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ORGANISATIONAL EVALUATION OF THE NGO “ LIFE PROJECT 4 YOUTH LUXEMBOURG” (LP4Y Luxembourg)

In 2022, the Directorate for Development Cooperation and Humanitarian Affairs, Ministry of Foreign and European Affairs commissioned an organisational evaluation of 11 NGOs. Among these was « LIFE PROJECT 4 YOUTH LUXEMBOURG » (LP4Y Luxembourg). The evaluation was carried out by “Artemis Information management s.a”. A summary of the main results is given below.

The analysis made and the recommendations expressed in this document represent the views of the evaluators and do not necessarily reflect those of the Ministry or of the NGO.

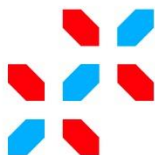
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Life Project 4 Youth Luxembourg, (LP4Y Luxembourg) was set up in 2010 with the aim of promoting the professional and social integration of young people in very precarious situations and experiencing exclusion, in Luxembourg and around the world, within the framework of an international movement of 19 entities spread over 13 countries, the Alliance, “for young people, by young people”. The NGDO has had approval since 2018 and now has a Board of Directors made up of 15 members with an average age of 42.6 years. They are from entrepreneurial backgrounds and 4 of them are particularly active, carrying out the executive, operational and administration office functions.

The NGO deploys the LP4Y development model, consisting of a structured and formatted set of concepts and educational and management tools in compliance with the Movement’s Charter drawn up by the LP4Y Alliance, while remaining legally independent and autonomous in terms of actions in the field. It benefits from this innovative educational model, the sharing of practices and experiences and the synergy between all the entities of the movement of which it forms part. It manages projects implemented mainly by international solidarity volunteers (ISVs) and a few local employees on fixed-term contracts who run the local LP4Y Nepal facility. Its projects include one to build a training centre and set up training programmes in Nepal (*Green Village*) with a total budget of 952,106.88 euros, co-financed by the MAEE. The NGO aims to create favourable conditions for the realisation of “profitable” projects. It supports and advises young people throughout their life projects to make them financially and socially independent.

Since the NGO was only recently approved and its structure and organisation are still not well known to the MAEE, it was included in the group of 11 NGOs benefiting from an organisational evaluation in 2022-2023. This evaluation was conducted by Artemis, which engaged a team of three experts. The evaluation took place in good conditions and in full transparency. The NGO was very open to the exercise being carried out.

These are the results of the evaluation:

The NGO’s organisational capacity & project implementation performance

The NGO benefits from the **leadership** of the network’s “chairperson/vice-chair” duo, and the institutional memory of the vice-chair, one of the movement’s founding members. Its **financial and administrative management** is meticulous and transparent in the eyes of the Alliance, which regularly checks on its members’ cash holdings to move funds to other members who might need them. LP4Y Luxembourg’s **financial situation** appears sound due to its well-developed ability to raise funds, particularly from companies, and surplus results since 2019; the NGO secures the funds for its projects and makes monthly projections. However, it does not yet publish its income statements and balance sheets, on which its dedicated funds are not even separated from its capital and reserves.

Information is circulated easily between Board members and a digitalisation process is underway. The NGO’s institutional memory is essentially based on the common organisational documentation stored on the Alliance’s Drive and its own operational, administrative and financial documentation, also stored on a space on the Alliance’s Drive specifically for LP4Y Luxembourg.

LP4Y Luxembourg’s **strategy** is part of the overall strategy of the LP4Y movement and this creates a risk of confusion between the international movement and the Luxembourg entity, which lacks visibility and external readability.

The NGO has strong ambitions, but its **internal capabilities** lag behind, particularly in terms of the availability of volunteers, the distribution of functions and roles, and knowledge and understanding of the development cooperation model. The NGO is considering strengthening the structure of its headquarters, possibly by recruiting one or two permanent employees to reassure donors on its ability to manage the number of projects envisaged, but fears that such a move may make it no longer consistent with its values.

As regards its **interventions**, the NGO has gained experience by working with the French Development Agency and by using the advisory support service of the Circle of Luxembourg NGOs. Despite the lack of formalised capacity building at this level, PCM/LF and RBM seem to be mastered, from identification to project reporting and regular monitoring. KIs (key impact indicators) are defined on support, integration, digital teaching, training programmes and partnerships. The initial needs analysis in Nepal was done by ISVs; the evaluation is not in a position to comment on its quality. The objectively verifiable indicators meet the “SMART” criteria but do not yet allow for longer-term monitoring of the integration and inclusion of young people.

To overcome the high turnover caused by the use of ISVs, the NGO has a very structured integration and training process, which enables young ISVs to return to the LP4Y model, manage training centres and implement projects. Despite the support of the movement and the close monitoring of LP4Y Luxembourg, the coordination team of LP4Y Nepal carries out significant multitasking work. The partnership between LP4Y Luxembourg and its **local partner**, LP4Y Nepal, is sealed by an agreement which describes the roles and responsibilities of each stakeholder but makes no reference to Luxembourg Cooperation strategy. With support from Luxembourg, LP4Y Nepal is also building up a local network of large companies to serve its integration objectives.

Notwithstanding its entrepreneurial culture, the NGO still has difficulty in making itself known and understood by development actors, and the LP4Y movement appears complex and abstruse to outsiders.

Effectiveness, efficiency and sustainability of the NGO

LP4Y Luxembourg’s overall **performance** is good, especially when it comes to its financial results. To date, there are still few direct contacts between the NGO and the MAEE, and its experience as an approved NGO is still recent. However, the NGO is very responsive when it comes to providing clarifications or answering questions.

The NGO is **efficient** is keen of its frugality. Its overheads and running costs amounted to just 7% of its operating expenditure in 2021. In the field, it uses ISVs that are paid by LP4Y France and local staff recruited on one-year fixed-term contracts: its overheads are therefore limited.

The NGO’s **relevance** comes above all from the importance given to the network of private companies to deal locally with the issue of the professional integration of young people, especially those from slum areas. However, it is hard to fill the training centres and there is still an issue as to how much the solution provided actually meets needs. The evaluation also raises two further issues: to what extent does the “all-volunteer” model enable the full complexity of vocational training, integration and entrepreneurship programmes to be handled with the required professionalism? To what extent is the intervention in keeping with and aligned with national policies and strategies in the vocational training, integration and entrepreneurship sectors?

In terms of **sustainability**, LP4Y Luxembourg can rely on a solid network of technical and financial partners, the other entities of the Alliance and the ecosystem of future employers it has built up. Its efficient model requires few resources for its operation. However, the model does not allow for a sustainable reinforcement of the local structure, which would enable the LP4Y model to continue on site and to be replicated and leveraged. Furthermore, the “intensive” approach of using volunteers presents a challenge: how can local structures and their projects be sustainable with international volunteers who are replaced every one to three years and local staff on short-term contracts? The ISV system was not originally designed to be used to run an off-site facility as LP4Y does.

The exit strategy is not clear or formalised: does it involve the withdrawal of LP4Y Luxembourg while keeping the Nepalese entity, or the withdrawal of the LP4Y movement? To what extent could the model

continue without any ISVs? The NGO's response to these questions is that it invests in people and that humans are the multipliers.

Analysis of the integration of priority cross-cutting issues for Luxembourg's cooperation programme

Several initiatives aim at a better understanding and consideration of **human rights**, such as the initiative to revise the salary scale of local staff and their employment contracts, discussions between local teams and young people on the issue of decent work, or the signing of a charter against sexual harassment by national and international catalysts.

In terms of gender equality, LP4Y Luxembourg's target audience is exclusively female and several of its activities are to promote the status of women: training on women's health, self-defence sessions, dealing with harassment and the fight against gender stereotyping. However, there is no gender mainstreaming strategy in the organisation or its interventions.

Lastly, the evaluation noted the NGO's keen interest in **environmental sustainability** as regards the running of its centres, educational courses that are adapted to the needs of young people in rural areas and partnerships with a municipality with a view to collaborating on local environmental initiatives. The most innovative aspect is the development and monitoring of sustainability indicators on the use of renewable energies in the centres, composting, waste management and CO2 emissions linked to international travel.

Several interesting practices have been identified by the evaluation, which could be the subject of an analysis and possibly even an exchange with other NGOs: 1. Securing of funds dedicated to the project co-financed by the MAEE, 2. Environmental sustainability and 3. LP4Y's educational model.

Artemis has put forward **8 recommendations** for the NGO LP4Y Luxembourg, covering four main themes.

| Governance, organisation and human resources | Project monitoring and sustainability |
|--|---|
| R1 – Strengthen the NGO's organisational capacity R2 - Ensure the organisational sustainability of the Nepalese facility R3 - Strengthen skills in development cooperation | R5 – Adopt medium and long-term impact indicators for the inclusion and integration of young people (underway) R6 – Evaluate and capitalise on the experience gained on the project R7 – Improve the sustainability of project effects linked to an exit strategy |
| Financial management | External communications |
| R4 – Ensure consistency between financial management tools | R8 - Improve communications on LP4Y Luxembourg |