

NGDO FNEL has had a variable financial partnership with the Ministry of Foreign and European Affairs (MFEA). Following two consecutive framework agreements signed in 2000 and 2008, management issues and financial difficulties led to the reclassification of NGDO FNEL under individual co-financing between 2009 and 2012. Subsequent to a recovery effort that led, from the perspective of the MFEA, to an improvement of the projects' accounting practices, an appeasement of the relationship with southern partners and a geographical focusing of its action, a new framework agreement was signed for the 2012-2014 period.

Initially, the 2012-2014 framework agreement provided for the implementation of nine development projects in Nepal, along with a project evaluating the coherence of the action programme and a project management and monitoring project for ongoing actions. Three additional projects have since been introduced and approved by the MFEA on the 4 April 2014. They were financed by surplus funds available, arising in part from a favourable foreign exchange rate. The framework agreement currently covers fourteen projects with a total envelope of 1.94 billion euros, including 1.56 billion euros co-financed by the MFEA (cf. appendix 2).

Objectives of the evaluation

The MFEA has appointed EY Luxembourg to conduct the **evaluation of the framework agreement signed with NGDO FNEL for 2012-2014**.

As with all the development funding provided by the MFEA, the evaluation exercise is a prerequisite for the financing of NGDO FNEL. The goal of the evaluation is to check the good use of public funds and improve the quality of the interventions, as well as to promote dialogue between NGDO FNEL and its partners and reinforce a results-oriented culture.

In this perspective, the evaluation was structured around three components:

- ▶ A structural and organisational evaluation, investigating the governance and the organisational and decision-making processes in terms of project management and the expenditure of public funds, as well as the implication of local partners in the field ;
- ▶ An evaluation of the strategic and operational approach in the wake of the priorities and strategies of Luxembourg Cooperation, the Millennium Development Goals and the Declaration of Paris.
- ▶ An evaluation of NGDO FNEL's projects in Nepal using the five evaluation criteria defined by the OECD Development Assistance Committee (relevance, efficiency, effectiveness, impact and sustainability). The projects evaluated are the following: project 001 HRDC Hôpital for children with physical disabilities, project 004 MANAS, project 009 Installation of an autonomous photovoltaic system in the hospital, project 012 Promotion of education and children's rights through the radio and project 013 Care center for children

victims of traffic (and two additional projects were visited : projet 005 Kakani International Training center and project 006 Support program for mothers and children infected with HIV/AIDS)

The mission was conducted over a five month period from June to October 2014, followed by a six week period dedicated to the finalisation of the work and the taking into account of comments received from NGDO FNEL and its partners. The mission was divided into several phases: a desk phase, interviews in Luxembourg and an on-site mission in Nepal that took place the weeks of the 15 September and 22 September 2014..

This synthesis presents the main conclusions of the evaluation, organised by components, as well as the corresponding strategic and operational recommendations.

1. Structural, organisational and strategic evaluation

1.2 *A re-established governance and a reinforced volunteer*

The current statutes of NGDO FNEL were registered with the Trade and Company Registry on 15 December 2008 in accordance with the law of 21 April 1928 regarding non-profit organisations.

The governance of NGDO FNEL has significantly improved during the last few years. The renewal of the voluntary members, the opening up to new skillsets and strong commitment to the management of NGDO FNEL largely contributed to the recovery between 2008 and 2012.

At the time of the evaluation (during the fall of 2014), the governance of NGDO FNEL and its members was organised around **three main bodies** (the General Assembly, the Management Board and the Management Committee) and an **Executive Team** composed of **two permanent staff** (representing 1,4 FTE).

The recent creation of the **Management Committee**, as well as the setting up of “**thematic commissions**” (the Projects and Partners Commission, the Internal Management and Finance Commission and the Communication Commission) has enabled NGDO FNEL to create and maintain a favourable dynamic between the volunteers and permanent members. However, the frequency of meetings of the commissions remains uneven; the commission dedicated to internal management organises meetings on a regular basis, whereas the Project Commission meets less frequently and does not appear to be fulfilling its role in terms of the identification and follow-up of development projects.

1.3 *Improved management, although the formalisation could be enhanced and the permanent team needs to be consolidated.*

The executive team was recently consolidated and will soon have **more responsibilities**, especially with the recruitment in the spring of 2014 of a **new administrative and financial manager** experienced in the field of NGOs in Luxembourg. It should allow the executive team to be more autonomous in the daily organisation tasks and management.

NGDO FNEL financial resources have been stabilised since 2012 following the deployment of a financial recovery program with the objective of filling a deficit of 260k euros (and 237k euros in deferred losses). In order to maintain a more healthy financial management in the future, important efforts have been put in place to collect funds through the dedicated commission. Reinforced communication efforts were implemented, notably including an interactive website and a regular newsletter. NGDO FNEL's 25th anniversary further helped to crystallise financial support for the organisation. Art sales were also organized in collaboration with artists from Luxembourg.

However, the evaluation revealed that the **formalisation of business processes could be improved** within NGDO FNEL, both at the governance level (rules of procedure and job descriptions are currently not formalised) and at the daily management level (non-formalisation of the reports of the Management Committee and of the thematic commissions).

1.4 *Relationships with “southern” partners are based upon the sustainability principle, but would benefit from further professionalization.*

Twelve projects, exclusively in Nepal, have been financed within the 2012-2014 framework agreement. The projects were implemented in partnership with **ten local organisations**.

While the vast majority of projects were led in partnership with other Luxembourg-based organisations in 2008, almost all of the projects within the 2012-2014 framework agreement are directly managed by NGDO FNEL, which is also tasked with handling the relationships with implementation partners in the field. However, one of the projects (project 013) is being implemented through a partner acting as a financial intermediary between NGDO FNEL and the local organisation in charge of the implementation. This multi-partner scheme creates a risk of loss of resources, information and visibility for NGDO FNEL, while also complicating the management and financing processes.

The maintaining of strong local partnerships relies heavily on the presence of Paul Geditz (former Vice President of NGDO FNEL) in Nepal, but also on the submission of narrative reports for most projects, on-site visits by volunteers and permanent staff, and regular communication.

These long-lasting relationships have contributed to the development of partnerships based upon trust and transparency; however, relationships still **lack the necessary supervision and tooling** to allow for a mutual strengthening of both NGDO FNEL and its partners. Furthermore, relationships are for the most part vertical and therefore do not facilitate communication or exchange of best practices between Nepali partners, who rarely know one another.

NGDO FNEL relationships with northern partners include its partnership with the MFEA, an operational partnership with FNEL and a technical partnership with the Technical Assistance Office (Bureau d'Assistance Technique BAT).

1.5 A formalised management of the project cycle that is not always applied

NGDO FNEL formalised the project cycle management in four phases (identification, formulation, implementation and evaluation). However, not all NGDO FNEL members are familiar with these processes and they do not appear to be followed in a systematic matter.

The identification process is largely based on the **renewal or the adaption** of pre-existing projects through the launch of electronic tenders directly transmitted to the partners, or through the **development** of new projects by current partners. However, new partners with no pre-existing connections are also invited to propose projects (e.g. the Karuna Sheshen project, which will be included in the 2015-2018 framework agreement). In cases where a new partnership is identified, a prospective visit is generally organised by Paul Geditz or during the annual NGDO FNEL visit.

Project monitoring is assured on the basis of annual visits, semi-annual financial and operational reporting and the annual audit reports carried out by local auditors. The 2012-2014 framework agreement also foresees a project dedicated to "the monitoring of the ongoing actions in Nepal" (project 011), but the modalities of this monitoring, such as the number of on-site visits or the sharing of responsibilities, are not defined. Although a checklist and questionnaire are prepared prior to the on-site visits, there is no descriptive account of these visits that would allow for the capitalisation of experiences.

An **evaluative approach** was defined by NGDO FNEL through project 10 dedicated to "the evaluation of the consistency of the action plan" and performed by a local consultant. However, these evaluations do not provide a judgment regarding the relevance, the results or the impacts of the projects, nor do they provide an evaluation of the consistency of the action plan as a whole. Moreover, capitalisation remains insufficient and the lessons learnt are not sufficiently leveraged.

2. Evaluation of NGDO FNEL's strategic approach

2.1 A dynamic strategy allowing for a diversity of actions

The NGDO FNEL strategy has evolved over time from a mission focused on supporting the FNEL in its projects, to a mission of development aid and cooperation. Moreover, NGDO FNEL has phased out its initial objective of identifying opportunities for the scouting movement to lead projects: today, the organisation does not lead on-site projects with guides and scouts, although they occasionally participate in NGDO FNEL activities, particularly fundraising activities in Luxembourg.

The 2012-2014 framework agreement allowed the organisation to refocus its strategy on, "*propos[ing] and implement[ing] projects supporting the economic, social, technical and cultural development in favour of developing countries,*" with the goal of going beyond simple "the financial support," and contributing to "implement a common action supported by the local community". NGDO FNEL has also retained a sectorial focus and is specialized in **education for all** projects.

2.2 Projects are coherent with the NGDO FNEL and framework agreement strategy

The geographical and sectorial focus appears to be relevant to local needs and relies on the presence of an on-site volunteer. However, the fields of intervention cover a broad spectrum of activities in reality (child care and education, installation of a photovoltaic system, financing of healthcare, etc.) that would benefit from being further redefined for better efficiency. The program is coherent with the Millennium Development Goals and with Luxembourg Cooperation.

With the sectorial focus on education, NGDO FNEL strategy meets, in a very general sense, several of the goals for development aid and cooperation as defined by the UN in the Millennium Development Goals, including goal 2 "Achieve universal primary education" and goal 6 "combat HIV/AIDS, malaria and other diseases". The strategy also addresses in a more indirect manner goal 4 "Reduce child mortality".

No action was identified as falling outside of the Millennium Development Goals.

NGDO FNEL's goals and interventions are coherent with the sectorial priorities of Luxembourg Cooperation, but are not aligned with the geographical priorities of Luxembourg; Nepal is not part of the list of the **10 priority countries**. However the fields of education and training are fundamental components of Luxembourg Cooperation strategy in developing countries.

3. Evaluation of framework agreement activities

3.1 *Projects are aligned with the needs of the beneficiaries and some Nepali strategic principles*

Projects clearly respond to the needs identified by the various actors questioned in Nepal, particularly other NGOs working to support the care and education of disadvantaged children in Nepal.

NGDO FNEL projects also addressed **needs and requests originating from the field**. For instance, project 04 MANAS was established through the action of the NGO Advocacy Forum, which identified the need to care for the children of missing or incarcerated relatives. Project 001 HRDC responds to a demonstrated need for the coverage of surgery charges for children suffering from handicaps, as well as the necessity for electrical supply to hospitals in order to achieve electrical independence (project 009).

The goals of two projects out of four are **coherent with the Nepali national priorities**. Project 013 R4C was implemented following a direct request from the Nepali government to care for child victims of abuse, who were rescued from the children's homes Aama Ko Ghar and Happy Home.

However, limits can be underlined. Most of the projects share few links, particularly due to the geographical distance and the different sectorial specialisations. In 2014, relationships between both Pokhara-based NGOs (CWSN and R4C) faced litigation between the Chief Program Coordinator of CWSN and its previous founder, who recently founded R4C. This disagreement originated from a suspicion of poor management by the CWSN coordinator. In order to address this situation, NGDO FNEL asked the partners to lead an independent investigation and advised the partner to set up a new management. CWSN projects have now started over with a new management team.

At the request of the MFEA, NGDO FNEL actions were re-centred on education. However, even though they are of clear added value for local populations, some of the activities do not correspond to the goals pursued. For instance, projects have been financed in the field of healthcare and energy.

3.2 *Satisfactory effectiveness of most projects*

The results and impacts of NGDO FNEL projects are overall positive:

- ▶ **Projects 001 FOD/HRDC** covered the cost of surgery for 50 children suffering from handicaps ; this project has been characterised by high quality care of beneficiaries from the identification stage to post-operation follow up. The functioning of the hospital is very satisfactory and the conditions under which the patients are treated appear to meet standards for quality and hygiene.
- ▶ **Projects 004 MANAS** provides support to the children of incarcerated parents and **013 R4C** supports centers for child victims of trafficking – which includes the opening of two homes, providing a **stable and welcoming environment** for children where they benefit from **moral and psychological support** and an education from neighboring schools. In both of those projects, the link with the family is constantly emphasised, with the aim to **re-integrate the children** in their household when the situation allows it.

However the efficiency can be limited by a certain number of elements:

- ▶ **Technical factors:** Project 009 – FOD/HRDC installation of an autonomous photovoltaic system – has been marred by numerous delays and unforeseen events. Ultimately, the solar panel only covered 20% of the energy needs of the hospital instead of the 80% anticipated from July to August 2014. Moreover, the appropriation of the project by the beneficiaries was not sufficient and the follow-up and maintenance are carried out in Luxembourg.
- ▶ **Quantitative factor:** Even though project 004 MANAS and 013 R4C have shown positive results, at this stage, they benefit only a **limited number of beneficiaries**. It can seem unambitious, especially considering the needs identified in the field.

3.3 *Sound local management practices, but with a variable efficiency depending on the project*

Good practices have been identified on-site, some of which can generate efficiency gains: some projects have been implemented by a **professional organisation**, allowing a highly satisfactory execution of the projects. For instance, the

Sano Paila (project 013) and of MANAS (004) projects benefited from the advice of R4C and Advocacy Forum respectively regarding the implementation of formalised processes and accounting management.

The projects supporting the opening of children’s centres voluntarily implemented **homes** with “modest” facilities to facilitate the **re-integration** of the children in their respective communities in the future.

However, from a purely quantitative perspective, the efficiency of a number of projects can be called into question by considering the ratio between the financial resources mobilised and the number of children benefiting from the projects. For example, the MANAS project financed the entirety of the children’s house, but only ten children have thus far been taken in.

The synergies are uneven between the projects; they are weak between NGDO FNEL’s local partners (few links between the projects on the ground), but they can nonetheless benefit from contact with other external partners and local NGOs.

3.4 Positive impacts are expected but the sustainability is questionable

The impact of the projects varies from one project to another:

- ▶ The impact of the MANAS 004 project is rather punctual and limited; it is addressing a specific need in the field, but the impact remains limited to the number of children for which care is provided (ten in the house and ten in the communities).
- ▶ The expected impact for project 013 is countable even though it is inherently limited by legal restrictions (the rescue of children cannot be undertaken without the authorisation of the Nepali government) and of duration (many cases where the families of the children cannot be located).

The question of sustainability remains open-ended for a number of projects, especially those that do not have any other financial assistance that provided by NGDO FNEL. This is the case, for example, with 004 MANAS and Nepal Scouts, which are looking to re-define their business-model given the reduction in grant funding received. The problem is particularly crucial for the solar panel project (project 009), where the question of the financial and technical durability of the investment arises.

4. Recommendations

Findings / conclusions	Recommendations
Organization and governance	
<ul style="list-style-type: none"> ▶ NGDO FNEL benefits from satisfactory governance, ensuring an adequate monitoring of the activities and management of operations. It relies on a dynamic Management Committee, as well as thematic commissions that allow for efficiency on a day-to-day basis. ▶ There are no internal rules defining the functioning of the Management Committee and the commissions, nor is there a procedural manual (administrative or project). 	<ol style="list-style-type: none"> 1. Operationalise the “commissions” so that they may fulfil their specific roles. More specifically, re-define and develop the role of the project follow-up commission and place greater emphasis on implicating volunteers in the identification, implementation and follow-up of the projects. 2. Maintain the high level of volunteer commitment observed over the last few years, while pursuing the professionalization of the permanent team so that they can support the members of the Management Committee. 3. Formalise internal rules to define the role and responsibilities of each body (especially the Management Committee and the commissions) Formalise job descriptions for the permanent staff.
<ul style="list-style-type: none"> ▶ The relationships developed with the partners are based on a trust and constructive communication highly appreciated by partners. ▶ The reinforcement of local capacities depends on the financial leverage and does not manage to prevent some difficulties met by CWSN. 	<ol style="list-style-type: none"> 4. Beyond follow-up missions and other control mechanisms in place, promote a dialogue based on mutual reinforcement of capacities, notably concerning the organisational and sustainability issues of the weakest partners (CWSN, Nepal Scout).
<ul style="list-style-type: none"> ▶ The local partners are not familiar with one another, rarely communicate and do not fully leverage potential synergies. 	<ol style="list-style-type: none"> 5. Promote dialogue between the local partners by developing dialogue tools and organising meetings to encourage common work and synergies.
<ul style="list-style-type: none"> ▶ The implementation of the project 013 in partnership with R4C was carried out in the field through a partnership with the local NGO Sano Paila. Having an 	<ol style="list-style-type: none"> 6. Reconsider projects using financial intermediaries and favour direct partnership with local NGOs recognised by the Central

Findings / conclusions	Recommendations
intermediary can lead to a loss of information and resources.	Child Welfare Board (CCWB).
<ul style="list-style-type: none"> ▶ The difficult relationships among partners can create issues for the implementation of projects and the sustainability of investments (e.g. the “Asha” clinic built in 2005-2006 was no longer in operation at the time of the evaluation). 	7. Analyse problematic situations and request external input (independent from the internal governance bodies) and their parent organisation in order to identify the causes of difficulties and the means to mitigate them in an objective manner. Beyond the necessity to support the professionalization and the autonomy of partners, there is a need to learn from the difficulties encountered.
<ul style="list-style-type: none"> ▶ Pertinent flow chart formalisation of the project cycle and been conducted. 	8. Rigorously respect the process defined by the scoreboard used to identify the actions completed and to be completed. Supplement this approach with operational tools (“analysis grid”, checklists, check of the calls for funds, etc.)
<ul style="list-style-type: none"> ▶ Follow-up missions are not formalised. ▶ Controls exist, but they could be further reinforced. 	9. Prepare mission reports (including for informal missions performed by the volunteers on-site). Use the checklist of the talking points during the follow-up missions. 10. If the audits are subcontracted to third parties, supplement them with a minimal check of the partners expenses by requesting that they provide evidence (invoice, dashboard), as provided in the signed agreement. 11. Require that the partners provide the semi-annual narrative and financial reports on time. If needed, adapt the project agreement to the reality of the project (factual report - project 001 - or technical report - project 009). 12. Elaborate a dashboard identifying the objectives and indicators to be reached at a given date and list the actions to be performed.
<ul style="list-style-type: none"> ▶ Continuous evaluation (project 010) is not used to reinforce the action plan. 	13. Adjust the objective of the evaluation approach in order to make it more strategic, and make sure that it is useful both to both NGDO FNEL and the local partners evaluated. There should be a better capitalisation of the conclusions and recommendations.
Strategic approach of NGDO FNEL	
<ul style="list-style-type: none"> ▶ NGDO FNEL missions and the objectives vary depending on the source: more generic missions are presented in the statuses, while those in the communication documents are limited to two axes. ▶ One of the axes is focused on sustainable development and the promotion of renewable energies. In reality, this axis only covers one of the ten projects. 	14. Update / clarify NGDO FNEL missions and strategy 15. Rationalise the action plan and seek out stronger coherence between the projects
Evaluation of the framework agreement activities	
Relevance <ul style="list-style-type: none"> ▶ The relevance of pursuing activities outside of the perimeter of education can be questioned; this is notably the case with activities in the domains of health and sustainable development. ▶ There are few synergies between the projects apart from the projects led by local partners. 	16. Place renewed focus on activities in the area of education and the re-insertion of underprivileged children, especially regarding project 009 (installation of solar panels for a hospital). 17. Develop synergies between projects, especially for projects sharing a common theme (for example the re-insertion of children for the project 004 MANAS and 013 R4C). It would allow the sharing of good practices and the creation of synergies.

<p>Effectiveness</p> <ul style="list-style-type: none"> ▶ A lack of a clear vision can be observed concerning the actions undertaken, to be completed or to be rescheduled. 	<p>18. Require that all partners begin using a dashboard or a follow-up tool in order to follow, on the one hand, the strategic objectives and the implementation of the activities, and, on the other hand, the attainment of measurable indicators.</p>
<p>Efficiency</p> <ul style="list-style-type: none"> ▶ Project MANAS targets a limited number of beneficiaries (10 children in the house), with significant structure costs. 	<p>19. Strive to increase the projects' coverage and their multiplication effects, given the important needs identified on the field.</p>
<p>Impact et sustainability</p> <ul style="list-style-type: none"> ▶ Only Sano Paila suggested undertaking income-generating activities (coffee in their office) to facilitate the sustainability of the NGO. 	<p>20. Address the issue of the sustainability with income-generating activities and the multiplication of other financial resources. Anticipate potential sustainability and autonomy issues up-front.</p>

5. Annexe: Glossary

FA	Framework agreement
CCWN	Central Child Welfare Board
CWSN	Children Welfare Scheme Nepal (ONG)
FNEL	Fédération Nationale des Eclaireurs du Luxembourg
FOD	Friends of the Disabled
FTE	Full Time employment
HRDC	Hospital and Rehabilitation Center for Disabled Children
KITC	Kakani International Training Center
MFEA	Ministry of Foreign and European Affairs
NGO	Non-governmental organisation
NGDO	Non-governmental development organisation