



Strategy 2023-2026 (short version)

Who is the LED?

The Liechtenstein Development Service (LED) is the official bilateral development cooperation organisation of the Principality of Liechtenstein.

Which principles guide the work of the LED?

Liechtenstein's bilateral development cooperation is guided by four principles. The LED attaches great importance to these principles, especially in the selection of partner organisations as well as in the identification and formulation of projects. They are:

- **"Leave no one behind"** - By adopting the United Nations 2030 Agenda for Sustainable development, governments have committed to *leave no one behind*. With its partners and through its projects, the LED aims to pay more attention to and contribute more support for the needs and rights of the excluded and the poorest of the poor.
- **Gender equality** - The imperative of equality between men and women is a universal human right and central to successful development. In the selection, formulation and implementation of projects, the LED places special emphasis on adequate representation of their different interests and needs.
- **Cultural diversity** - Maintaining and strengthening cultural diversity is important for social integration and tolerance. The LED attaches great importance to understanding and respecting different cultures and thus to intercultural dialogue, exchange and inclusion.
- **Ecological sustainability** - Ecological sustainability - i.e., the far-sighted and respectful use of natural resources, is a fundamental principle of the LED's work. Environmental sustainability is assessed for all LED projects, as part of the project development process.

What are the priority themes of the LED?

The LED focuses its work on two themes:

- Sustainable food system with a focus on agroecology
- Vocational training and employability

Sustainable food system with a focus on agroecology

The global food system faces multidimensional and complex environmental and socio-political challenges. Increased pressure on natural resources, climate change, loss of biodiversity, power imbalances and lack of policy coherence weaken the production bases that are essential for a sustainable food system.

Liechtenstein's bilateral development cooperation aims to improve the food security and resilience of smallholder farmers to environmental, economic, and political shocks and to strengthen the resilience of their ecosystems. In African countries in particular, smallholder farms produce by far the largest share of food, which is why they play a key role. The sustainable production of healthy food, its distribution as well as conservation and improvement of natural production bases and enhanced biodiversity are central to the LED's work.

To support the transformation towards sustainable food systems, the LED uses the concept of agroecology. Agroecology aims to apply ecological principles and to ensure regenerative use of natural resources and ecosystem services. The LED prioritises three fields of intervention: promoting agroecological production systems; supporting knowledge transfer as well as applied research; and improving framework conditions and strengthening networks.

Vocational training and employability

A rapidly growing population, weak education and vocational training systems and a difficult economic environment, often with a high degree of informality, are characteristic for many developing countries and countries in transition. More and more young people are looking for jobs, but are insufficiently trained to enter the labour market. Workers in the low-wage sector often do not manage to lift themselves out of poverty. At the same time, many of these jobs, in the medium term, are threatened by automation. In most sectors, however, higher value creation relies on better trained workers.

With its commitment to vocational training, the LED aims to improve employability and labour force skills. Target groups are young people, women and marginalised and vulnerable groups. Particular attention is paid to labour markets that have the potential to employ many people and that offer good working conditions.

The LED focuses on strengthening relevant national actors in the vocational education and training system (e.g., teacher training institutes, sector associations, quality assurance agencies). Supporting existing structures is an effective contribution to improving vocational training in a sustainable manner.

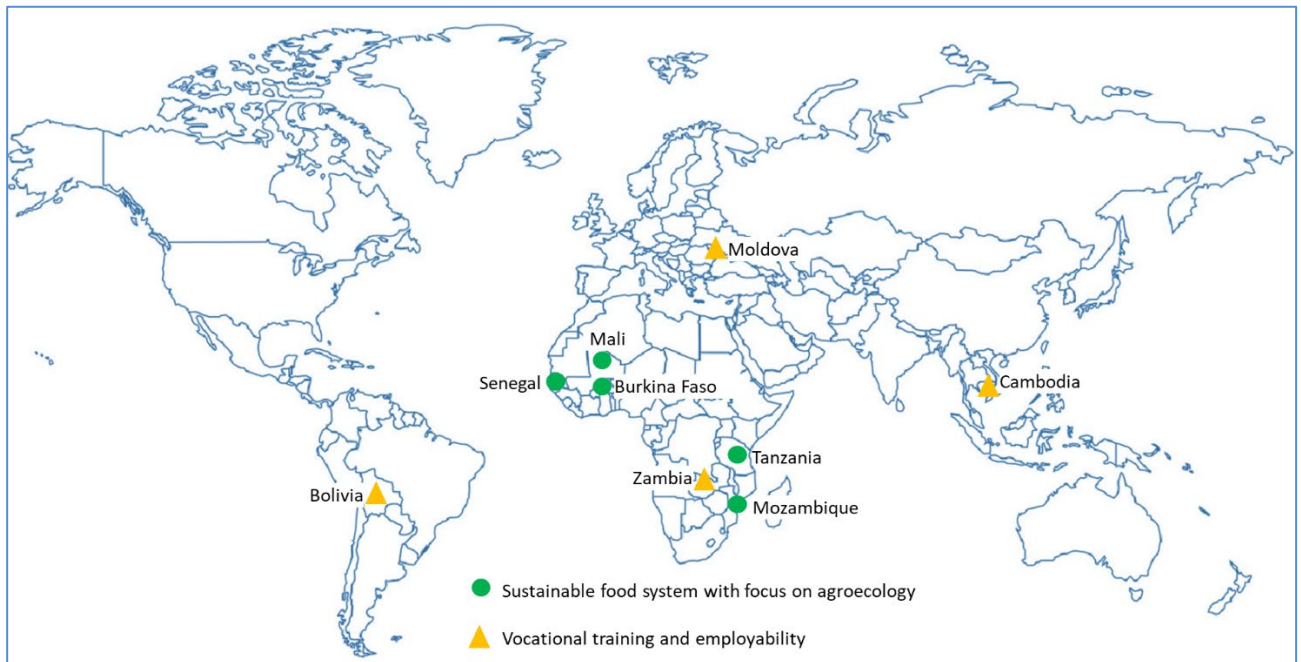
Where does the LED operate?

The aim of Liechtenstein's bilateral development cooperation is to achieve maximum impact with a relatively small number of priority countries. At the outset of the present Strategy, the focus of the LED is on nine countries, six of which are in Africa (see Map).

A precondition for LED country programmes is that countries face major challenges in one of the LED priority themes - i.e., in the area of the food security or youth employment. In addition, the selection of priority countries is based on criteria such as poverty levels, existing LED networks or the ability for the LED to operate safely and effectively in the country. In the selection of priority countries, the two LED priority themes are given roughly equal weight.

In addition to projects in its priority countries, the LED can also support regional and transregional projects in the two priority themes.

Map: LED priority countries and allocation to priority themes



How does the LED work?

Programme approach – Sector-wide and system thinking and change has gained importance in international development cooperation. As part of the Strategy 2023-2026, the LED is therefore shifting from a project approach with stand-alone projects to a programme approach with interrelated activities. Concentrating on one priority theme per country allows the LED to focus its energies and resources and to strengthen its competences and networks. Dialogue with partner country governments will gain importance.

Partnerships - The LED networks and collaborates with various governmental, non-governmental and private sector partners. For implementing its country programmes, the LED engages the best-suited organisations on a case-by-case basis, measured by their competencies and track record, whereby preference is given to local partners - where possible - in order to strengthen national capacities and ownership. Cooperation with the local and Liechtenstein private sector will also receive more attention.

Donor coordination - Informal and formal donor coordination takes place at different levels: global, regional and country. In order to contribute to visible change in its priority countries, Liechtenstein, as a comparatively small actor, depends on exchange with other development partners. Through regular exchanges, the LED will gain access to useful contacts and knowledge.

LED presence - Besides its headquarters in Liechtenstein, the LED strives to have a physical country presence in all priority countries. This presence is central as it strengthens understanding of the local context and the effectiveness of the projects as well as the LED's visibility as a bilateral partner and supports a positive image of Liechtenstein.

Financial resources - Currently, the LED budget amounts to just over CHF 15 million per year (as of 2023) with a slight upward trend. As a benchmark, the LED budget should account for around 65% of the Liechtenstein financial resources for International Humanitarian Cooperation and Development (IHCD).

Public relations and education - Work in public relations aims to strengthen public understanding of Liechtenstein's bilateral cooperation and solidarity; to enhance the perception of Liechtenstein as a generous member of the international community; and to ensure that the LED is valued as a trustworthy and competent partner. As part of its educational work, the LED cooperates with schools in Liechtenstein to generate interest among young people for global challenges such as poverty, inequality, youth unemployment, food insecurity and climate change.

The LED and the International Humanitarian Cooperation and Development (IHCD) of the Principality of Liechtenstein

The Principality of Liechtenstein's International Humanitarian Cooperation and Development (IHCD) comprises four areas: emergency aid and reconstruction assistance, international refugee and migrant aid, and bilateral and multilateral development cooperation. The institutions responsible for this are the Office of Foreign Affairs (AAA), the Immigration and Passport Office (APA) and the Liechtenstein Development Service (LED).

According to the IHCD law, the LED acts as Liechtenstein's official bilateral donor. The LED works closely with the AAA, which has the overall coordination responsibility for IHCD. Synergies with the other activities of Liechtenstein's IHCD are sought where meaningful and feasible, especially in the area of development cooperation on the one hand and emergency aid and reconstruction assistance on the other hand.

The LED is organised as a private foundation. The Government of Liechtenstein appoints a Foundation Board which is accountable for the strategic management of the foundation vis-à-vis the government. The Tellerrand Association has the right to appoint one member of the Board. The operational management of the LED is delegated to a LED management team.

In addition to the programmes and projects within the scope of the present Strategy 2023-2026, the LED subsidises to a limited extent small-scale projects of non-governmental Liechtenstein development organisations. In addition, the LED supports selected secondments of Liechtenstein experts to developing countries.