




swisscontact

Annual Report
2015

Employment and income open pathways out of poverty into a future with opportunities



Sustainable growth, driven by an innovative private sector, adding value to underdeveloped regions and engaging disadvantaged populations as active market participants is the foundation of Swisscontact's project work, which focuses on four core areas:

- **Skills development:** enabling labour market access and creating the basis for employment and income generation
- **SME promotion:** supporting local entrepreneurship with the objective to strengthen its competitiveness

- **Financial services:** facilitating access to local services such as credit, savings, leasing and insurance products
- **Resource efficiency:** promoting efficient use of resources through energy- and material-efficient production methods, as well as through measures to promote clean air and sustainable waste management

In this way, Swisscontact is creating appropriate conditions for entrepreneurship and the overall basis for a competitive, socially responsible and environmentally-friendly private sector as the fundamental pillar of all development.

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Highlights



Close Collaboration with Tourism Sector Educational Institutions

Swisscontact works closely with leading vocational and educational institutions worldwide to adapt research conducted in Switzerland into tourism development initiatives. In Macedonia and Kosovo, Swisscontact and the University of St. Gallen, which developed the destination management approach, have jointly tested and adapted new models. Our collaboration with students at the HES-SO Valais-Wallis resulted in important recommendations to improve the tourism products offered in Peja, Kosovo. In Myanmar, Swisscontact and the School of Tourism at Lucerne University of Applied Sciences and Arts have been supporting the training of hotel staff: In 2015, more than 1000 people were trained and integrated into professional positions. Through presentations at the World Tourism Forum in Lucerne and World Bank Group Tourism Forum, Swisscontact demonstrated and advocated for Swiss expertise in global tourism.



Waste Management Symposium in Bolivia

In October, Swisscontact organised the first international Symposium for Waste Management and Green Business in Cochabamba, Bolivia. More than 200 experts from the private sector, government, universities, and NGOs attended the two-day event. Eighteen speakers discussed topics such as permanent disposal of solid waste, the pros and cons of various collection systems, use of technologies and further training in waste recycling, and, most importantly, how green businesses can position themselves effectively in the market.

Environmental pollution is among Bolivia's most serious problems. The city of Cochabamba alone generates roughly 200 tonnes of waste each day. In the Ecovecindarios project, Swisscontact has tested and implemented many new approaches and methodologies over the years in order to help build a sustainable waste management sector. The symposium helped to make the experiences from the Cochabamba region in this project accessible to a broader audience.



Financial Services Project Now also in South Asia

In 2015, Swisscontact implemented its first financial services project in South Asia, and is now implementing projects in all four of Swisscontact's core areas in the region. Of roughly 4.5 million garment sector employees in Bangladesh, (most of whom are women), 95% are excluded from the formal financial system. Swisscontact is implementing a pilot project with training and sensitisation campaigns to help 7,500 garment workers learn how to manage their finances and build savings from their earnings. The savings strengthen their resilience in emergencies and can be invested for productive purposes if necessary.

On an institutional level, Swisscontact is seeking cooperation with commercial banks and financial institutions. The challenge is to convince the financial institutions that target group does have savings potential. In addition, these institutions have to adapt their products to the special needs of garment workers. Measures taken by banks range from changing their business hours to deploying mobile banking agents and developing new savings products.



International Position as an Expert Organisation

Together with Nestlé, our partner for many years, Swisscontact participated in the Grow Asia Forum at the World Economic Forum on East Asia in Jakarta, in April 2015. Samuel Bon, CEO and Executive Director, represented civil society organisations at the Forum's opening plenary. This marked the launch of collaboration between 10 states and over 100 organisations, with the objective of increasing productivity for 10 million farmers in Asia by 2020. Bon demonstrated how NGOs could play an important intermediary role between the various actors in such an initiative. Swisscontact is a member of the Grow Asia Forum's Civil Society Council.

In the USA, Swisscontact improved its position as an expert organisation, especially in financial services. Together with the Consulate General of Switzerland in New York City, Swisscontact organised an event in September on the subject of migrant remittances and financial inclusion.



Motivated and Satisfied Employees

The survey conducted last summer with Swisscontact employees achieved a response rate of nearly 90%. The survey revealed high levels of employee satisfaction and indicated high employee identification with the organisation. Particularly valued are the managers, the organisation's alignment with work content, customer focus, and how Swisscontact manages change internally.

However, work and decision-making processes along with knowledge-transfer could benefit from some improvement. Management committees have acknowledged the issues, needs and concerns of our employees. Given the results, now is the time to initiate future-oriented change in the development of all our staff. To this end, a four-year global action plan is in preparation. After all, happy and committed employees are key to Swisscontact's success.



Swisscontact: Transparent, Reliable and Pragmatic

Swisscontact conducted a survey with existing and future partners, which provided valuable information regarding expectations and the future focus of public and private donors. Those surveyed specified formal and informal vocational training, value chain development and regional economic development as particularly important. The results also highlight the fact that Swisscontact is highly valued by its partners and meets their expectations to a great extent.

In particular, aspects of transparency, reliability in achieving agreed targets, and the ability to solve problems with pragmatic solutions were cited. This positive feedback has confirmed the value of Swisscontact's strategy of maintaining an open and trusting dialogue with all donors.

«Achieving Impact in Difficult Environments»

Governance, quality management, impact assessment: the demands on development organisations are increasing. Heinrich M. Lanz, President of the Board of Trustees, and Samuel Bon, CEO and Executive Director, explain in an interview how Swisscontact meets these demands and what else has occupied Swisscontact in 2015.



Samuel Bon, CEO and Executive Director, and Heinrich M. Lanz, President of the Board of Trustees

Mr. Lanz, what key event did you experience in 2015 as President of Swisscontact?

Heinrich M. Lanz: The Swisscontact visit to North America showed me where we are in terms of opening the US market. It is quite challenging to build relations with large US foundations and private companies. Through the years of experience since opening its New York office in 2008, Swisscontact has already been able to build a broad network. Another highlight for me was my trip with some Trustees to Indonesia. There I got to know two important projects in tourism and cocoa. The latter is now Swisscontact's largest project and quite complex. However, with its structure as a public-private development partnership, it serves as a pioneering example for future development cooperation with the private sector.

Mr. Bon, what constituted an emotional challenge for you this year in particular?

Samuel Bon: The earthquake in Nepal last April was a significant challenge for our team. Thankfully, our team and their families, as well as our Senior Expert Corps (SEC) volunteers in the field were not hurt. The solidarity among our employees, in particular our SEC volunteers, was a positive experience. They managed to raise money within the shortest time, which we then implemented in a rebuilding project with Swiss Solidarity.

Swisscontact is also working in fragile contexts. Were there critical moments?

Bon: In Burkina Faso, due to the attempted coup d'état, we had quite a difficult year. There were also the terror attacks in Mali and Tunisia. In Tunisia, there was a short-term uncertainty around whether we would be able to continue our Skills Development and Tourism Projects. Thankfully, the situation has calmed down somewhat. In Bangladesh, the political stalemate is an ever-growing challenge for us. It manifests in countless strikes, which often prevent our team from going out to the field. In general, working

in these contexts is a challenge. We have expanded our security system in order to be able to react to these challenges more quickly in the future. We regularly discuss risk management, safety and compliance with our Executive Committee and are continuously implementing new processes and resolutions.

How would you rate this year's business result?

Lanz: Despite the fact that our overall turnover grew once again, the result in 2015 was not as good as the previous year. This can be attributed on the one hand to some project delays, which in our field are to be expected. However, on the other hand, it underscores the challenges we face in terms of rising costs due to requirements and expectations in IT, project management, impact assessment, compliance, risk management and reporting. At the same time, the budgets set by our donors are always very tight. As a foundation, Swisscontact is under no obligation to make a profit. However, to fulfil our mission over the long term and invest further in our organisation, we have to achieve a positive result each year. This makes it possible to increase our capital in line with the rising business risks, constituting the essence of what we mean when we talk about cost management and efficiency.

How was Swisscontact able to sway these donors?

Bon: We are an implementing organisation with high quality standards. We are very good at demonstrating the impact of our work and as a result, have the benefit of donors who trust us. This is demonstrated not only by the fact that we win new projects, but also because we are able to get extensions on many projects into second and third phases: this of course affects their sustainable impact positively. For example, we were given an extension for our PROMOST Skills Development Project in Rwanda and expanded it into the Democratic Republic of the

Congo. We implement numerous projects for Swiss funding agencies, SDC and SECO. This of course increases our accountability towards the Swiss public. In addition, we would like to increase our cooperation with the private sector. Our partners confirmed in a survey that Swisscontact has been very good at moderating dialogue between the public and private sector.

Swisscontact has grown substantially since 2010. What has been your growth strategy?

Lanz: Growth in and of itself is not the objective. We would like to achieve critical mass to ensure we can implement projects effectively in our partner countries over the long term. Therefore, the Strategy 2020 set benchmarks for growth, which we have been able to achieve.



Heinrich M. Lanz, President: "The private sector plays a decisive role in sustainable development".

Qualitative growth helps us to better implement Swisscontact's vision as well as to increase economic growth. There are still millions of people around the world living in poverty who benefit neither from globalisation nor from positive developments in their own countries. Our goal is to give ever more disadvantaged populations the opportunity to take charge of their lives and improve their living standards through their own efforts. Given the geopolitical developments over the last few years, this task certainly has not lost its significance.

Where does Swisscontact find the innovation required for this task?

Bon: Qualified and highly motivated employees are crucial in international development cooperation. We conducted an employee survey that has provided important information for our future human resources recruitment and retention policies. Not only do our employees need to bring technical know-how to the table, they also need to be cross-culturally sensitive and highly motivated by nature. Currently, we have an exceptional staff. However, we are giving some serious thought as to how we will find employees ready to work in fragile contexts. Another factor that helps innovation is knowledge-transfer: We need to embed every individual's know-how into the organisation to be able to share it with other countries and regions. In this way, we can ensure to use the right approaches when responding to challenges.

Lanz: I would also like to emphasise that in the field of international development, success depends highly on employees. At this point, I would like to offer my sincerest gratitude to all Swisscontact employees. They have all done a great job this past year.

Is Swisscontact on track to meet other Strategy 2020 goals?

Lanz: We are very professional and have high quality demands. The challenge remains to

achieve optimal impact in our projects. Of course, we never meet this objective 100%. In 2016, we will reach the mid-term period for Strategy 2020 and will take some time for critical reflection. Where are we? How has the field changed in the meantime? What are the trends and developments we will need to follow?

In 2015, Swisscontact increased its focus on the subject of how international development organisations can collaborate with the private sector. What are the most important insights you have gained?

Lanz: First: it won't work without the private sector. The private sector plays a decisive role in sustainable development, not only as a donor for development projects, but also as a creator of jobs, facilitator of market access, and a valuable source of know-how. A second insight: it is important to accept that international development organisations and the private sector have different fundamental interests. This is the way it should be. However, there are situations where these interests overlap or share significant commonalities. This is where interesting projects are born. A good example is our cocoa project in Indonesia, where we are collaborating with numerous international firms to increase harvests and consequently improve the standard of living for smallholder farmers while strengthening sustainability in the value chain.

In September, the UN launched the Sustainable Development Goals (SDGs). What impact does the UN's development agenda have on Swisscontact as an organisation?

Bon: This is the first time in the history of the community of nations that such a broad political and social development agenda has been defined. The great challenge is in implementing these objectives. For our part, we can offer our services to donors as partners and contribute significantly to achieving the goals for income and employment, as well as for environmental



Samuel Bon, CEO: "Donors trust us".

sustainability, the climate, and gender equality. It is important to link our project impact to the SDGs. Even our project funding will be affected by these goals. In contrast, traditional financing mechanisms and philanthropy trends will change so that more interdisciplinary projects with cross-sectoral commonalities will be awarded.

Did the Board of Trustees face any unusual challenges in 2015?

Lanz: It is a bit much to speak of "challenges", but there is a rotation underway, where due to aging, we will need to fill one-third of the Board's seats. This extent of new appointments is demanding, because our trustees will have to wear three hats. First, as the highest governing body of our organisation, the Board of Trustees plays a legal and statutory role.

Second, our trustees also serve as Swisscontact's ambassadors to the outside world. Given the fact that Swisscontact is not a membership-based organisation, the Board of Trustees is also its supporting body. Closely connected to this is its third role as "door opener". Thus, it is highly important for the organisation that the Board of Trustees have new blood. In 2015, three experienced trustees of many years stepped down: Peter Grüşchow, Hanspeter Kurzmeyer, and Dr. Herbert Oberhänsli. All three, as well as the entire Board of Trustees, deserve my special thanks for their support and cooperation. The Executive Committee was strengthened with the addition of Thomas Bergen, Béatrice Fischer, Prof. Dr. Thomas A. Gutzwiler, Hans Jöhr, Armin Meier, and Leopold Wyss.

A small glimpse into 2016: what can we expect in the year ahead? What about even further down the road?

Bon: 2016 will be affected significantly by the strategy evaluation we mentioned earlier. While we have already defined Strategy 2012 – 2020, we would now like to take a moment

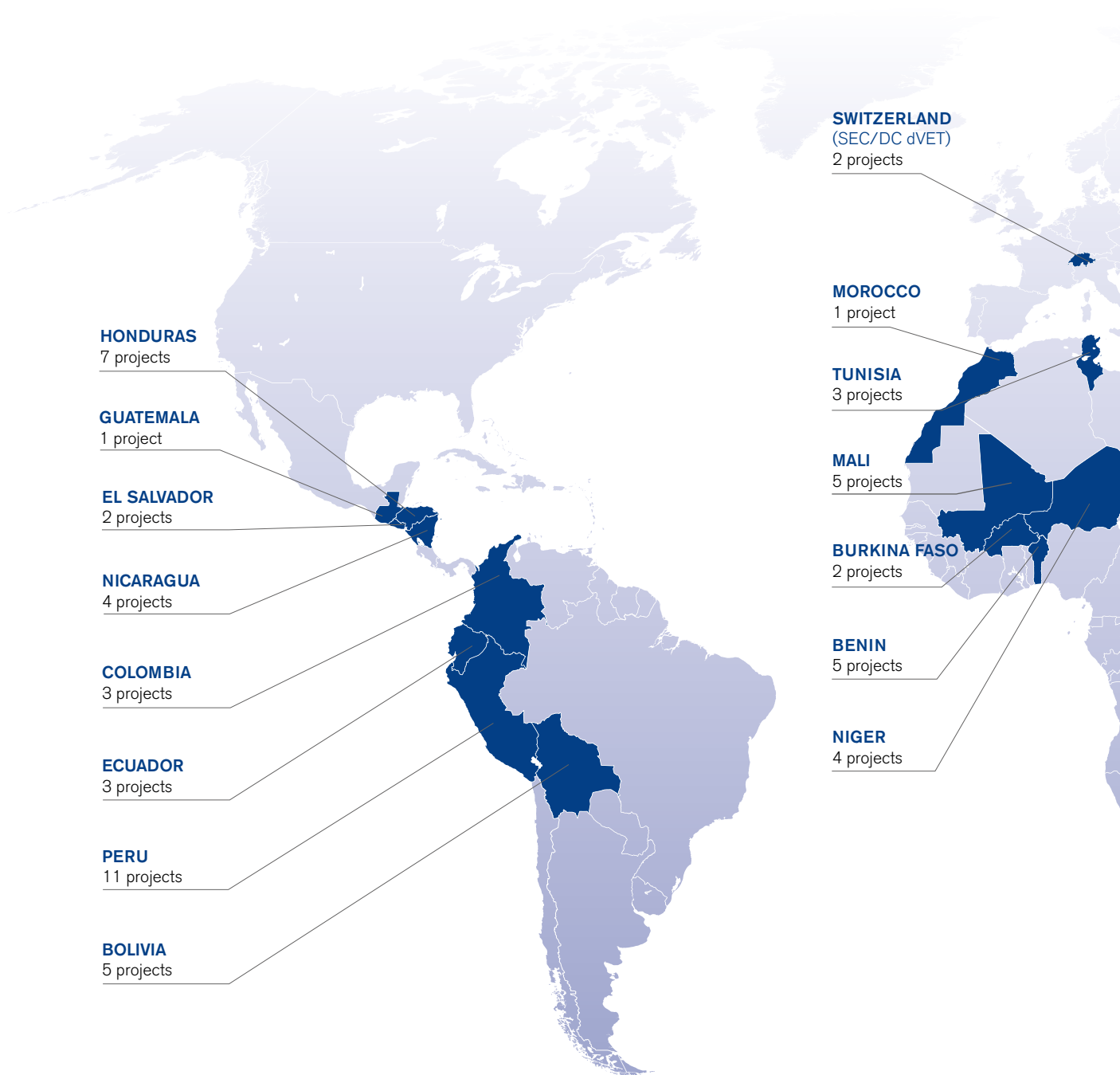
to understand where we are in terms of implementation at this mid-point. There are three main themes at its core. Firstly, we are working intensely in the field of governance. Secondly, we are asking ourselves if we are continuing to provide the right solutions to the great challenges facing us. The third main theme has to do with human resources development; who are our future champions who can take on ambitious and difficult projects?

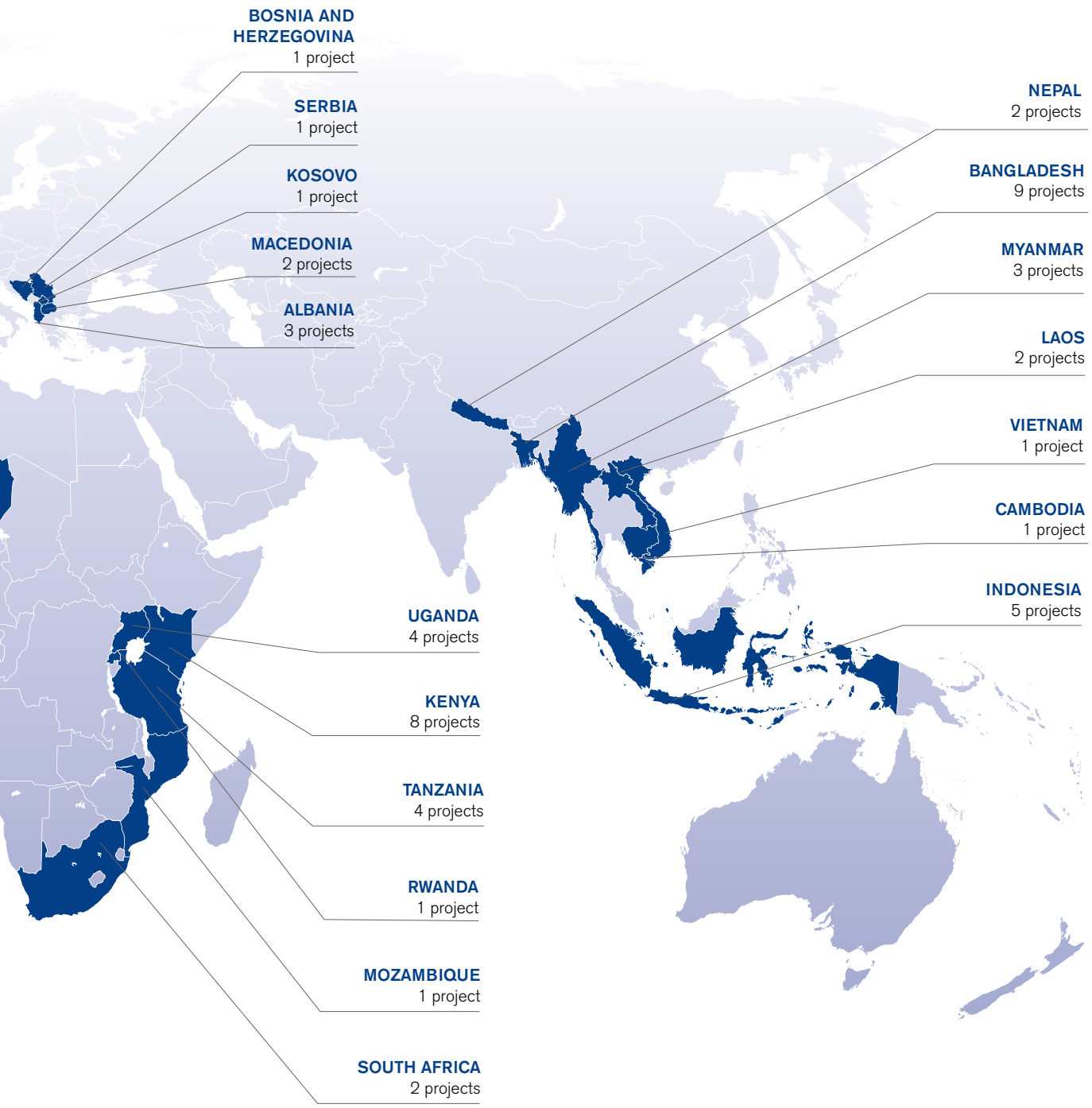
Lanz: We want to continue providing exceptional services for project implementation and constantly improve. International development cooperation receives a lot of public criticism, which to some extent is justified. For this reason, Swisscontact needs to continue improving quality and impact, and demonstrating the purpose and usefulness of our activities. We would like to position ourselves as an organisation capable of achieving sustainable impact, even in difficult environments and fragile contexts. Unfortunately, there will continue to be many people living in poverty for the foreseeable future.



A railway track in Myanmar

109 Projects in 33 Countries





Trends in our Enhanced Project Portfolio

In 2015, Swisscontact either launched or extended several projects and expanded its country portfolio. Internationally, Swisscontact places great emphasis on skills development, and Africa is becoming increasingly important in international development.



Vocational education in Mali

Donors Focusing on Africa and Dual Vocational Education

Of Swisscontact's four core areas, skills development is currently high on the list of international donor priorities. This benefits Swisscontact and aligns with the *raison d'être* behind our foundation's origins, which aims to export the **Swiss model of success for apprenticeship-based vocational education**. A professional perspective is crucial to integrating young people into the labour force. Swisscontact remains a leader in this field, even after 55 years. After donor organisations had been pushing brief training for a few years, apprenticeship-based dual vocational education has become more important again.

Along with vocational education, SME promotion remains a cornerstone of Swisscontact's work. The core area of financial services is increasingly important as a cross-sectoral component used in other core area projects. Companies can only develop if they have **access to finance**, while acquisition of financial skills is an increasingly important component of vocational education.

From a geographic perspective, for many donor organisations, the **African continent** continues to grow in importance. Budgets are tightening for Latin America and Asia, although there remain considerable economic challenges there.

“ *Knowledge at the right time and place. Transferring skills so that fathers, mothers, and able-bodied youth can build a successful place in their societies. Transferring skills so that micro- and small enterprises provide products and services to help their employees and clients transform their lives. Transferring skills so that people achieve happiness in their homelands. This is why I joined Swisscontact's Board of Trustees, and I am eager to find out how these processes will develop.* ”

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Thomas Bergen
Co-founder and CEO,
getAbstract, Lucerne,
Swisscontact Trustee

Expansion of our Country Portfolio

We have been working in **Morocco** since mid-2015 and support various farmer organisations under a mandate from the Swiss Agency for Development Cooperation (SDC). This is an important step in Swisscontact's efforts to support the economic transformation of North Africa. SDC's funding to implement a vocational education project in **Albania** was particularly welcome. Swisscontact has played an important role in shaping Albania's vocational education system over the last 20 years. This extensive programme closed out in 2014, but we have been able to build on its foundation with the new mandate. In Cambodia, Swisscontact is promoting vegetable farming by smallholder farmers for their own subsistence as well as for sale to the market.

Over the course of reviewing Swisscontact's portfolio of countries, the Management Board closely examined the possibility of Swisscontact re-establishing a presence in India, particularly in the field of skills development. India requires a serious overhaul of various forms of its vocational education system, and it stands to reason that Swisscontact could bring its extensive experience to this field. Unfortunately, the risks for registering Swisscontact in India are currently too high. In implementation of skills development programmes, Swisscontact

focuses on various construction sector projects, which in most developing countries are not only highly relevant to employment, but also represent enormous challenges in terms of quality management. For this reason, Swisscontact will launch a project in this sector in **Mozambique**, within the scope of our Development Programme.

New Global Projects Implemented Locally

In 2015, Swisscontact welcomed global, multi-country projects to its portfolio. While project management is normally based in-country (with the exception of the Senior Expert Corps), several new global projects are based at Swisscontact's Head Office in Zurich. These include, for example, the **Entrepreneurship Programme**, funded by the Swiss State Secretariat for Economic Affairs (SECO), which promotes entrepreneurship in six countries: Peru, Vietnam, Albania, Serbia, Macedonia, and Bosnia and Herzegovina. Additionally, Swisscontact has been commissioned by the government donor agencies of **Switzerland, Austria, Germany, and Liechtenstein** to lead a steering committee from its Zurich office that will coordinate these countries' international cooperation efforts in apprenticeship-based dual vocational education.



Dr. Helen Gichohi
Managing Director of the Equity
Group Foundation, Nairobi

“ To grow and develop, MSMEs need access to financial services. This can be achieved through technology, innovation, and data to transform business models, as well as through public- and private-sector initiatives to rapidly expand access to financial services. Financial literacy and a bank account can open doors to a richer and more customised set of financial services – including savings, credit and insurance – in addition to transactions and payments. In this regard, financial inclusion is a key condition for people to improve their living standards on their own initiative. By applying innovative approaches, Swisscontact has developed into a major implementation partner for Equity Group Foundation in this area. ”

A Reliable Mandate Implementation Partner

With mandates, Swisscontact is usually contracted by the client to implement projects. For Swisscontact's long-term development, programmes where Swisscontact is not the sole implementer, but rather a consortium partner, are also of considerable importance. The **technical expertise** gained through consortia provide a source of knowledge and skills that are shared throughout the organisation. An example is the extensive NUTEC Programme in Uganda, financed by the government of the United Kingdom. Swisscontact provides technical support to design and pilot mostly agricultural investments that increase the competitiveness of agricultural businesses and also benefit smallholder farmers. Simultaneously, Swisscontact is gaining deeper insights into other programme activities. These projects give us an opportunity to conduct rigorous testing of our activities and implement our know-how into **new areas of focus** that later evolve into their own new projects.

Strengthened Development Programme

While mandates from government donors and private foundations specify countries and sectors, Swisscontact, through its own Development Programme, has the opportunity to determine its own initiatives and countries in collaboration with our partners. In 2015, the Development Programme enjoyed a budget totalling 12 million Swiss francs, which represents a 30% increase over 2014. Half of this amount comes from the SDC, with this being conditional upon Swisscontact to match the amount through its own funding sources. **By cultivating existing partnerships and building new ones** – and thanks as well to a constant flow of donations, Swisscontact has achieved this objective. It is worthwhile to note that large foundations increasingly are focusing on a few reliable partners. For this reason, Swisscontact strives to cultivate close partnerships and a transparent reporting process. The partner survey demonstrates that Swisscontact is meeting these expectations to a significant extent.

“ *In the “Aire Limpio” Project, the municipality of Tarija is developing a strategic concept to improve urban mobility. The goal is the radical renovation of the urban landscape to the benefit of pedestrians and cyclists, as well as to establish a public transportation system serving the people. Swisscontact is not only funding this project, but as active partners in urban development, are also providing technical advice and support, new ideas and content to help improve the quality of life for the people of Tarija.* ”



Rodrigo Paz
Mayor of Tarija, Bolivia

Linking Interest Groups Together

A core feature of Swisscontact's work is expanding our technical know-how. Consequently, we establish networks with important interest groups. The positive results of these efforts are becoming increasingly apparent, for example through our participation in the World Economic Forum on East Asia. Swisscontact North America, responding to the growing number of inquiries to participate in public fora and high-profile events, has sponsored events hosted by the Consulate General of Switzerland in New York and Credit Suisse. Swisscontact is a founding member of the **Swiss Research Institute on Commodities (SRIC)** in Geneva with a seat on the Board of Trustees. The SRIC supports research and knowledge-sharing in the areas of raw material extraction and trade in order to increase transparency in this business and demonstrate more sustainable approaches. Furthermore, in 2015 Swisscontact was an active participant in the International Cocoa

Organisation (ICCO), World Tourism Forum (WTF), and Swiss Capacity Building Facility (SCBF), while also cultivating contacts with various academic institutions. Swisscontact is a member of the Advisory Board of the World Tourism Forum and lent its services to preparing their annual conference in April 2015.

Quality Assurance in Focus

Quality management is central in all our areas of work. High data quality and timely data collection are important prerequisites to ensuring information-driven systems. To this end, we subjected our IT systems, along with their applications and processes, to a thorough review, which resulted in them completely overhauled. Our optimised server infrastructure ensures the systems are operational at the highest level. In addition, the Controlling Department

“ *Switzerland's apprenticeship-based dual vocational education system, which combines theory with practical skills, has rightfully awakened international interest. The system also offers indisputable benefits for developing countries. By supporting implementation of this system, Swisscontact is making a significant contribution to improving employment opportunities among local populations and increasing competitiveness of local businesses.* ”



Cristina Gaggini
Director of Romandy Region,
economiesuisse, Geneva



Cultivating cocoa seedlings in Indonesia

was enhanced with new staff and IT systems. Standardisation and automation ensure quality and transparency. **Quality monitoring** now takes place in the project quality and risk assessment tool. Time and cost management mechanisms were enhanced at both the project and organisational levels. This will enable targeted, effective monitoring of project and service efficiency.



Indicators

Skills Development

In 2015, 77,700 mostly young people (50% of whom were women) entered Swisscontact-supported training programmes. 27,540 (52% women) received support in their job searches. Through 16 projects, 22,072 people who received training and guidance obtained gainful employment.



Training Programme in Albania

Project focus: Albania

Coaching for Disadvantaged Youth

Despite economic growth over the past three years, Albania is still ranked among Europe's least-developed countries. The lack of jobs in the formal economy is especially felt among young people and those from disadvantaged and discriminated populations, such as the Roma, who suffer from a severe lack of opportunities. For this reason, Swisscontact is guiding their integration into the labour market, actively counselling them in developing an individual professional strategy.

Effective labour market integration

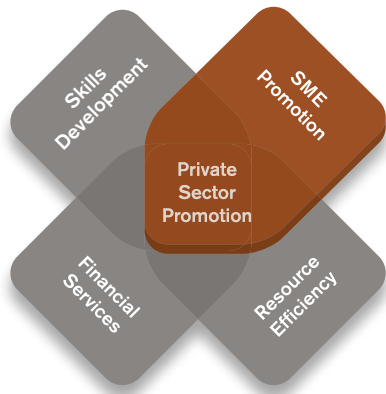
Together with the Lucerne University of Applied Sciences and Arts (HSLU), Swisscontact developed and implemented an 18-month coaching cycle in Albania. The coaching cycle includes theory and practice-based courses, extended internships and training on how to start a business. The uniqueness of the cycle lies in how it combines various training components with individual career guidance for trainees. Swisscontact supports local public and private training institutes to adopt the coaching cycle in their programmes. To this end, career counsellors receive further training to become coaches to young adults. These coaches then recruit disadvantaged youth and offer guidance for 18 months through the entire process. In parallel, the project is also

convincing the private sector to participate actively within the coaching cycle. Private companies are making an important contribution by offering internships and jobs to graduates.

More than 1,000 youths seeking employment have already completed the coaching cycle. Additional successes include 90% of the youths completing trial apprenticeships or internships and 60% finding a job or starting their own businesses. With overall jobless rates in Albania at 17%, and 30% of youths being unemployed, these are exceptional results, especially given the fact that this project involves disadvantaged participants.

Institutional anchorage

In order for the project to achieve broad-based impact after it concludes, Swisscontact is seeking official government recognition for the coaching cycle. One important step in this direction occurred in 2015: with support from the National Office of Employment, several district-level employment offices have already incorporated the coaching cycle into their programmes.



Indicators

SME Promotion

Through the efforts of Swisscontact and our partners, in 2015 more than 654,400 agricultural and artisanal businesses in all regions increased their incomes by up to 50%. This success is due in part to access to information, skills and markets. From just 12 projects, total increase in income amounted to USD 85.4 million.



Char farmers in Bangladesh

Project focus: Bangladesh

Successful Farmers Markets on the Chars of Bangladesh

On the river islands of Bangladesh, commonly known as “chars” and formed from erosion and drying up of riverbeds, poverty is particularly high. Due to their isolated and precarious location, the roughly two million people living in the chars have meagre opportunities for economic development. The land itself is fertile and ideal for various crops or cattle farming, but, suppliers and buyers are located far away on dry land – and with them the income-generating opportunities. Through its inclusive markets approach, Swisscontact is pursuing the goal of increasing the region’s economic potential for both the private and public sectors.

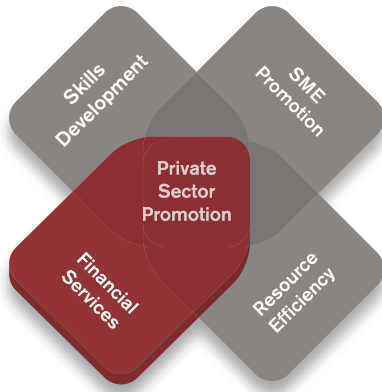
Access to new sales markets

For select sectors (including maize, jute and chillies), Swisscontact has built partnerships with input suppliers, local traders, processors and government offices. Farmers now have access to high-quality market information and services, which serve to strengthen their access to sales markets. The project also supports the creation of farmer collectives, which – as an example – assist farmers in group purchasing schemes. If volumes are high enough, input suppliers will also supply the chars; supplying individual farmers up to this point has not been worthwhile for these suppliers. By

banding together to purchase inputs, farmers can also lower the transport costs.

Improved competitiveness

Farmers on the chars have already realised substantial improvements in productivity, as well as in the quality of their agricultural crops. More than 56,000 households on the chars have gained access to better products and services. However, without efficient connections to the mainland, the farmers will not be able to keep up with local producers. Furthermore, it is difficult to conduct business without access to banks. Therefore, the next steps are improving financial and transport services, in the spirit of the promise contained in the project’s very name: *Making Markets Work for the Chars*.



Indicators

Financial Services

In 2015, 14,530 East African farmers and SMEs were supported with micro-leasing packages worth USD 8.9 million. The financial services offered in five Swisscontact projects in Africa generated USD 12.8 million in additional income. 27,800 people (54% of whom are women) joined savings groups or savings and credit cooperatives.



Suman group meeting in Burkina Faso

Project focus: Burkina Faso

Access to Finance, due to Savings and Credit Groups

In Burkina Faso, Swisscontact is supporting the formation of savings and loan groups (“Suman groups”) in seven municipalities. The Suman groups help facilitate access to savings and credit opportunities for micro-enterprises, which makes it possible for them to continue developing and expanding their business activities. Swisscontact already introduced this model successfully in Kenya, Uganda, Tanzania, Mali, and Latin America successfully.

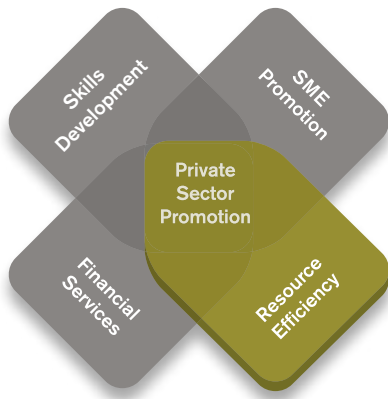
Local investment capital

The formation of Suman groups involves several stages. In the first step, project advisors – trained by Swisscontact – prepare Suman trainers. These trainers present the project in the seven municipalities where it is implemented with sensitisation and publicity campaigns. Interested men and women then attend a six-module course that helps them build their own Suman group, step-by-step. Members also learn how to determine the by-laws of their own groups. Each group meets once a month to collect membership dues and decide jointly who will be awarded a loan and under what terms. Suman groups work according to clearly-defined rules and their compliance is monitored and evaluated by project advisors.

Upon completion of a 12-month cycle, the group will decide if it should distribute their savings capital with interest among its members and start a new cycle or continue on without distributing the capital (with or without new members).

Linkages with financial markets

This fundamental financial services project makes it possible for Suman group members to gain their first experiences with savings and credit. In addition to individual member benefits, the savings and loan groups become attractive to the formal banking sector, including microcredit institutions or banks. Due to proof of their savings and loan abilities, the groups can over time be integrated into formal financial services markets. With additional funds, they can produce more goods or provide more services, improve on quality, and thereby increase their incomes and improve their quality of life.



Indicators

Resource Efficiency

Through five projects in Latin America and Africa, greenhouse gas emissions were reduced by 366,400 tonnes of CO₂ in 2015. 454,560 tonnes of waste was properly discarded, while 43,140 tonnes was recycled. 1,950 brick manufacturers benefited from improved, environmentally-friendly production methods. In Bolivia, income growth in recycling companies and private waste collectors reached around USD 1.3 million.



Emissions test in Bolivia

Project focus: Bolivia

Clean Air for a Better Quality of Life

More than 10 million people live in Bolivia, some 70% in urban areas. Air pollution in urban centres is immense with over 90% of Bolivia's toxic emissions coming from city traffic. With the continued growth in Bolivia's economy and urban centres, the lack of a public transportation network has led to the doubling of cars in the past six years. The population moves around with countless private minibuses, which are operated mostly during rush hours.

New clean air guidelines

The «Aire Limpio» («Clean Air») Project has been fighting this daunting environmental condition since 2003 on various levels. In a first step, Swisscontact informed politicians, the media, and the general public around the importance of reducing air pollution. The project team supported the authorities and public institutions to develop and implement strategies and guidelines to improve air quality. Universities conducted studies on the consequences of air pollution to health and the economy, and assessed alternatives such as retrofitting low-emission CNG motors.

Reduced CO₂ emissions

Thanks to technical support from two new transport systems, the El Alto – La Paz cable car and the Puma Katari city bus service in La Paz, emissions decreased by 25,000 tonnes CO₂ equivalent (based on an internal study). «Aire Limpio» is being implemented in Bolivia's four largest cities (La Paz, El Alto, Cochabamba, and Santa Cruz), in addition to 10 other cities.

The fact that city authorities and local private sector actors have been active participants from the very beginning ensures that activities will continue with local funding once the project ends.

Global Projects

Senior Expert Corps (SEC)

In 2015, SEC volunteers shared their professional expertise in 152 projects, benefitting small and medium enterprises (SMEs) under affordable conditions in developing countries. Through their services, Senior Expert Corps volunteers provide hands-on, direct support to companies and institutions in their efforts to grow. In 2015, nearly 30% of interventions were follow-ups. This means that after a first SEC intervention, a client co-finances a second intervention, reflecting high client satisfaction. Moreover, this supports the sustainable nature of the intervention.

The Nepal earthquake in spring 2015 had severe after-effects, which heavily impacted SEC interventions. Despite the difficult circumstances, through the efforts of the SEC Kathmandu Coordinator and his access to the local private sector as well as the professional commitment of our experts, we were able to implement 43 SEC interventions. Continuous support remains vital to assisting various economic sectors during the reconstruction phase.



Irene Müller, Certified Emergency Medical Technician and an SEC volunteer in Nepal



Start-up in Serbia

SECO Entrepreneurship-Programme

Ambitious companies in emerging countries face many challenges and often have little chance of survival. With a view that growth-oriented companies have the potential to create many new jobs, Swisscontact, with support from SECO, launched the Entrepreneurship Programme in Peru, Vietnam, Albania, Bosnia and Herzegovina, Macedonia, and Serbia. The focus is on innovative, growth-oriented companies with the expectation that professional assistance will help them to grow rapidly and create jobs.

The programme works on-site with local organisations offering tailor-made services to startups. The organisations are given support in developing a sustainable business model. A crucial element of the programme, which launched in 2015, is creating networks of well-trained local mentors, working closely with the media, and building investor networks. During the first project phase, Swisscontact identifies potential service providers for start-ups and supports them to improve their business models and services, as well as to build a mentoring network.

Donor Committee for dual Vocational Education and Training

Apprenticeship-based dual vocational education is a very important aspect of development policy in Germany, Liechtenstein, Austria and Switzerland – the countries where the concept originated. These countries established the Donor Committee for dual Vocational Education and Training (DC dVET) to support the transfer and adoption of apprenticeship-based dual vocational education models in developing countries to address skills shortages and create employment opportunities. To coordinate and implement activities, in 2015 the donors named Swisscontact to host the consortium secretariat, which includes The Institute for Vocational Training, Labour Market and Social Policy (INBAS), KEK-CDC Consultants and Lechner, Reiter & Riesenfelder Social Research Institute.

Knowledge and Content Management (KCM)

Knowledge and Content Management (KCM) fosters internal knowledge exchange, prepares project experiences for further employee training and, in cooperation with the Communications Department, makes key findings and innovative models available to the general public. In this way, Swisscontact improves the quality and ability to innovate in its projects, positioning itself as a competent implementing organisation.

Improving efficiency

Recognising the value of programme and technical expertise gained from our work, and following an external audit of KCM practices, Swisscontact committed additional resources to its KCM system in 2015. Modernising our organisation and involving all employees more closely in issues even beyond training and exchange events will help Swisscontact deal with

growing complexity and demands in efficiency and effectiveness of our projects in the future. The many experiences from our projects were gathered, discussed and evaluated in a seminar on “Collaboration with the Private Sector”. The results demonstrate where and to what extent this collaboration can be developed even further. An SME promotion brochure highlighted how broad the means we have at our disposal in this field have become. We have also documented our experiences with microleasing in East Africa.

Gender equality guidelines

Swisscontact further developed a set of guidelines for ensuring gender equality in skills development projects. These will now be extended to other project fields and will help achieve and track progress toward the corresponding UN Sustainable Development Goals.



Knowledge-transfer in an internal seminar

Monitoring and Results Measurement (MRM)

Since 2013, Swisscontact has been steadily building a standardised monitoring and results measurement (MRM) system into its projects. This system is based on impact models for interventions that measure qualitative and quantitative indicators at all levels of project impact. Based on interim results, the model can be checked and interventions adjusted accordingly. In this way, we are able to respond to unforeseeable effects and continuously improve project quality.

Adequate impact assessment

Another important component of this system that complies with the standards of the Donor Committee for Enterprise Development (DCED) is adequate assessment tools that can deliver solid results even with limited funds. At the impact level, the indicators are defined and assessed in such a way that it is possible to aggregate data regarding

interventions, projects, programmes, and the organisation as a whole.

MRM as a fixed project component

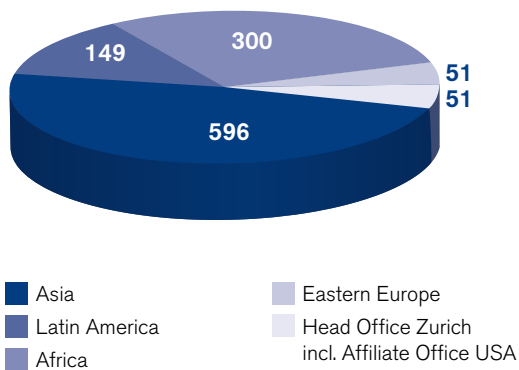
While Swisscontact has measurement processes for all of its projects, it has integrated 55 projects into the more comprehensive MRM system. They were supported in their efforts by eight regional MRM advisors, a coordinator at the Head Office in Zurich, and technical employee specialists, who undergo regular training. Special attention is given to ensuring that new projects build a robust MRM system from the very start. This will make it substantially easier to design the project cycle from planning to implementation and assessment of interventions. In 2015, external consultants audited compliance with the standard in four projects. These audits confirmed that both the components of and compliance with this system are on the right track.



Swisscontact MRM experts drawing up an impact flowchart in Zurich

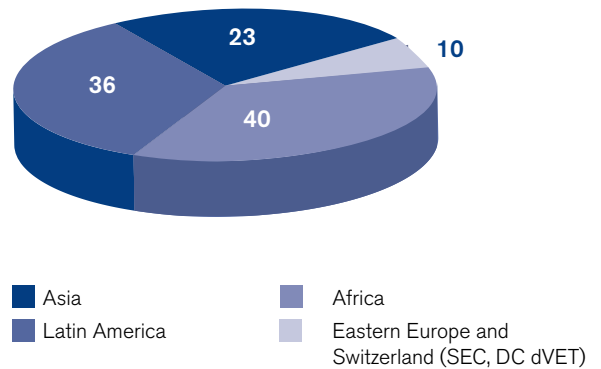
Facts and Figures 2015

Employees worldwide



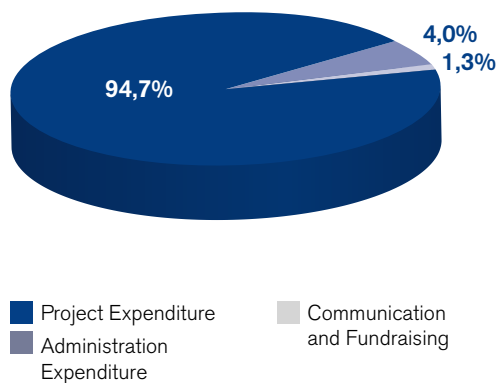
Total: 1 147 (not adjusted for part-time personnel)

Number of projects per continent

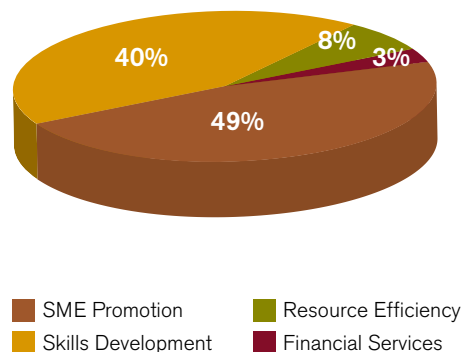


Total: 109

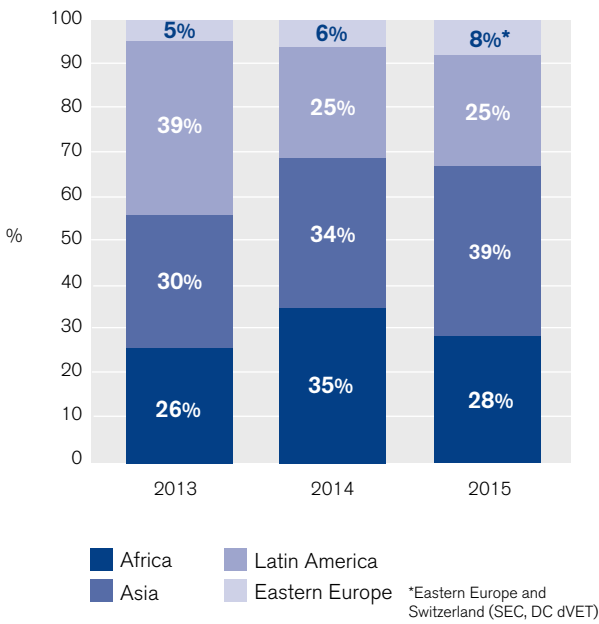
Ratio of project costs to administration costs (in %)



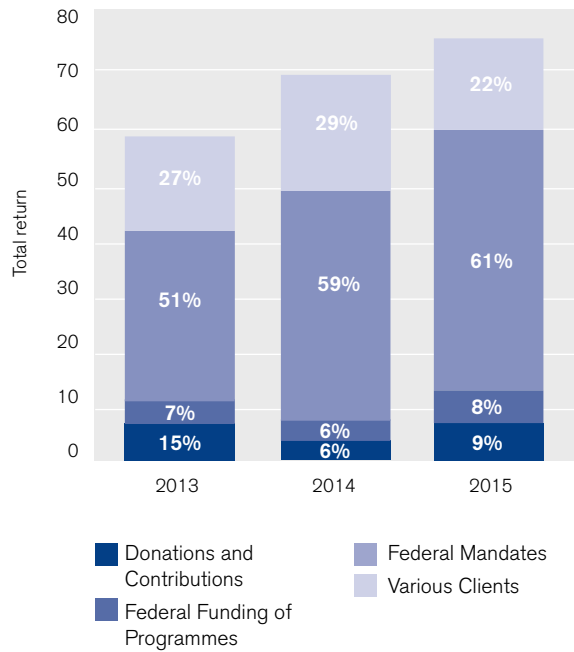
Expenditure according to core areas (in %)



Expenditure according to continents 2013–2015 (in %)

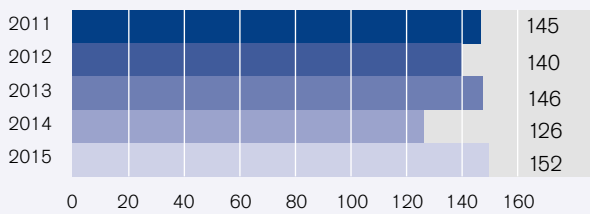


Source of Funds (in %) and total return in CHF million 2013–2015

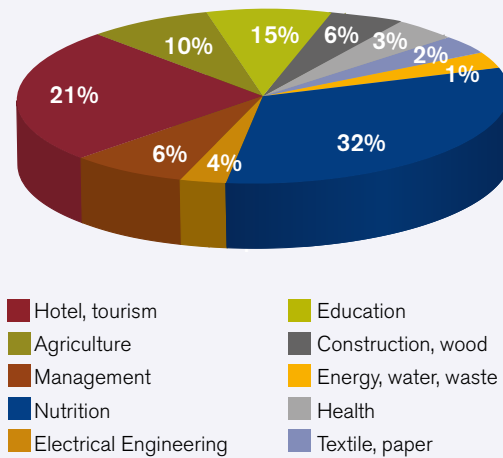


Senior Expert Corps 2015

Number of assignments



Assignments per industry



Annual Financial Statement

This annual financial statement has been prepared in accordance with the Swiss GAAP FER 21 financial reporting guidelines for charitable and social non-profit organisations.

For the statement of accounts according to FER 21 it is important to report the year-end result after changes in funds. Donations are assigned directly to the fund (fund allocation affecting financial reporting). The earmarked or non-earmarked donations contained in the fund will then be used in accordance with their original purpose or Swisscontact's task to finance project activities (fund usage affecting financial reporting). This may be done during the year the donations are allocated or in subsequent reporting years.

The cost structure and apportionment of administrative expenses, administrative programme expenses, and direct programme expenses comply with the ZEWO Foundation guidelines introduced in 2005.

In terms of project implementation, there has been an increase over the previous year of 10.9%. At the same time, there has been an increase in project costs related to personnel and partner development through deployment of international experts in order to ensure sustainable impact and successful integration into the local economy. During the reporting year, investments were made to solidify the Communications Department as a strategic component.

Donations and contributions (donations with specific tasks to be accomplished) rose by 13.9% in the reporting year, from CHF 5,505,000 to 6,271,000. This trend also extends to project-specific donations, both from private and institutional donors. In the reporting year, non-earmarked donations constituted CHF 338,000 (previous year: 351,000).

Fundraising expenses in 2015 constituted CHF 1,023,000 (835,000 the previous year), corresponding to 16.3% of earnings, whereas in the previous year this figure was 15%. As a percentage of total expenditures, expenses for fundraising reached 1.3%, while in the previous year this figure was 1.2%.

Personnel costs and lump-sum compensation for the four Management Board members during the reporting year totalled CHF 746,000 vs. 648,000 the previous year.

With a positive year-end result of CHF 216,000 and a CHF 34,000 increase in the non-earmarked fund, our trust capital increased from CHF 8,527,000 to 8,777,000 (factoring in currency adjustments).

Swisscontact always tries to optimise the efficiency and effectiveness of its procedures in light of quality, cost and time requirements. Administrative expenses at our offices fall within budgeted limits and constitute 4.0% of our total expenses (last year this figure was 3.8%).

Consolidated profit and loss account 2015

	2015	2014
	in kCHF	in kCHF
INCOME		
<i>Income from Donations and Contributions</i>		
Donations from government donors	1 790	1 987
Donations from private donors	2 945	1 949
Swiss Government contributions tied to projects	6 000	4 309
Contributions government donors	1 210	1 638
Contributions private donors	1 183	1 193
<i>Total Donations and Contributions</i>	12 728	11 076
<i>Income from projects</i>		
Swiss Government mandates	46 309	40 790
Public mandates	10 020	9 742
Private principals	7 163	7 323
<i>Total income from projects</i>	63 492	57 855
<i>Other income</i>		
Other	-20	-215
Total income	76 200	68 716

EXPENDITURE	2015	2014
	in kCHF	in kCHF
<i>Expenditure of projects</i>		
Albania	609	859
Bangladesh	11 462	10 861
Benin	1 533	659
Bolivia	3 128	2 435
Bosnia and Herzegovina	50	0
Burkina Faso	769	755
Ecuador	622	759
El Salvador	250	163
Guatemala	621	510
Honduras	2 914	1 139
Indonesia	8 945	7 011
Cambodia	59	0
Kenya	786	838
Colombia	1 947	1 703
Kosovo	1 665	967
Laos	644	663
Mali	5 650	6 065
Morocco	96	0
Macedonia	1 203	722
Mozambique	1 000	1 212
Myanmar	4 226	1 772
Nepal	518	373
Nicaragua	1 413	1 011
Niger	3 419	3 531
East Africa	553	561
Peru	2 149	3 138
Rwanda	2 210	3 259
Switzerland (SEC, DC dVET)	1 361	961
Serbia	113	0
South Africa	769	712
Tanzania	1 032	1 195
Tunisia	1 284	852
Uganda	1 323	1 563
Vietnam	42	0
South America regional programme	1 844	1 757
Central America regional programme	71	1 836
Coordination office project countries	2 413	1 613
Subsidiaries	536	410
Project support	2 624	2 109
<i>Total expenditure of projects</i>	71 853	63 975
<i>Expenses for administration</i>		
Subsidiaries	81	74
General administration	2 810	2 530
Information including fundraising	1 023	835
Provisions	175	0
<i>Total expenses for administration</i>	4 089	3 439
Operating result	258	1 302
Net financial income	-88	13
Exceptional result	68	0
Result before changes in funds	238	1 315
Change in restricted funds	12	117
Change in free funds	-34	-59
Result after changes in funds	216	1 373
Allocation to internally generated designated capital	-216	-1 373
Result after allocation internally generated designated capital	0	0

Consolidated balance sheet as at 31st December 2015

	2015	2014
	in kCHF	in kCHF
ASSETS		
Current assets		
Cash in hand and at bank	27 894	25 680
Advances to projects	5 903	3 761
Marketable securities	3 103	1 946
Other receivables	893	1 935
Accrued income	3 289	2 653
<i>Total</i>	41 082	35 975
Non-current assets		
Tangible assets	293	408
Intangible assets	717	538
<i>Total</i>	1 010	946
Total assets	42 092	36 921
LIABILITIES AND EQUITY		
Current liabilities		
Other liabilities	3 068	3 038
Accrued liabilities	1 790	1 439
Advance payments for participation in projects	27 771	23 435
Provisions	222	47
<i>Total</i>	32 924	27 959
Restricted funds		
Restricted funds	464	435
<i>Total</i>	464	435
Equity		
Trust capital	7 587	6 214
Unrestricted funds and reserves	974	940
Year end result	216	1 373
<i>Total</i>	8 777	8 527
Total liabilities and equity	42 092	36 921

Appendix to the annual report

Change in funds

in kCHF	Opening balance	Income	Allocation	Expenditure	Closing balance
Restricted capital funds					
SDC	39	0	13	-49	3
EIAB	45	0	0	-19	26
TA-USA	50	0	60	-32	78
<i>Total</i>	134	0	73	-100	107
Restricted income					
SOMS	154	0	0	-95	59
Restricted donations	147	0	3 985	-3 834	298
<i>Total</i>	301	0	3 985	-3 929	357
Unrestricted funds	940	400	338	-704	974

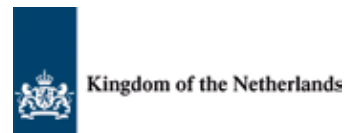
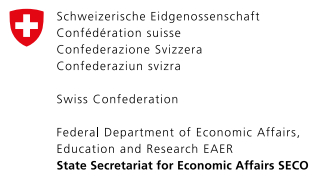


Mavuno group in Kenya

PricewaterhouseCoopers AG reviewed the accounting and annual financial statement, giving them their stamp of approval on both. You can request a copy of their Audit Report and 2015 Financial Statement from Swisscontact's Head Office, Schweizerische Stiftung für technische Entwicklungszusammenarbeit, Hardturmstrasse 123, 8005 Zürich, or download them from our website at www.swisscontact.org.

Project Partners

Institutional partners



Private partners



Thematic partners



Donors

Swisscontact extends its heartfelt thanks to all donations and project contributions in 2015.

Companies

Alobis AG, ASBS Asian Swiss Business Services, Bader + Niederöst AG, Blaser Swissslube AG, Bucher Industries AG, cemsuisse, Diethelm Keller Management AG, DRAWAG TECH AG, Enerplan AG Bern, Fédération des Entreprises Romandes, Fritz + Caspar Jenny AG, Gebäudeversicherung des Kantons Basel-Stadt, Gitterrost Drawag AG, Helbling Technik AG, Hesta Services AG, Max Ditting AG, Paradag AG, Prowald & Partner GmbH, Roland Schwab Holding AG, Roschi Rohde & Schwarz AG, Scherler AG, Schurter AG, Schweizerische Nationalbank, Sika AG, Swiss Reinsurance Company, UBS AG, Union Industrielle Genevoise (UIG), Victorinox AG, VISCOM Engineering AG, zCapital AG, Zürcher Kantonalbank

Foundations

Anne Frank-Fonds, Büchi Foundation, COFRA Foundation, Ernst Göhner Stiftung, Stiftung ESPERANZA – Kooperative Hilfe gegen Armut, Fondation Helvétique de Bienfaisance, Fondation Manpower SA, Foundation for Agricultural Education, Greendale Charitable Foundation, Irène und Max Gsell Stiftung, Johann Jacob Rieter-Stiftung, Laguna Foundation, René und Susanne Braginsky-Stiftung, Stiftung Corymbo, Stiftung für praktische Berufsbildung, The Social Entrepreneurs Charitable Foundation, Tibetania Stiftung, Uniscientia Stiftung, Werner u. Louise Greuter-Briner Stiftung, Paul-Schiller Stiftung

Communes, towns and cantons

Gemeinde Feldbrunnen-St. Niklaus, Gemeinde Küsnacht, Gemeinde Maur, Gemeinde Meggen, Gemeinde Riehen, Gemeinde Romanshorn, Gemeinde Rüslikon, Gemeinde Uitikon-Waldegg, Gemeinde Wettingen, Gemeinde Zollikon, Kanton Aargau, Kanton Basel-Landschaft, Kanton Basel-Stadt, Kanton Glarus, Kanton Graubünden, Kanton Obwalden, Kanton Schaffhausen, Kanton Schwyz, Kanton Thurgau, Kanton Zürich, République et Canton de Genève, Stadt Zürich, Ville de Lancy

Parishes

Evangelisch-reformierte Kirchengemeinde Andelfingen, Evangelisch-reformierte Kirchengemeinde Uitikon-Waldegg, Reformierte Kirchengemeinde Küsnacht, Römisch-katholische Kirchengemeinde Burgdorf, Römisch-katholische Kirchengemeinde Münchenstein, Römisch-katholische Kirchengemeinde Wettingen, Römisch-katholischer Stadtverband Zürich

Private individuals, families and associations

Bally Claus, Conches; Besomi Andrea, Carona; Blaser Ruth Marie-Anne, Büron; Bösiger Markus, Heimberg; Brandli Johannes B., Meilen; Braun Fritz, Boppelsen; Bruderer Martin, Tüscherz-Alfermée; Brun Philippe, Chêne-Bourg; Chowdhuri Zema, Villigen; David Lucas, Fällanden; de Senarclens Marina, Zürich; Fahrni Friedrich, Zollikon; Feller Hans Jörg, Uster; Forstmoser Peter, Zürich; Gafner Alfred, Kloten; Gloor Peter, Basel; Grässle Caroline, Volketswil; Familie Grimm, Würenlingen; Grüschow Peter, Muntelier; Gygax Rudolf P., Boll; Familie Hanselmann, Richterswil; Hêche Claude, Courroux; Familie Henchoz Fry, Zollikon; Familie Hentsch, Corsier; Hess Jean-Louis, Genf; Holliger Nicolas, Horgen; Honold Luchsinger Esther, Basel; Irniger Dominik, Niederrohrdorf; Jakob Michael, Bern; Jenny Robert, Weesen; Keller Gottlieb A., Zug; Familie Klaus, Bülach; Klingspor Daniel, Zürich; Koch Anton, Oberrieden; Familie Kuhn-Frey, Adliswil; Meier Hubert, Kleindöttingen; Familie Merz, Männedorf; Ming Hans Peter, Zumikon; Möller Matthias, Schaffhausen; Mosimann Josephine, Thalwil; Familie Mösli-Karrer, Zug; Muheim Markus, Bern; Familie Müller, Männedorf; Müller Peter, Zürich; Familie Muntwyler, Luzern; Paganoni Roberto, Zollikon; Peter Patrick, Oberlunkhofen; Quaderer Sascha, Planken; Raheja Satish, Genf; Reiter Matthew, Richterswil; Ringli Kornel, Zürich; Saladin Peter, Liestal; Schiess Werner, Frauenfeld; Familie Schiltknecht, Zürich; Schwarzenbach Theo, Oberägeri; Stahel Walter, Biel; Familie Stilli, Zürich; Familie Stockar, Bern; Theiler Georges, Luzern; Thoma Markus, Uster; von Ah Thomas, Zürich; Familie von Planta, Cham; Wassmer Rudolf, Zürich; Wheatley Susanna, Zürich; Familie Widmer, Oberwil-Lieli; Widmer Urs, Schaffhausen; Yves Andre Paul Ulrich, Genf; Zemp Roman, Rengg; Rotary Club, Basel-Riehen

(Donations of CHF 500.- or more)

Sustainability and Governance

Swisscontact is a politically independent and non-sectarian foundation. For nearly 60 years, our organisation has been making significant contributions to sustainable development. In 2015, the UN Sustainable Development Goals for the next 15 years were launched (Agenda 2030). Swisscontact is contributing to these goals and is committed to ensuring that its projects are relevant to these efforts.

We are committed to principles of good governance for responsible management, control and communication under the Swiss NPO Code. The Foundation fulfils the Swiss GAAP FER 21 guidelines for charitable and social non-profit organisations and is ZEW0-certified. Swisscontact is committed to developing business processes, controlling and risk management continuously. In this way, we can ensure the efficiency and effectiveness of our procedures in light of quality, cost and time requirements.



Swisscontact's contribution to achieving the Sustainable Development Goals

Organisation (as per 31 December 2015)

Board of Trustees

Committee of the Board of Trustees

Heinrich M. Lanz

President Swisscontact; Vice Chairman/Member of various Boards of Directors and Boards of Trustees

Arthur Bolliger

Board Member, Banque Cramer & Cie SA, Geneva, Klingelberg AG, Zurich, Neue Bank AG, Vaduz

Dr. Anna Crole-Rees

Founder and Consultant, CRC4change, Lausanne

Marina de Senarclens

President of the Supervisory Board, Senarclens, Leu + Partner AG, Zurich; Founder of IngCH Swiss Engineers Shape our Future; Co-founder of the Group of Fifteen, Zurich

Marc Furrer

President, Federal Communications Commission (ComCom), Berne

Dr. Christoph Lindenmeyer

Chairman of the Board of Schindler Management AG, Ebikon; Vice-President Swissmem; Member of the Committee of the Board of Directors, economiesuisse, Zurich; Chairman/Member of various boards of Directors



From left: Dr. Christoph Lindenmeyer, Dr. Anna Crole-Rees, Arthur Bolliger, Marina de Senarclens, Marc Furrer, Heinrich M. Lanz

Members of the Board of Trustees

Egbert Appel

Trustee Martin Hilti Family Trust, Schaan
President Hilti Foundation, Schaan

Nicolas A. Aune

General Secretary, Union Industrielle Genevoise (UIG), Geneva

Rudolf Bärffuss

Former Ambassador, Berne

Dr. Thomas W. Bechtler

Chief Executive Officer (CEO), Hesta AG, Baar

Thomas Bergen (Entry 24.8.2015)

CEO, getAbstract, Lucerne

Prof. em. Dr. Fritz Fahrni

University of St. Gallen and Swiss Federal Institute of Technology (ETH), Zurich

Béatrice Fischer (Entry 24.8.2015)

Head Communication & Marketing, Swiss Universal Bank Division, Credit Suisse AG, Zurich

Peter Grünschow (Resignation 31.12.2015)

Engineer, Muntelier

Dr. Urs Grütter

Owner and CEO, Max Ditting AG; President of the Supervisory Board, Organic Bamboo Industries AG

Prof. Dr. Fritz Gutbrodt

Managing Director, Swiss Reinsurance Company

Prof. Dr. Thomas A. Gutzwiller

(Entry 20.10.2015)
gwpartner AG, Gutzwiller Wachsmann Partner, St. Gallen

Hans Hess

President, Hanesco AG, Pfäffikon SZ; President, Swissmem, Zurich; President of the Supervisory Board, COMET Holding AG, Flamatt; President of the Supervisory Board, R&M Holding AG, Wetzikon

Wilhelm B. Jaggi

Swiss Ambassador to the OECD 2001-2006, Executive Director of Switzerland at the EBRD 1997-2001

Hans Jöhr (Entry 20.10.2015)

Corporate Head of Agriculture, Nestec Ltd., Vevey

Dr. Gottlieb A. Keller

General Counsel, Member of the Corporate Executive Committee, F. Hoffmann-La Roche Ltd, Basel

Hanspeter Kurzmeyer (Resignation 21.5.2015)

Credit Suisse, Zurich, Global Head Philanthropy & Responsible Investment

Armin Meyer (Entry 20.10.2015)

Managing Director Boyden, Switzerland

Dr. Myriam Meyer Stutz

Member of the Board of Swiss Post Ltd, Wienerberger AG, Repower AG, Bedag Informatik AG; Vice President of the Commission for Technology and Innovation (KTI)

Dr. Reto Müller

Chairman and Founding Partner (co-owner) of the Helbling Group, Member of the Board of Directors of Forbo Holding AG, Board Member of Swissmem, Member of various Boards of Directors

Dr. Herbert Oberhänsli (Resignation 9.9.2015)

Vice President, Nestlé SA, Vevey

Raphaël Odoni

Engineer, Bussigny

Dr. Albin Reichlin-Boos

President, University of Applied Sciences, Eastern Switzerland (FHO), Member Swissuniversities – Rectors conference of Swiss Universities, Berne

Prof. Dr. Ursula Renold

Head of the education systems research area, KOF economic research department, ETH Zurich

Elisabeth Schneider-Schneiter

National Councilor, Canton of Basel-Landschaft

Peter K. Steiner

Chairman of the Board of Peter Steiner Holding AG

Prof. em. Dr. Ulrich W. Suter

Swiss Federal Institute of Technology (ETH), Zurich, Department of Materials, Zurich

Georges Theiler

Entrepreneur, Lucerne; Member of various Boards of Directors

Leopold Wyss (Entry 4.2.2015)

Head Sponsoring & Donations, Novartis International AG

Auditors

PricewaterhouseCoopers AG, Zurich

Management Board



From left: Samuel Bon, Urs Bösch, Florian Meister, Peter Bissegger

Samuel Bon

CEO and Executive Director

Peter Bissegger

Director Market Development

Urs Bösch

Director Business Administration

Florian Meister

Director Field Operations

Management Team

Departments and Affiliate Office



From left: Francine Thurnher, Head of Communications; Stephanie Dreifuss, Head of Acquisitions (until July 2015); Adrian Stauffer, Head of Controlling (from October 2015); Béatrice Horn, Head of Finance; Markus Kupper, Head of Monitoring and Results Management/Knowledge and Content Management; Stefanie Hosse, Head of Human Resources and Services; Gabriella Crescini, Head Client and Partner Relationships; Martin Koppa, Head of Acquisitions (from December 2015); Anne Bickel, Head of Partner Programmes; John Meyers, Affiliate Office USA

Regional Directors



From left: Manish Pandey, South Asia; Benjamin Lang, Latin America; Henry Leerentveld, Eastern Europe; Ulrich Stucki, North and West Africa; Prashant Rana, Southeast Asia; Veronique Su, Central-, East- and Southern Africa

Cover: Safe and sustainable construction in Colombia
Pictures: Swisscontact staff and friends
Layout: One Identity, South Africa

Swiss NPO-Code: The structure and management of Swisscontact conforms to the Corporate Governance Regulations for Non-Profit Organisations in Switzerland (Swiss NPO-Code) issued by the presidents of large relief organisations. An audit conducted on behalf of this organisation demonstrated that Swisscontact adheres to the Swiss NPO-Code principles.

ZEWO-Seal of approval: Swisscontact was awarded the Seal of Approval from ZEWO. It is awarded to non-profit organisations for the conscientious handling of money entrusted to them, proves appropriate, economical and effective allocation of donations and stands for transparent and trustworthy organisations with functioning control structures that uphold ethics in the procurement of funds and communication. Swisscontact is regularly audited on the adherence to these criteria. (Source: ZEWO)







We create opportunities

Swisscontact

Swiss Foundation for Technical Cooperation
Hardturmstrasse 123
CH-8005 Zurich
Tel. +41 44 454 17 17

www.swisscontact.org

Cover: Safe and sustainable construction in Colombia