

SWISSAID

Strategy 2019 - 2024



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1. Introduction

SWISSAID sees itself as a learning organization. Against the backdrop of program successes and difficulties, the analysis of global challenges and their interconnections with Switzerland, its formulating a new strategy for the period 2019 - 2024. In it, it outlines the development opportunities and positions the organization, with its size and resources, as an actor for social and environmental policy change in selected partner countries as well as in Switzerland.

The SWISSAID strategy is derived from the SWISSAID mission statement and builds on the strengths of the organization and its previous strategic orientation. It forms the binding orientation framework for activities in partner countries as well as for political and public engagement in Switzerland. In its 2019 - 2024 strategy, SWISSAID defines the thematic and organizational priorities for the organization and the goals to be achieved within this timeframe. Thanks to professional programs and project management, the achievement of objectives are regularly reviewed and adjusted.

During the development process, SWISSAID staff participated in the environmental and internal strengths and weaknesses analyses, lessons were learned, and objectives were jointly discussed. External program evaluations were carried out in all country programs, giving SWISSAID important pointers for the future at the country program and overall organizational level.

The SWISSAID Foundation Board Committee approved the strategy on April 27, and the Foundation Board on June 7, 2018. This strategy primarily relates to the years 2019-2020 and will be further developed during this time. An updated draft will be available by mid-2020. At the same time, the mission statement from 2000 will also be reviewed and updated if necessary.

2. SWISSAID mission statement

"What moves and motivates us is the vision of a just, peaceful and diverse world, a future worth living for our children and grandchildren in a world without hunger, poverty, violence, and war."¹ In doing so, SWISSAID focuses on human rights, the democratic participation of citizens, and gender equality.

SWISSAID thus gives itself a threefold mandate, the last two of which relate to Switzerland:

1. **Commitment in developing regions:** In the South, we support initiatives by people who independently seek a way out of poverty and demand their right to participate in economic, social, and political life.
2. **Public engagement:** Through our public relations work, we demonstrate that all Swiss citizens can contribute and are called upon to contribute actively and also in their interest to improve the living conditions in our shared world.
3. **Political engagement:** At the political level, our mission is to represent the interests of disadvantaged people and countries vis-à-vis government, administration, and business. This includes advocating for changes in our own country so that our legislation, consumer behavior, and production conditions become sustainable.

¹ Cf. SWISSAID mission statement: <https://www.swissaid.ch/de/vision>, June 2000.

3. Review

3.1 SWISSAID Strategy 2012-2018

The 2012-2016 SWISSAID strategy was extended to 2018 to harmonize strategic planning with the SDC program contribution planning cycle. It pursued the following long-term goals: Food sovereignty, improved living conditions in our project countries, sustainable use of mineral resources, strengthening civil society, and gender equality. These visionary goals were broken down into five strategic and two cross-cutting goals for development cooperation:

Strategic goals for development cooperation 2012-2018:

- 1) Thanks to organic farming methods, poor smallholder families in rural areas have a regular, secure, and diverse diet all year round.
- 2) Thanks to additional income, the living conditions of poor smallholder families in rural regions are improving.
- 3) Poor smallholder families in rural areas have access to natural resources and control their sustainable use.
- 4) Farmers' associations successfully influence agricultural policy in the interests of food sovereignty. They oppose the spread of genetic engineering in agriculture and present convincing alternatives.
- 5) Civil society is successfully campaigning to ensure that financial flows in the extractive business are transparent and that funds from the proceeds of mineral resources also benefit poverty reduction.

Crosscutting Objectives:

- a) In all countries where SWISSAID is active, civil society organizations are increasingly exerting influence on policies. They are exercising their right to co-determination.
- b) In the working environment of SWISSAID and its partners, the role of women, their living conditions, and co-determination is improving. Men are assuming their share of responsibility in the process of equality.

In Switzerland, SWISSAID pursued the vision of a Swiss policy that is coherent in terms of development policy; an informed population that supports development cooperation in solidarity; food security/food sovereignty as well as transparency of financial flows, and binding corporate responsibility. The following substantive goals were defined:

Strategic goals for Switzerland's development policy 2012-2018

- 1) Swiss agriculture is GMO-free and agricultural policy has no negative impact on poor populations in developing and emerging countries. The import of agrofuels or raw materials for their production is restricted to using strict ecological and social approval criteria.
- 2) Extractive companies based in Switzerland transparently disclose their financial flows and actively prevent negative social and environmental impacts of mineral extraction.
- 3) Development cooperation enjoys broad support, both ideally and financially, and Swiss policy takes account of the interests of poor population groups from developing or emerging countries.

To be able to implement the goals optimally and achieve the greatest possible impact, SWISSAID formulated guidelines for implementation, for example on networking, quality assurance, or fundraising.²

3.2 Evaluation results and lessons learned Development cooperation

After six years, the country programs were externally evaluated in 2016. The results of these evaluations³ confirm that the issues addressed by SWISSAID are very *relevant*. The problems associated with these issues are the main cause of poverty among the population in rural areas. Beneficiaries in SWISSAID projects belong to the poorest sections of the population in the respective countries and they are the ones most in need of the aid.

SWISSAID achieved impressive *results* during the last strategy period: In 2016 alone, 37,000 farmers received further training in agroecology. Many of these farmers report that they have generated more income through the sale of their products, have a healthier diet thanks to organic farming methods, and have fewer expenses to boot. Field surveys showed that in 2015, more than 38,500 farmers diversified their production and planted more than five different crops. In Nicaragua, for example, this led to 600 farming families increasing their income by 15%. Thanks to their targeted support, many women also benefit from these economic successes. In 2015, around 20,000 women benefited from value-added activities. At the same time, their social status increased, they gained self-confidence and raised their concerns. Water systems in Ecuador, Niger, Guinea-Bissau, and Chad provided nearly 30,000 people with access to drinking water and sanitation or irrigation for their fields in 2016. Seed banks in Nicaragua or grain banks in Niger and Guinea-Bissau help the population to survive food shortages unscathed. In total, 559 seed and grain banks and 61 animal banks were operated in the SWISSAID countries in 2016. In addition, partner organizations were strengthened in that they were able to increase their influence in political processes or access to government programs. In this way, young people in the villages of Nicaragua successfully push through their requests for educational support, youth spaces, or projects. In India, SWISSAID partners provide the poorest of the population with access to government work programs.

SWISSAID's approach is proving to be *sustainable*. Although sustainability is difficult to measure, several indicators point to long-term changes:

1. the cooperation lasts for a longer period.
2. local capacities adapted to the context and needs are strengthened.
3. Changes in behavior go hand in hand with changes in life circumstances.

Nevertheless, sustainability can be further improved by better recording long-term behavioral changes and promoting them in a targeted manner. That is why SWISSAID will increasingly include the issue of sustainability in project design in the future.

² Cf. SWISSAID Strategy 2012-2016: https://www.swissaid.ch/sites/default/files/SW-Strategie_2012-2016_D_neu_mit_Logo.pdf

³ The synthesis reports of the program evaluations can be found on the website: <https://www.swissaid.ch/de/laender>

A stated goal of SWISSAID is not only to alleviate poverty directly through beneficiaries but also to promote *frameworks* to address the poverty problem through public policies. Interestingly, this works best when the *work at the grassroots level* can be linked to *concrete political demands*. A good example of this is the Seed Alliance in Nicaragua, which has a significant influence on seed legislation precisely because it draws its arguments and experience from working with smallholder farms. This lends credibility and political weight to their demands. The recommendations of the evaluations, therefore, aim to pursue this linkage more systematically and to increasingly influence agricultural policy frameworks.

The political work for *transparency in the extractive sector and fair compensation* for the families affected by the extraction of mineral resources is praised by the evaluations as successful, although depending on the country, the local level can be linked even better with the national level.

Development problems are complex and involve questions that cannot be answered by one organization alone. Therefore, *partnerships with other development agencies* are of great importance. In the future, there should be increased role-sharing and complementary cooperation with the public sector, the private sector, and other development organizations to exploit synergies, learn from each other, and thus achieve greater impact.

In addition to the rather broad portfolio of topics, other challenges were identified that SWISSAID should address, such as working with youth or more systematic approaches to climate protection. However, the *diversity of topics* requires expertise and expert guidance. That is why it will be important to set well-considered priorities.

Even before the external reviews, SWISSAID began to revise its *program and project management* to plan projects more comprehensively and to better monitor and measure results. Due to the current data situation, it was often not possible for the evaluators to track specific developments; for some indicators, for example, the baseline data was missing. They obtained most of their information through discussions with those affected. In the new strategy period, greater importance will therefore be attached to the recording of results and impacts.

3.3 Evaluation results and lessons learned SWISSAID Switzerland

An externally conducted qualitative survey of 19 stakeholders and partners provides information on the perception of development policy activities and media work in Switzerland. The statements of the nearly 20 experts interviewed largely coincide with internal analyses and provide the following interesting indications for future strategic orientation.

Representatives from civil society, politics, science, the private sector, administration, and the media, who know SWISSAID to a greater or lesser extent, perceive SWISSAID's commitment to the *priority topics of food sovereignty⁴ and raw materials*. While the sub-themes of the first focal point

⁴ In addition to SWISSAID, the following NGOs are particularly active in the area of food sovereignty: Bread for All, Swiss Catholic Lenten Fund, Helvetas, and Biovision. Individual voices believe that these NGOs are more visible and more clearly positioned than SWISSAID.

- agroecology, GMO-free agriculture, seeds, patents, or the right to food - are associated with SWISSAID, this is less true of the assignment of the sub-themes to commodity policy.⁵

SWISSAID's commitment to *general development policy issues*, such as the 0.7% initiative, is virtually unnoticed. However, these topics are part of *Alliance Sud's* core business and SWISSAID is only active in these areas in large coalitions with other NGOs. Here, it is important to make SWISSAID's commitment as part of the coalition more visible.

Public events and parliamentary trips are mentioned positively as important awareness-raising work. The communication and media work are judged to be very good, but individual voices sometimes miss the depth of content. SWISSAID successfully maintains various *personal contacts*, which will also be very important for media and lobbying work in the future.

SWISSAID's *media*, i.e. website, SWISSAID Mirror, and social media are very well received by readers.⁶ They attractively provide information about SWISSAID project work and development policy contexts. The communication tools are reviewed and adapted at regular intervals.

The sub-themes of food sovereignty will continue to be relevant in the *future*. Likewise, the raw materials issue will remain on the political agenda, but it is recommended that the problem be better highlighted based on concrete raw materials. Expertise and integrative approaches will become increasingly important as solutions to increasingly complex issues need to be developed.

Given the visionary and generally formulated goals, the review of strategic goal achievement proved to be of little avail. In the future, attempts will be made to define more concretely the objectives and results to which SWISSAID would like to contribute. Nevertheless, a major success during the strategy period, to which SWISSAID contributed significantly, was the strict social and ecological criteria for the import of *agrofuels*. With alliance partners, the *GMO-free moratorium* was extended. The regular protests *against patents on life* led, among other things, to a positive influence on the Swiss position. *Transparency in the raw materials sector* is now only a distant prospect for trading companies, but no longer for mining companies, among others.

The greatest area of tension in development policy work concerns the *thematic breadth versus depth and focus in terms of content*. It must be determined where expert knowledge and continuity of content are central and which topics should be taken up in the short term. The connection to SWISSAID programs or partner organizations in the South can be strengthened to concretely demonstrate the global connections of supply chains that also affect Switzerland.

The *brand values* are constant, as the Donation Monitor has shown for years, as well as a recent online survey. Although the values fluctuate due to methodological differences, it can be stated that:

- unaided awareness is rather low at around 3% on average, while aided awareness is gratifyingly high at around 81% (according to Online Omnibus 2017).

⁵ It should be borne in mind that SWISSAID has been committed to greater transparency of financial flows in the extractive sector for a number of years and only began to build up its corporate responsibility work in the extractive sector shortly before the end of the strategy phase.

⁶ A survey conducted in 2016 among readers of the SWISSAID Mirror resulted in predominantly positive feedback.

- SWISSAID ranks among the top three development organizations in qualitative values such as likeability, trustworthiness, and relevance.
- association test reveals a slightly diffuse picture: SWISSAID is confused - albeit rarely - with Texaid and Aidshilfe, but the vast majority associates it with development cooperation.
- as with most other NGOs, the recall values for advertising are very low (1.5%) and those for media contributions are not measurable.

That's why it's important to increase the brand's recognizability and strengthen it through cross-media, emotional, and aesthetically independent campaigns.

An analysis of *fundraising in Switzerland* shows that we have many loyal donors and a gratifying number of young donors and that we have been able to establish ourselves among the institutions that provide funding in our thematic areas. However, there are practically no more opportunities for growth and the cost/income ratio is becoming increasingly unfavorable. In terms of fundraising, SWISSAID must improve its handling of existing donors, expand its contacts with French-Swiss and international institutions, and continuously develop and test new fundraising instruments.

3.4 Evaluation results and lessons learned SWISSAID as an organization

SWISSAID has a highly motivated, competent, and committed workforce. It is therefore important to take care of the teams at home and abroad, which play a key role in the successful implementation of the SWISSAID strategy. Internal analyses⁷ revealed that the overall organization's *human resources management* should become more professional; for example, there is a lack of institutional human resources development.

Another weakness is evident in *knowledge management*, for which conceptual clarification and additional resources are needed. Well-founded competencies and experience in project and program management, in methodological as well as technical areas, will become increasingly important. To this end, the establishment of systematic knowledge management is the first step. In addition to internal resources and responsibilities, this also requires good internal and external networking with selected competence centers, among others.

The stable *financial situation*, made possible by the SDC program contribution and regular support from institutional and private donors, has had a positive impact. Cooperation with financial partners continues to be a priority, with transparent and honest reporting. Fundraising in the South is to be expanded, to increase SWISSAID's programs and thus the impact of its work thanks to various financing instruments.

In an increasingly interconnected and interdependent world, it is becoming more and more important to work in alliances. In addition to sharing knowledge and experience, this can also increase the impact of the work and political influence. To increase its effectiveness, SWISSAID is

⁷ In 2016, strength-weakness analyses were carried out within SWISSAID Switzerland and in the coordination offices.

reviewing the issue of *networking* and will continue to focus on national⁸, regional⁹, and international¹⁰ thematic alliances.

In summary, the following lessons can be drawn from the current strategy period:

| | | |
|--------------|---|--|
| EZA | Make thematic focus more concise and strengthen the link between grassroots work and influencing the framework conditions | 6.3 Theory of change ¹¹ |
| | Create conditions for alliances/partnerships (countries; international; Switzerland) | 6.3,9.2 strategic partnerships |
| | Strengthen proof of results in planning, monitoring, and evaluation | 6.2, 9.2 QM |
| | Better capture behavioral changes | 6.2, Gender |
| SW-CH | Build comparative strengths/profiles in the food security/food sovereignty theme. | 6.2 Objective 1, 7.2 Objective 1, 9.2 WM |
| | Commodity engagement: focus on individual commodities | 7.2 Goal 2 |
| | Better value for general development policy commitment | 8.2 |
| | Formulate strategy goals in a concrete and measurable way | 6.2, 7.2, 8.2, 9.2 |
| | Strengthening the link between DP and DC | 7.2 |
| | Increase unsupported awareness through aesthetically differentiated brand and more independent and cross-media campaigns in cooperation with EP media and I+F, but also with EZA and the Kobüs. | 8.2, 9.2 Brand management |
| | Promote donor retention | 9.2 Fundraising |
| | Develop contacts with French-Swiss and international foundations and other money-giving institutions. | 9.2 Fundraising |
| | Maintain or observe the ratio of fundraising expenditure to income, but also develop and test new fundraising instruments. | 9.2 Fundraising |
| Org. | Professionalize human resource management | 9.2 HRM |
| | Systematic knowledge management and targeted competence development | 9.2 WM |
| | Drive fundraising south | 9.2 Fundraising |
| | Professionalize internal processes, make them more efficient and effective | 9.2 OU |
| | Drive new forms of collaboration with institutional donors | 9.2 Fundraising |

⁸ In Switzerland, for example, Alliance Sud, various NGOs and alliances at national level in SWISSAID countries.

⁹ E.g. COPAGEN, the Coalition pour la Protection du Patrimoine Génétique Africain.

¹⁰ E.g. Publish what you pay (PWYP), internationally and in Chad, Niger, Guinea-Bissau, Tanzania and Switzerland.

¹¹ The numbers listed in this column refer to the chapters in this strategy.

4. Global context

4.1 Global challenges, opportunities, and outlook

The world is taking its bearings from the 2030 Agenda. In a participatory process, the UN has drawn up the ambitious 2030 Agenda, which is concretized in 17 Sustainable Development Goals (SDGs) with 169 subgoals. Switzerland has also recognized the agenda as a new universal reference framework. SWISSAID is guided by the *2030 Agenda* and will work to implement it.

The world has a food problem. Although enough food is produced today to feed people, 800 million people worldwide still go hungry¹². Particularly affected by hunger and poverty are smallholder families in developing countries, paradoxically those who produce most of the food. The paradigm shift in agriculture propagated by many scientists¹³, away from industrialized, monocultural, and export-oriented agriculture and towards smallholder agroecology, has not taken place yet. SWISSAID will therefore focus on SDG 2¹⁴, for *ecological and sustainable food security*.

The world is multipolar. The global power structure has changed significantly in recent years. Self-confident countries such as the BRICS (Brazil, Russia, India, China, and South Africa) are gaining political as well as economic importance. South-South relations are increasing, and the North-South divide is slowly dissolving. This makes the role of civil society, which advocates democratic developments and the rights of the disadvantaged, even more important. Autocratic regimes, however, are on the rise in both the South and the North. Unfortunately, as a result, many civil society actors are facing increasing repression, especially in MIC. SWISSAID will place the *strengthening of civil society* at the center of its work.

The world is uncertain. Geopolitical conflicts, civil wars, and terrorist attacks are on the rise. The refugee problem and the lack of prospects for entire generations are worsening. Fragile countries, especially in Africa, will continue to depend on external support to reduce poverty and create security and prospects. But what is needed above all for peace are political solutions. SWISSAID will continue to be active in *fragile contexts* and support civil society organizations to promote democratic processes.

The world is moving. Refugee and migration movements have increased in recent years and developing or emerging countries, are particularly affected by large refugee flows. In the future, too, people will seek and find protection and work in other countries and send essential funds (remittances) to their families. To improve conditions on the ground, SWISSAID will continue to support *people in rural areas, especially women and in some cases young people*, in their prospects in the countryside.

The world is unjust. Inequality has increased and the gap between rich and poor is widening. A study by Oxfam International showed that in 2016 the eight richest billionaires - all men - owned

¹² <http://www.fao.org/hunger/key-messages/en/>

¹³ <http://www.weltagrarbericht.de/>

<http://unctad.org/en/pages/PublicationWebflyer.aspx?publicationid=666>

¹⁴ Cf. <https://sustainabledevelopment.un.org/sdg2>

more wealth than the entire poorer half of the world's population.¹⁵ However, the "losers of globalization" are not only found in developing countries but also in emerging and industrialized countries. SWISSAID will continue to work for the poorest and marginalized population groups and is convinced that a *fairer distribution of resources* is central to sustainable development. This requires political changes on the ground as well as in our own countries.

The world would be rich. Many developing countries are very rich in raw materials, but they suffer from the so-called "resource curse": the wealth of raw materials only benefits a corrupt elite and not the population. For African countries, in particular, the extraction of mineral resources is of enormous economic importance¹⁶. In the last 15 years, Switzerland has become a global commodity trading center.¹⁷ But the resource curse is not destiny. SWISSAID is working with its partners to promote transparency in financial flows, corporate responsibility, and good governance.

The world is male-dominated. Gender equality can show some progress, but there is still no question of equal opportunities. Access to education, employment, equal pay for work of equal value, politics, loans, or leadership positions is still incomparably more difficult for women than for men.¹⁸ For SWISSAID, the goal of *gender equality* remains central as a cross-cutting issue, and in some country programs, it is also pursued as a specific objective - for example, against violence against women.

The world is warming up. Implementation of the internationally agreed climate targets is taking place only hesitantly. Developing countries need to target financial aid and technology transfer because they are particularly suffering from climate change. For smallholder families, long periods of drought or flooding are becoming an existential problem. The careful use of water is becoming increasingly important. SWISSAID will therefore supplement its support for organic farming with targeted *climate protection measures*. Where necessary, SWISSAID will provide humanitarian aid if intervention areas are affected by environmental disasters.

The world is growing. The UN expects demographic development to increase from 7.3 billion people today to 9.7 billion by 2050. The population growth will take place primarily in Africa's poorest countries.¹⁹ SWISSAID will continue to focus on promoting women, because the more educated women are, the fewer children they have. Because the number of young people is increasing and prospects are lacking, especially in rural areas, SWISSAID will include *young people as a target group* in all country programs.

¹⁵ Cf. https://www.oxfam.de/ueber-uns/aktuelles/2017-01-16-8-maenner-besitzen-so-viel-aermere-haelfte-weltbevoelkerung?pk_campaign=oxfam-wwf-davos&pk_kwd=oxfam-studie&utm_wec=11494

¹⁶ Commodities such as oil, gas or metals (hard commodities) are exported from Africa 6.4 times more (US\$ 397 billion) than agricultural commodities (soft commodities) and three times more than processed products. According to UNCTAD, the number of commodity-dependent developing countries (CDDCs) increased from 88 (2009/2010) to 94 (2012/2013). Of these 94 countries, 45 are in Africa. 85% of the poorest developing countries, i.e. the most vulnerable group of countries, are CDDCs.

¹⁷ In 2010, commodity trading, at 3.4% of GNP, for the first time surpassed the importance of the economic sectors of tourism (2.7% of GNP) and finance (2.6%).

¹⁸ Cf. http://www.oecd.org/berlin/Gender%20Gap_Exec%20Sum_GER.pdf

Cf. Gender Inequality Index : <http://hdr.undp.org/en/composite/GII>

¹⁹ Cf. <http://www.un.org/en/development/desa/news/population/2015-report.html>

The world is networked. Means of communication make it possible to find out promptly what is happening in other parts of the world. The economy is interconnected and, in general, interdependence has increased. However, there are still major differences between developing, emerging, and industrialized countries. For SWISSAID, it is important to make sensible and adapted use of the *rapidly developing technologies in the programs*, for example, smartphones.

The world is becoming urban. Urbanization will continue worldwide. Today, a good one in two people live in cities; by 2050, the UN estimates that two-thirds of the population will live in urban centers.²⁰ These changes will increase the demand for food enormously and it will be necessary to make it easier for small farming families to access the market. SWISSAID will work on urban-rural relations from the perspective of the rural population.

4.2 Challenges, Opportunities, and Outlook SWISSAID Switzerland

Switzerland is and will remain globalized. Switzerland has long been closely networked with the world. It - and the people living in Switzerland - are among the winners of globalization (ranked 6th in the list of countries according to current account balance²¹). This partly contradicts the self-image of a "closed-off mountain country" that is cultivated primarily by rural population groups. The gap between self-image and reality has characterized Swiss politics for decades and will probably continue to do so for some years to come. Accordingly, SWISSAID will continue to champion central concerns such as solidarity in the future.

Switzerland is an indifferent small state. Whether in trade agreements, in the legal anchoring of internationally active Swiss companies in globally compatible action, in global climate and energy goals, or in development cooperation: Official Switzerland does participate, but to an extent that corresponds to Switzerland's geographic size, not its economic size. In this context, there is a danger that Switzerland will further reduce its international commitment. SWISSAID is committed to ensuring that Switzerland takes on a pioneering role globally that is fair to its prosperity, socially and ecologically, and actively promotes the associated projects of the global community:

- Thus, SWISSAID - within the framework of Alliance Sud - pays attention to the coherence between trade, finance, raw materials, energy, and agriculture policies and the 2030 Agenda ratified by Switzerland.
- Given the size of the Swiss financial and commodity trading center, SWISSAID is calling for greater transparency in financial flows.
- SWISSAID is committed to a paradigm shift in agriculture that focuses on agroecological and smallholder methods. This should be expressed, among other things, in Switzerland's position in international bodies (FAO, etc.), in the 2022+ agricultural reform, or more research funding for ecological agriculture.
- And SWISSAID opposes the cutting of Official Development Assistance (ODA) by the Federal Council and Parliament and adheres to the UN target of 0.7% of GNP for ODA.

Switzerland benefits from regulatory gaps in the international financial system. Significant flight capital from SWISSAID partner countries continues to be diverted from the national budgets of

²⁰ Cf. <http://www.un.org/en/development/desa/news/population/world-urbanization-prospects-2014.html>

²¹ <http://www.laenderdaten.de/aussenwirtschaft/leistungsbilanzsaldo.aspx>

partner countries via shell companies, some of which are domiciled in Switzerland (see also Paradise Papers). Transaction companies charge systematically excessive fees for the return of funds acquired by migrants in Switzerland to their families in the country of origin. These and other weaknesses in the global financial system undermine development efforts on the ground and require SWISSAID to address the governance of international financial flows - in addition to local efforts.

Switzerland is depriving the South of valuable human capital. Qualified specialists or scientists are increasingly poached by the Swiss economy as well as by universities. This makes it more difficult for local and national institutions in partner countries to build up sustainable skills and capacities. SWISSAID, advocates that the federal government, as well as Swiss organizations, refrain from unfair incentive systems for the withdrawal of qualified specialists from the South.

Switzerland is splitting. More and more Swiss people see themselves as part of a global world, and at the same time more and more are tending towards isolationism. This is reflected in voting and election results that are not conducive to SWISSAID's concerns. While skepticism towards development cooperation is growing in parliament, support among the population remains high according to surveys.²² The volume of private donations is increasing, as is the proportion of people who eat fairly traded food that is climate and environmentally friendly. SWISSAID shows how the actions of individuals affect the living conditions - especially the food situation - of people in the South, how everyone can make their lives more environmentally friendly, and what effect their donation has. In the long term, this is also likely to lead to increased support for development policy causes.

Switzerland assumes too little responsibility. Swiss business is increasingly acting according to social and ecological criteria and is accountable for this. But these voluntary initiatives are not enough, because scandals about environmental damage or human rights violations by Swiss companies still regularly reach the public. That is why SWISSAID is campaigning for a legally binding duty of care. SWISSAID is also monitoring the impact of the enormous concentration of power of a few companies in the agribusiness sector.²³

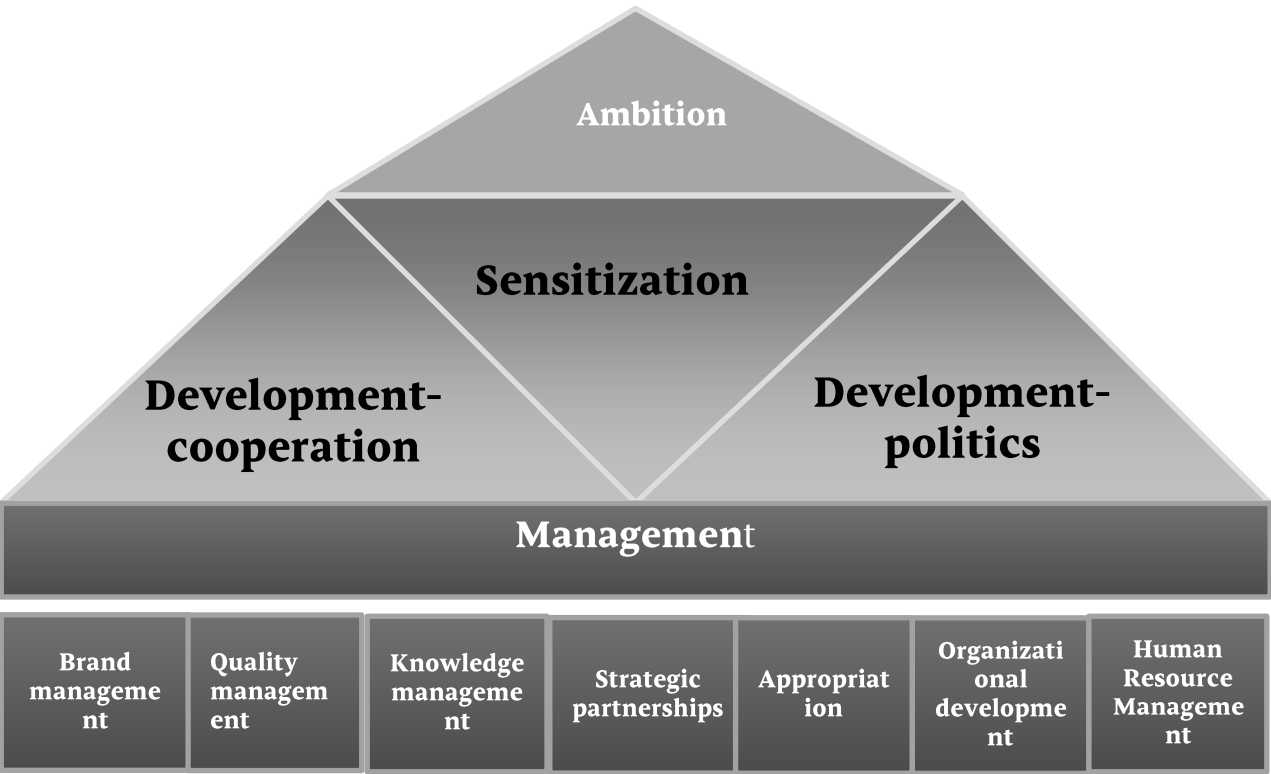
²² Cf. <http://www.gfsbern.ch/de-ch/Detail/monitor-schweizer-entwicklungszusammenarbeit-2009>
83 % of respondents are in favor of maintaining or increasing the development budget, although 64 % of respondents estimated the budget to be significantly too high (by 43-87 %). According to the representative ETH survey "Security 2015", 68 % of all Swiss are in favor of an increased Swiss commitment to development cooperation.

²³ Cf. <https://www.swissaid.ch/de/chemchina-schluckt-syngenta-gefahr-fuer-eine-nachhaltige-landwirtschaft-weltweit>

5. General strategy SWISSAID

5.1 Overall Outcomes SWISSAID Strategy 2019-2024

SWISSAID's overall strategy is based on the foundation's three missions: development cooperation, development policy, and awareness-raising work. Achieving the formulated objectives requires motivated employees, resources, knowledge, a willingness to learn, cooperation with other actors, efficient and effective processes, and much more. For the next six years, we set priorities in these "management goals" for those areas that are to be specifically addressed according to internal analyses.



5.2 Ambition



SWISSAID is a Swiss development organization that sets trend-setting standards.

6. Strategy Development Cooperation



This chapter has been supplemented in the MTR to include significant aspects. S. below.

6.1 Brief context analysis

The strategic orientation and its re-sharpening in the context of the MTR 2021 is based on the UN Sustainable Development Goals, contributes to the implementation of the development goals of the EDA IZA Strategy 2021-2024²⁴, and implements the program of the Alliance Sufosec (Fastenopfer, Vivamos Mejor, Skat, VSF, aqua alimenta, and SWISSAID) 2021-2024. The thematic focus is on Sustainable Development Goals 1 (No Poverty), 2 (Zero Hunger), and 5 (Gender Equality). 6 (Clean Water and Sanitation), and 16 (Peace, Justice and Strong Institutions) are also of concern, as these remain major challenges in the least developed countries. At the MTR, it was decided that SWISSAID will be increasingly active in humanitarian aid.

Food Security

Smallholder agriculture remains the most important source of income for most people in the South: In Myanmar, for example, over 70% of the population depends on smallholder agriculture for their livelihood.²⁵ However, the livelihood of smallholder families is increasingly threatened by soil degradation, deforestation, land grabbing, and monocultures of the agro-industry, or genetically modified seeds. The impact on food security²⁶ is devastating. The "Global Food Security Index" shows that out of 113 countries, Niger ranks 112th, Chad 110th, and Tanzania 99th. The remaining countries in which SWISSAID is active are not ranked much better.²⁷ In addition to these major challenges, , some opportunities can be exploited for smallholder agriculture. In particular, market information is much more immediately available thanks to new communication technologies and can be used by and for smallholder families. SWISSAID's future strategic

²⁴ https://www.eda.admin.ch/dam/deza/de/documents/aktuell/dossiers/Botschaft-IZA-2021-2024_DE.pdf

²⁵ FAO in Myanmar, 2017.

²⁶ FAO definition of food **security**: "Food security exists when all people at all times have physical and economic access to sufficient and safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life." (Original English: "Food security exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life. ")

²⁷ <http://foodsecurityindex.eiu.com>

orientation will therefore be primarily geared towards the UN's sustainable development goal of combating hunger.

Gender equality

The disadvantage of women is a decisive factor in the failure of development processes to make progress in many countries. From the representation of women in decision-making bodies to domestic violence, to the circumcision of girls, half of the population is disadvantaged and excluded from economic, social, or political development processes. To give more weight to gender equality, the issue is being taken up not only transversally but also as an own strategic area. Programs at the intersection of food security and gender equality are at the heart of SWISSAID's work.

Humanitarian aid

The COVID-19 pandemic has powerfully demonstrated the impact of a global disaster on human development. Nearly 160 million more people are suffering from additional hunger as a result of COVID²⁸ and globally, violence against women has increased due to reduced mobility. In the long term, many SWISSAID project regions will experience increased disasters, many of them indexed by climate change. These will challenge or reverse much of the development progress made in recent decades. It is therefore important that SWISSAID uses a broader set of approaches and methods to provide humanitarian support to people in coping with disasters and crises.

Access to drinking water and sanitation

Access to drinking water and sanitation remains an important strategic focus for SWISSAID. Considerable successes have been achieved in recent years, particularly in the cities, but the water supply in rural areas remains precarious. Less than half of the rural population in Niger, Chad, or Tanzania have access to drinking water or toilets, according to the World Health Organization.²⁹ In Chad, just 6% of the rural population uses sanitation facilities, and in India, only 28% do.³⁰

Fair distribution of raw material wealth

In the African states, SWISSAID will campaign for a fairer distribution of oil income and sustainable extraction of mineral resources, because the resource curse is and remains a decisive factor in poverty in these countries. More than 13 billion, or 65% of the Chadian state's household income comes from oil money - money that does not reach the population. Chad ranks 186th out of 188 countries on the UN's Human Development Index. Niger, a leading country in the mining of uranium, has also been at the bottom of the index for years. If raw materials are to be mined, then please do it in such a way that the mining also offers the rural population a fair return.

²⁸ [THE STATE OF FOOD SECURITY AND NUTRITION IN THE WORLD 2021 \(fao.org\).](https://www.fao.org/state-of-food-security-nutrition-2021/en/)

²⁹ http://www.who.int/water_sanitation_health/monitoring/jmp-2015-key-facts/en/

³⁰ SDG Indicators. (2017) *SDG Indicators - Global Database*.

http://www.who.int/water_sanitation_health/monitoring/jmp-2015-key-facts/en/

6.2 Objectives

SWISSAID's strategic areas will be defined as follows in the future:

1. **Food security:** Our work in this area will be limited to the following topics:
 - a) Agrobiodiverse transformation of agriculture and food markets through agroecological approaches and the promotion of (feminist) agroecological movements.
 - b) Establish community seed banks, select and breed adapted seeds for agrobiodiverse diets, and legalize the farmer-owned seed system.
 - c) Income generation for women and men through the creation of new markets or new market access for agroecological products.
 - d) Organic food production for better diversification of cash crops and food crops. The goal is to be able to sell enough food and to ensure self-sufficiency with healthy food.
 - e) Adapt to climate change through agroecological production methods to better mitigate droughts, soil erosion, floods, or insect infestations.
 - f) Access to and control over productive resources such as forests, land, water, seeds, financial services, or knowledge, adapted to the different needs of women and men.
 - g) Empowering rural youth so that they can represent their interests and carry out their projects, which are important for their future development prospects.
2. **Gender equality:** Four specific issues will occupy us in this strategic area:
 - a) Political and social participation by supporting women in securing access to agricultural inputs, promoting mobility and (food) market access, becoming politically active, being elected to administrative or political bodies, or exercising their democratic rights.
 - b) Address gender-based violence by providing resources to state and para-state entities to better protect the physical integrity of victims of domestic violence and by supporting victims to learn about and claim their rights.
 - c) Masculinity: Aims to support men in changing behaviors that negatively impact women.
 - d) Empower youth so that young women and men can advocate for gender equality and better articulate and represent gender-specific interests (e.g., family planning).
3. **Water and sanitation:** Here we limit ourselves to two interrelated components:
 - a) Access to drinking water and sanitary facilities that are economically sustainable - adapted to conditions and as cost-effective as possible - and technologically sound.
 - b) Management of drinking water and sanitation through the establishment of sustainable management structures and committees/groups that can take care of water and sanitation and raise awareness among the population accordingly.
4. **Equitable distribution of natural resource wealth:** In this area, SWISSAID will focus on five specific components:
 - a) Small-scale mining: Support for compliance with environmental standards in small-scale mining and for improving the living and working conditions of women and men who make a living from small-scale mining.

- b) Compensation mechanisms to assist rural communities that experience economic or environmental harm from extractive industries and can claim compensation.
 - c) Transparency mechanisms, by reminding states that have ratified the Extractive Industry Transparency Initiative of their obligations, whether in legislation or the implementation of related policies.
 - d) retrocessions through control and monitoring mechanisms of transfers of oil funds to the central government or subnational entities. At the same time, the use of these funds is to be monitored to promote pro-poor policies and gender policies.
 - e) Building and strengthening civil society groups at the community level up to the national level.
5. **Humanitarian aid:** A humanitarian crisis is defined by the fact that people's immediate survival needs cannot be met by either the state or society. SWISSAID works on a subsidiary basis. It limits its aid in emergencies to its regions of operation and builds on the capacities and knowledge of its partners. SWISSAID is guided by humanitarian principles and is committed to respecting international humanitarian law.
- a. Emergency aid is intended to save lives, alleviate suffering, and preserve the dignity of the beneficiaries and their independence. It is the local partners and beneficiaries who determine how SWISSAID provides emergency aid. Therefore cash-based transfers and/or short-term food or non-food items distributions are to be implemented. In doing so, SWISSAID pays attention to local purchasing that supports local markets. In any case, the local organization should be strengthened in its technical implementation capacity, as well as beyond that as a civil society organization in and of itself.
 - b. In rehabilitation and as dovetailing with development cooperation, the strategic themes of food security and equity are increasingly in the foreground e.g. replacement of seeds, construction of greenhouses, replacement of equipment and inputs for rapid restoration of agriculture and/or food markets. This is to enable beneficiaries to recover quickly and fully and be able to feed themselves sustainably again. Protection from gender-based violence and psycho-social counseling for survivors of violence are also a focus. Rehabilitation of irrigation systems, drinking water, and sanitation facilities are also possible areas of activity. During the rehabilitation phase, the resilience of partners and beneficiaries is to be improved for upcoming events.

An important principle for achieving sustainable impact in a world of increasing insecurity is to apply the triple nexus of humanitarian aid, development cooperation, and peacebuilding. This means that methods of peacebuilding, humanitarian aid and reconstruction, and development cooperation are implemented in parallel or at short intervals one after the other so that they promote each other and reduce dependencies and tensions.

6.3 Theory of Change

SWISSAID had its nine country programs externally evaluated in 2016 and gained important insights for the new strategy (see chapter 3.2.). The most important finding was that while working

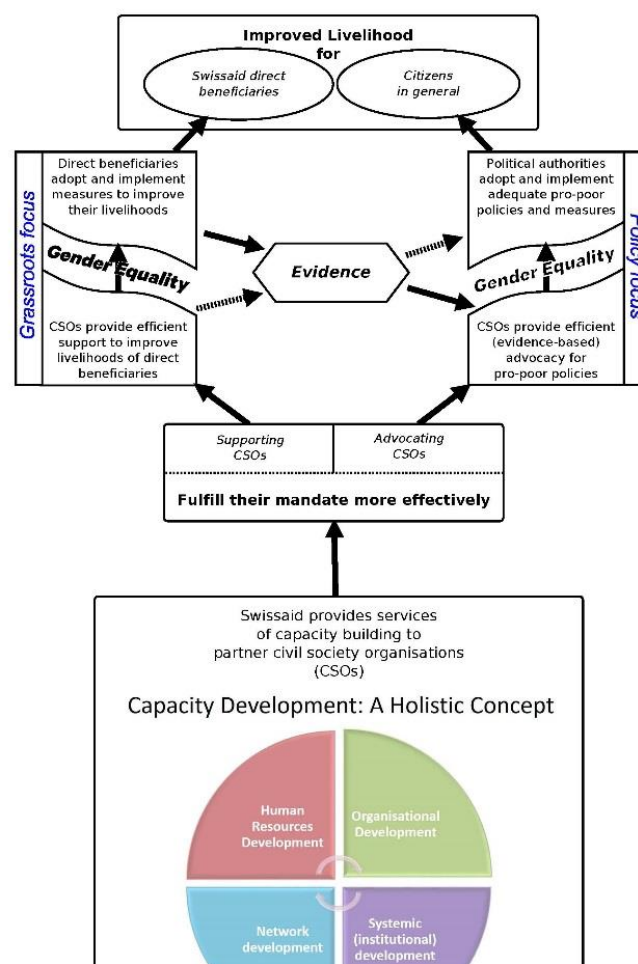
at the grassroots level is immensely helpful for beneficiaries, this is not enough to generate structural changes. These, in turn, are necessary for change to occur beyond the circle of beneficiaries. Therefore, it is necessary to focus more on the policy dimension and to use insights from grassroots work to be able to do evidence-based lobbying in the policy area. This combination of grassroots work and policy work should be carried through all country programs. Consequently, this will also result in a more systematic approach to how SWISSAID supports civil society organizations in the future. This approach is depicted in the following graphic as a Theory of Change.

If civil society organizations, through their cooperation and partnership with SWISSAID, can improve the living conditions of rural populations, demonstrate the added value of their approach, and successfully advocate with political authorities/bodies, the resulting policies will make an important contribution to achieving the Sustainable Development Goals.

Ambition and added value

Within the framework of this "Theory of Change", our ambition over the next strategy period is to make a sustainable contribution to poverty reduction by supporting civil society organizations. We support them by strengthening their capacities in SWISSAID's four strategic areas so that they can improve the living conditions of their members, increase their advocacy for justice and equality, and lobby more effectively locally, nationally, or internationally for the achievement of the Sustainable Development Goals.

To achieve this ambitious goal, SWISSAID will network with numerous actors at the national and international levels to play a relevant role in the policy dialogue on strengthening the role of civil society.



Measurable effects (outcomes)

We want to be able to measure and demonstrate the success of our work as a member of Sufosec and as an organization. The five goals of Sufosec are the orientation framework.

1 First outcome: improved living conditions through improved access to basic services, and natural and economic resources.

2 Second outcome: increase food security by 20% through year-round access to diversified food based on the promotion of sustainable food systems.

3 Third outcome: improved participation and inclusion of empowered target groups, especially women, in political, economic, and social life.

4 Fourth outcome: strengthen and improve the effectiveness of partner civil society organizations and other partners through capacity development and shared learning.

5 Fifth outcome: increased awareness of the SDGs and human rights among the Swiss public along with the Alliance's thematic priorities.

The data for measuring these goals are collected via 27 indicators in our projects and aggregated across the organization, as well as at the Sufosec level, which is measured via 27 indicators. As SWISSAID, we place particular emphasis on measuring the contribution to strengthening food security, i.e. the FIES indicators, as well as in measuring the application of agroecological methods. For implementation, Sufosec has developed a monitoring guideline, which provides detailed information on the measurement methods.

The SWISSAID approach

SWISSAID sees itself as one development actor among many. Its contribution to poverty reduction and freedom of expression is based on human rights, which is why SWISSAID consistently subjects its support services to the human rights approach and the UN's Sustainable Development Goals. In doing so, SWISSAID observes the following principles:

Partnerships

SWISSAID enters partnerships with civil society organizations in the South and secures them through constructive dialogue. This is based on shared values and knowledge exchange; efforts are aimed at strengthening the partners' technical, institutional, and organizational capacities.

Accompaniment

Effective support takes place through a permanent, critical, and encouraging dialogue. The focus is on the stimulation and self-reflection of the partners so that they can contribute substantially to the development and implementation of projects. In this way, the sustainability of jointly achieved results can be ensured.

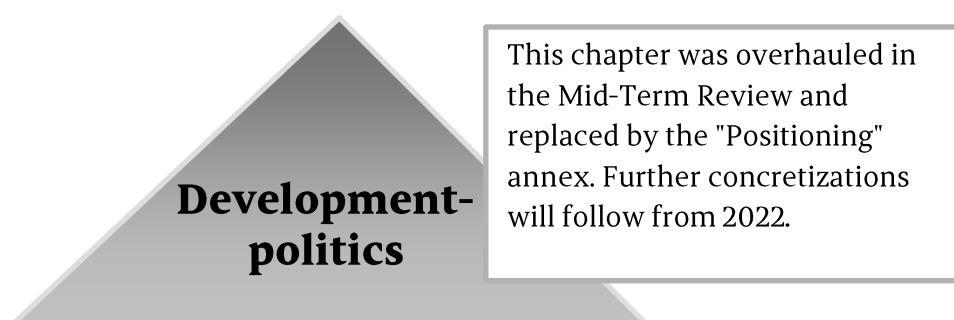
Knowledge and learning

Good partnerships are characterized by shared learning, exchange of experience, and networking among partners. SWISSAID values the diversity of knowledge, experiences, and practices found both within and outside the countries in which SWISSAID works. This diversity is necessary to achieve sustainability goals.

Networks and discussion forums

SWISSAID's work consists of linking grassroots work with political work. To this end, SWISSAID works in networks and alliances to advocate, where appropriate, with other actors for policies that benefit the poorest at the national, regional, and/or local levels.

7. Strategy Development Policy



7.1 Brief context analysis

Development policy in Switzerland

An icy wind will continue to blow against **development cooperation** in the coming years, especially concerning financing and the questioning of effectiveness. Depending on the political balance of power in parliament, savings on the backs of the poorest will be stepped up. Not only is the IC budget being reduced, but more and more money is being used for climate financing and asylum costs. There are also increasing tendencies to instrumentalize IC politically (e.g. in connection with migration policy) or economically. The lobbying against the cuts or the conditionalization of IC is largely carried out within the framework of Alliance Sud.

The **2030 Agenda** is regarded as the visionary answer to the global problem of poverty and hunger. In the coming years, it will be a matter of implementing it as well as possible. Various NGOs have joined forces within the framework of the SDG Platform to raise awareness in Switzerland. SWISSAID is a member and participates in awareness campaigns.

Sustainable Development Goal (SDG) 17 is particularly important from a development policy perspective because it is about **policy coherence for development**. Trade, tax or fiscal policy issues play a central role in this. Alliance Sud will continue to advocate for a Swiss policy whose free trade agreements do not harm developing countries, for the automatic exchange of

information also with developing countries, and for the fight against illicit as well as illegitimate financial flows.

Food security/food sovereignty/ecological agriculture

The **paradigm shift in agriculture**, as prominently called for since the 2008 Agri-Environmental Report, is not yet taking place. Central to this is the implementation of the Sustainable Development Goal on hunger reduction (SDG 2) of the **2030 Agenda**. Switzerland's agricultural policy still has some catching up to do in this respect, especially about agricultural trade. Policy coherence has a key role to play in the implementation of the 2030 Agenda, as sustainable development must be integrated into all levels of government.

SWISSAID will continue to advocate for food sovereignty, with a focus on **promoting agroecology** and **free access to seeds**. The experience gained in the countries (evidence) will be used in Switzerland to raise awareness and exert political influence. At the same time, the findings and results from the development policy work will also benefit the country's programs. Agricultural policy is influenced sense by the 2030 Agenda.

Climate change is one of the biggest global challenges today and in the future. Smallholder families in developing countries are the hardest hit by the consequences, such as droughts and floods. Since the production of food accounts for one-third of global CO₂ emissions, a climate-friendly agricultural policy is even more urgent. SWISSAID is therefore persistently communicating about the consequences of inadequate climate protection in the North on agriculture in the South. SWISSAID advocates for common climate concerns within the framework of Alliance Sud and the Climate Alliance but is also dedicated to improving awareness of the real costs of food production (true cost accounting) and the negative effects of emissions trading for developing countries. To achieve the goals of the Paris Agreement, SWISSAID is trying to influence agenda setting (phasing out fossil fuels by 2050).

The **concentration of power in agribusiness**, which asserts its interests - the sale of seeds, pesticides, and fertilizers and increasing control of the entire value chain - continues to grow. In developing and emerging countries, pressure is mounting to regulate the seed market in the interests of the major corporations. Various alliances and initiatives are also contributing to this, such as the G7's "New Alliance for Food Security" founded in 2012, which represents corporate interests under the guise of fighting poverty. As a result, the introduction of genetically modified seeds is also progressing. It will continue to be a very important task of SWISSAID to defend the rights of farmers, especially to their local seeds, and to help organize resistance against the large alliances of the corporations, as well as to critically observe the activities of the agrochemical corporations based here.

Raw materials policy

Although most raw materials come from the world's poorest countries, in many cases the population cannot benefit from this wealth. Thanks to voluntary standards such as the Extractive Industry Transparency Initiative (EITI), which are also increasingly being enshrined in law, payment flows on the part of companies and governments are being partially disclosed. SWISSAID wants to help further improve the **transparency of financial flows** in the South as well as in Switzerland.

The experience gained in developing countries (evidence) should be used in Switzerland to encourage commodities and, in particular, **trading companies to be more transparent in** their financial flows. Switzerland as a commodity trading center has become the most important global player. Trading companies are making record profits, regardless of whether commodity prices - such as oil - are at a low.

In addition to improving transparency, SWISSAID is also concerned with demanding **corporate responsibility** and advocating socially and ecologically compatible raw material extraction. Examples from SWISSAID partner countries are intended to provide an important basis for political work.

7.2 Objectives

Strategic Goal 1: Paradigm Shift in Agriculture

SWISSAID is helping to establish organic, smallholder agriculture as the most important strategy for combating the problem of hunger worldwide and increasing resilience to climate change.

The following **policy objectives** are pursued:

- Swiss agricultural and trade policy implements SDG 2, considering Goals 13 (climate protection) and 15 (life on land), and promotes sustainable agricultural trade with strict environmental and social criteria.
- The need for free access to seeds for farmers in the South and to prevent the spread of GMOs is recognized by Swiss companies and politicians, and concrete solutions are proposed.

The 2021-24 goals of SWISSAID's efforts on gold, concretized on the occasion of the MTR, can be found [here](#).

Strategic Goal 2: Transparency of financial flows in the commodity sector and sustainable extraction

The aim is for the commodity wealth of poor countries to contribute to their sustainable development. The transparency of financial flows is generally increasing in the raw materials sector. Commodity companies based in Switzerland are increasingly taking responsibility for the impact of their activities on people and the environment.

The following **policy objectives** are pursued:

- Transparency provisions for commodity trading have been included as part of the revision of stock corporation law.

- Swiss players also support sustainable gold mining from African countries.

To achieve Strategic Goal 1 - Paradigm Shift in Agriculture - and the associated policy objectives, the following **activities** will be carried out:

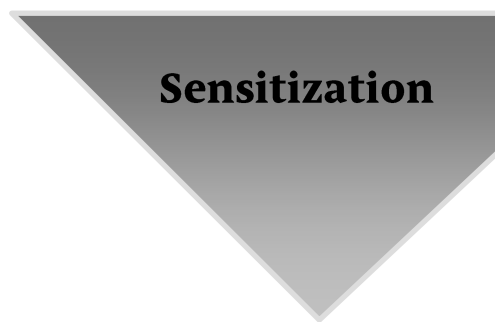
- Studies, processing of evidence: Positive results from the South thanks to agroecological methods, as well as policy influencing by partner organizations, are processed, and used for awareness-raising and lobbying. In addition, research on harmful agribusiness practices, studies on seed legislation, reports on emissions trading, etc. are carried out.
- Use of current political processes to raise awareness and influence policy: e.g. extension of the GM moratorium in Switzerland after 2024 and GM-free animal feed imports, placing new plant breeding methods under the Genetic Engineering Act, promotion of organic breeding by the federal government, and promotion of sustainability criteria for food imports.
- Lobbying parliament and administration so that decision-makers perceive SWISSAID as a relevant player on the topic of paradigm shifts in agriculture worldwide.
- Influencing the administration and Swiss representation in international bodies: the administration (SDC, SECO, FOAG) advocates in international negotiations to preserve the interests of smallholder families and protect their rights.
- Sustainable food production systems and alternative seed models are supported in the South as well as in Switzerland.
- First steps towards true cost accounting have been taken in association with other organizations/institutions.
- Support country programs (partner organizations/Kobüs) and regional networks in policy influencing agricultural policies and/or seed legislation in the interest of smallholder families.

The following **activities** will be carried out to achieve Strategic Goal 2 - Transparency of Financial Flows in Extractive Industries:

- Studies, processing of evidence: The positive as well as negative experiences from the South serve as evidence for awareness-raising and advocacy work in Switzerland. These experiences do not necessarily have to come from SWISSAID countries.
- Lobbying parliament and the administration so that decision-makers perceive SWISSAID as a relevant player on the issue of transparency of financial flows in the extractive sector.
- Lobbying towards Swiss companies/participation in campaigns so that corporations take their social and environmental responsibilities seriously (Kovi adopted).
- Further development of the EITI standards including the inclusion of commodity trading thanks to a strong commitment on the part of Switzerland.
- Show alternatives: Positive examples thanks to transparency rules; examples of socially and environmentally sustainable mining of extractive industries (e.g., Fair Gold); examples of fair compensation, etc.

- Support of country programs (partner organizations/PWYP/Kobüs) in the pursuit of improved transparency of financial flows in the extractive sector and investment of extractive wealth in the sustainable development of the country at the national level. The population affected by the extraction of raw materials receives fair compensation, and extraction is carried out with social and environmental standards.

8. Strategy Awareness



This chapter was overhauled in the Mid-Term Review and replaced by the "Positioning" annex. Further concretizations will follow from 2022.

8.1 Brief context analysis

The media landscape has been in upheaval for years - and it will remain so. Print media are losing readership and must restructure constantly, at the expense of staff and knowledge. To make up for this, many online portals and opportunities are emerging to distribute content via social media and to get in touch with people more directly. Digital media make it possible to address people more precisely and personally.

People are increasingly accessing information via mobile devices. This information is becoming increasingly text-poor, (moving) image-rich, and compact. This is shaping the way people interact with information, as the time they must spend on a topic is decreasing. However, the widespread use of cell phones makes it possible to connect people in a wide variety of places around the world.

SWISSAID will continue to make very good use of the "traditional media", i.e. print and electronic media, because these continue to play a very important role for decision-makers. In addition, it is important to be present on social media and to draw attention to SWISSAID and our concerns with innovative campaigns. The cross-media implementation of all communication work will be central to this. SWISSAID's media should way attractively convey our messages, raise awareness among readers about development issues and development work, and encourage them to donate.

8.2 Objective

Strategic goal 1: Acceptance of our concerns

Interested public and our donors and sympathizers agree with our concerns on our core issues.

Strategic goal 2: Opinion leadership

Media professionals consider us to be the most competent in our core topics.

The **core themes** in which we measure our impact are as follows, in line with our development policy priorities:

- Organic, smallholder agriculture is considered the most important strategy for addressing the world's hunger problem and increasing resilience to climate change.
- The commodity wealth of poor countries contributes to their sustainable development. The transparency of financial flows is generally increasing in the commodities sector. Commodity companies based in Switzerland are increasingly taking responsibility for the impact of their activities on people and the environment.

Secondary topics concern general development policy content such as development cooperation in general, the 2030 Agenda, financing of international cooperation, access to water, gender equality, and more. On these topics, we will usually work together with other organizations and through our media to raise awareness. Here, we cannot measure our impact.

It is planned to carry out an annual **awareness campaign** among the interested public and the professional audience. It conveys knowledge about a sensitization topic, influences attitudes towards it, and shows possible courses of action as a consumer or as a voter. For example, the risks of climate change are communicated, as well as the necessary countermeasures. Core topics are preferred, but depending on political circumstances, a campaign can also be run on a secondary topic (e.g. on Agenda 2030). The awareness campaigns work with the means of campaigning. This means that they are as topical and explosive as possible, link online and offline media, trigger a media response, and have a call to action.

9. Management goals

| Management Outcomes | | | | | | |
|---------------------|--------------------|----------------------|------------------------|---------------|----------------------------|---------------------------|
| Brand management | Quality management | Knowledge management | Strategic partnerships | Appropriation | Organizational development | Human Resource Management |

9.1 Brief context analysis

Erosion donor base

By 2020, the number of active donors had declined steadily - from around 65,000 in 2015 to fewer than 50,000 donors in 2019. For a long time, the number of newly acquired supporters was no longer sufficient to compensate for the annual losses. If the problem initially mainly affected individual donors, the decline in "heads" also affected the segment of permanent donors as of 2019. This is alarming in many respects. Existing donors form the foundation for all fundraising and ensure the social anchoring of the organization. The smaller the existing base, the more difficult it is to achieve substantial increases, and the lower the potential in individual fundraising, especially for future major donors.

Market development

We must succeed in reversing this trend in a largely saturated, highly competitive market. Since 2015, the Swiss donations market has stagnated at a consistently high level. At the same time, a market concentration can be observed, from which especially the medium-sized organizations suffer. The ongoing professionalization and the growing quality requirements of donors are further contributing to the fact that the large "issue leaders" are dividing up an larger share of the cake among themselves.

Financial deficit and the commitment to the turnaround

Originally, the goal of the new fundraising strategy was to initially halt the erosion of our donor base and then initiate a slow increase with additional investments. Since the SDC's decision to substantially cut the contribution to Swissaid's international program, the starting position has changed drastically. Since then, it has been clear that we must succeed in reversing the trend much more quickly and largely without additional funding.

This has far-reaching consequences for the entire organization. The need to achieve a financial turnaround is the basic premise for our activities and prioritization in the coming years. The deficit forces us to focus on those areas that either have direct revenue relevance (fundraising) or lay the foundation for successful positioning in the market (issue leadership). In fundraising, the necessary investments must be offset by savings in the already severely reduced budget for awareness (sensitization) and branding (advertising). In terms of positioning, endeavor to focus on our core topics, in which we strive for topic leadership, on the one hand, and to generate as many synergies as possible between our program work, fundraising, and awareness/political activation, on the other. In addition, we are required to actively incorporate the needs and potentials of our donors into project development to jointly develop the most innovative and competitive offerings possible.

Increasing requirements

The demands on development cooperation NGOs continue to increase and constant improvements and further developments will be the norm in the future. The quality demands regarding results-oriented programs and project management require a high level of professionalism. As a result, SWISSAID must have a professional M+E system, well-qualified staff, and sufficient resources.

But it is not only standards in program management that must be met; technical and methodological competencies are also required. NGOs should develop into competence centers. Concepts and methods for agroecology, food security, and policy influencing are constantly evolving. SWISSAID will also concentrate its professional competencies on the priority topics defined in the strategy. Based on this, a concept for systematic knowledge management will be developed. This should generally improve knowledge development and promote a learning culture.

Partnerships

The exchange with external experts and university institutions will become more important in the future. Mutual learning, systematization, and exchange of experiences - as well as the creation of

evidence - will become essential focal points. To this end, SWISSAID will clarify possible strategic partnerships with NGOs.

As clear as it is that digital transformation will impact our organization, it is unclear how it will do so. It enables cheaper, more direct, and faster communication between beneficiaries and supporters - bitcoins can also simplify payments. And we can capture and disseminate more information about beneficiaries and donors alike. Conversely, we may no longer need an intermediary development organization at all. What impact digital transformation will have on our business model is an open question. To seize the opportunities, we need to build human and financial capacity and an institutional and individual mental readiness to take on the challenges - a transformation of all of us together with the organization that has the potential to unleash new forces. An innovation fund can have a supporting effect.

Without committed employees, it will not be possible to achieve the ambitious goals of the SWISSAID strategy. SWISSAID is concerned about a motivating working atmosphere, encourages and challenges employees, supports innovation, and has a social HR policy. Satisfaction surveys and other tools are used to regularly monitor the team's state of mind. Human Resource Management (HRM) is to be further strengthened to support managers and employees. A competency model and institutional personnel development serve not only the professional and personal development of employees but also the exchange of knowledge and faster adaptation to changing conditions.

9.2 Objective

Summary of objectives for SWISSAID as an organization

The management objectives outlined below are strongly interlinked and they are mutually dependent. As a summary objective for SWISSAID as an organization, they all apply:

Summary management objective

To ensure the high quality and sustainable impact of our program work in the South and Switzerland, SWISSAID is a learning and innovative organization in selected thematic areas. It has highly qualified and motivated employees and optimally networked and efficient processes.

Brand Management

Strategic goal

Our stakeholders in Switzerland perceive us as a reference for our core topic and actively ask us about it. Potential and existing supporters increasingly associate us with our core topic and are becoming more involved with us.

*Further information on the core topic: see annex positioning

The brand perception of Swissair is promising. Four out of five Swiss people are familiar with the name (supported awareness). With its evocative name "Switzerland helps", its long tradition, and

its trust-inspiring image, Swissair is accessible to all social milieus with an affinity for donations. According to recent surveys, our donor base also spans the entire spectrum of these milieus. To stop the loss of donors and to win over new broad groups of donors, we must appeal to people from a wide range of world views and milieus, from middle-class to socio-ecological. This must be taken into account in all areas of our positioning, from tonality to choice of topics, and we must focus on issues that are highly relevant to donor-affiliated milieus across all generations and genders. This requires a clear thematic positioning, a recognizable brand core, to create the necessary identification surface for personal commitment.

There is still a need for action here. There is hardly any other development organization where the discrepancy between aided and unaided awareness is as great as with Swissaid. In other words, although many people are familiar with Swissaid, hardly anyone knows exactly what we do. The goal must therefore be to ensure that Swissaid is associated in the future with an overarching concern, a core issue, with which our potential and existing supporters identify and to which they want to commit themselves together with Swissaid.

Since the issue of positioning extends far beyond brand management and encompasses the entire organization, all further explanations in this regard can be found in a separate annex on MTR (positioning/thematic umbrella/thematic leadership). This also outlines the communicative implementation of the new theme umbrella in marketing. Further information on brand positioning can also be found in the Marketing and Fundraising Strategy 2021-2024 (link may be provided).

Quality management

This chapter was not revised in the MTR.

Strategic goal

Controlling systems with clear benchmarks and meaningful key figures in resource and program management have been further developed and introduced.

The application of the new program and project standards will keep the DC department and the coordination offices very busy, especially at the beginning of the strategy period. Thanks to larger but fewer projects that are carefully crafted and bring together multiple stakeholders to optimally address the development issues at hand, we hope to achieve greater impact. The professional M+E system allows for sound reporting and timely monitoring.

Knowledge Management

This chapter was not revised in the MTR.

Strategic goal

Thanks to the introduction of systematic knowledge management, SWISSAID has become a learning organization.

The thematic priorities defined by the strategy are as follows: ecological agriculture, water, gender, extractive industries, and strengthening civil society organizations/advocacy. The concept for systematic knowledge management and advancement of SWISSAID as a "learning organization" will be successfully implemented in the coming years. Focal points in Switzerland as well as in the countries and those responsible for information or development policy are in regular exchange. Networking with relevant external actors will also be further intensified, be it with NGOs, state actors, the private sector, or, above all, with research institutions.

Experiences are systematized and processed to disseminate the lessons learned. Regular "knowledge products" are developed and evidence-based reasoning becomes part of the "SWISSAID culture".

Strategic partnerships

This chapter was not revised in the MTR. However, the Annex Positioning provides additional guidance.

Strategic goal

New strategic partnerships increase the impact of SWISSAID's work.

During the coming strategy period, possible strategic partnerships will be clarified to increase the impact of the work and improve within the ratio of the program and structural costs. This goal can be achieved at the political or operational level. Synergies with NGOs or institutions (e.g., research) in Switzerland and locally are to be increasingly exploited.

Through partnerships or collaboration in consortia, we further hope to provide access to funding.

Fundraising Switzerland

Strategic goal: Fundraising Switzerland

By 2024, we will increase annual fundraising revenue by more than 20% (excluding Fundraising South) - from approximately CHF 10.3 million in 2020 to CHF 12.3 million in 2024. *

*From Marketing and Fundraising Strategy 2021-2024

,To counteract the continuing loss of market share and close the deficit that threatens the company's existence, comprehensive marketing, and fundraising strategy for the years 2021-2024 was developed in 2020. In addition to the above-mentioned strategic objective, this defines the following sub-objectives, the achievement of which is intended to bring about a positive turnaround:

1. Donor base: we are stopping the erosion of the donor base and increasing our supporter base from the current level of around 50,000 to around 55,000 active donors.

2. Positioning: To achieve this, we increase recognition and identification with the Swissaid brand. To this end, we are sharpening our profile in terms of content and striving for thematic leadership in our core field of work (see Positioning annex).
3. Individual fundraising: We increase contributions from major donors and institutions through target group-oriented key account management from around CHF 3.4 million (planning 2020) to more than CHF 4.1 million in 2024. We provide the impetus for the further development of our projects to tap new potential among donors.
4. Future viability: With online fundraising and legacy marketing, we are entering important growth segments in fundraising.
5. Team and collaboration: We establish a team model (cluster) based on personal responsibility, clear goals, and networking. We create the conditions for all team members to perform meaningful, motivating, and challenging work.
6. Data-driven monitoring: We develop a data-driven planning and monitoring system that enables us to closely monitor the process of target achievement and to take countermeasures if necessary.

For a more in-depth analysis of the market and revenue situation and the steps taken, see the Marketing and Fundraising Strategy 2021-2024 (link may be provided)

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| <p>Strategic goal: International fundraising</p> <p>A growing portion of the South program is funded through fundraising from international donors.</p> | <p>This chapter was not revised in the MTR. A separate South Fundraising Strategy will be completed by the end of 2021.</p> |
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SWISSAID is stepping up fundraising South, i.e., the co-financing of projects via donors in the southern countries. In countries where there is potential, business plans are drawn up and investments made accordingly. The activities of the Kobüs to mobilize resources are supported by Switzerland.

We continue our current policy regarding mandates, i.e., we seek mandates if they are well compatible with the country program, and we have sufficient capacity.

Organizational Development

This chapter was not revised in the MTR.

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| <p>Strategic goal</p> |
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Structures and processes are adapted in the service of optimal implementation of the global strategy and SWISSAID country programs.

To optimally position the organization for the implementation of the SWISSAID strategy 2019-2024, an organizational development process will take place at the beginning of the strategy period. The target clarification of where SWISSAID wants to be in six years and the steps to achieve this will be implemented in the coming years. In the process, the tasks, roles, and competencies between Switzerland and the other countries will shift in such a way that operational program support will be delegated to the South. On the part of Switzerland, technical support and strategic program monitoring, quality assurance, and controlling will increase in importance.

Furthermore, it is important to improve cooperation and knowledge sharing within SWISSAID: be it between the DP and information officers in Switzerland with the Kobüs or between the departments. Appropriate measures are being implemented.

The OE process should also serve to reduce structural costs. A detailed analysis of all processes will make it possible to simplify them, make them more efficient and save resources. The aim is to optimize the ratio of structure-program costs in favor of the target groups.

Human Resource Management (HRM)

This chapter was not revised in the MTR.

Strategic goal

An HRM functions with efficient processes and is implemented on a centralized as well as decentralized level for optimal employee development.

SWISSAID promotes the motivation of its employees and is committed to creating a pleasant working environment. In our human resources policy, we pay attention to diversity wherever possible, i.e. a balanced team composition in terms of gender, age, linguistic origin, and more. Key performance indicators, such as satisfaction and fluctuation rates, are used to monitor HR policy.

To make HRM more efficient and better, more resources will be available in the future. Some areas are to be systematized and revised, such as personnel development and continuing education. Supervisors should regularly address leadership issues, develop a common understanding of leadership, and live it. HR processes in Switzerland and abroad are to be more clearly defined to provide better support to the Kobüs in this regard.