

# ANNUAL REPORT

SWISS  
FOUNDATION  
FOR TECHNICAL  
COOPERATION

*Short version*

**2021**



Read the full version online:  
[www.swisscontact.org/report2021](http://www.swisscontact.org/report2021)



# SWISSCONTACT

## SWISS FOUNDATION FOR TECHNICAL COOPERATION

We are a leading partner organisation in the implementation of international development projects. Founded in 1959 and registered under Swiss law, we are an independent non-profit organisation. We are politically and denominationally neutral.

### MISSION

We promote inclusive economic, social and ecological development to make an effective contribution towards sustainable and widespread prosperity in developing and emerging economies.

With this objective in mind, we offer the chance to economically and socially disadvantaged people to improve their lives on their own initiative.

### WHAT WE DO

- We strengthen the competencies of people, improving their employability.
- We increase the competitiveness of enterprises, growing their business.
- We foster social and economic systems, promoting inclusive development.

### WHAT WE OFFER

- Project Implementation
- Advisory Services
- Training
- Applied Research

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# STRENGTHENED PARTNERSHIPS



Thomas D. Meyer

Philippe Schneuwly

If we take a look back on 2021, then in all modesty we deserve to be a little proud: despite persistent difficult circumstances related to the COVID-19 pandemic and often difficult political situations, we were able to continue implementing or successfully close out over 120 projects. All while embarking on various new endeavours.

Our efforts this past year took on a whole new meaning, as the pandemic hit vulnerable populations in many underdeveloped countries with particular brutality.

The uncertainty and the restrictions required considerably more flexibility, agility, and creativity on our part. This in turn affected our partnerships. Our well-built local and international networks have always been our trademark, and with the pandemic, they have become even more resilient.

That this was even possible in such a situation, we, first of all, have the trust and foresight of our donors and clients to thank, in addition to the commitment of our employees in 40 countries.

### Bridgebuilder for sustainable development

We firmly believe that responsible private sector-led initiatives are a key prerequisite for sustainable and broad-based development. Collaboration with interested parties in the private sector play an important role in these efforts. Since Swisscontact's founding, it has been a cornerstone of our work. We are accustomed to achieving win-win situations.

In order to meet Switzerland's international development targets and achieve the UN's 17 strategic Agenda 2030 goals, improved coordination between public, private, and civil society organisations is essential. The conditions are in place, and more companies are willing and encouraged to

rethink their business and employment models. This will improve the efficacy of our collaboration.

Fusing the various positions constructively with each other and implementing functioning partnerships is a challenge we are all too happy to meet. Public and private sector actors think along different timescales; they have different restrictions, opportunities, and approaches. Swisscontact's objective here is to invest even more in innovative solutions, expanding its role as a trusted bridge-builder between the public and private sectors, a reputation it has carried proudly for more than 60 years.

### Towards the future with a stable organisation

For Swisscontact, 2021 was also a year of internal changes. The change in leadership in the presidium of the Foundation Council and in the Executive Board, completed on June 1<sup>st</sup>, reflected continuity in a stable and successful organisation. It is a great privilege to be able to continue along the path we have forged with our strong team, moving ahead through the ongoing changes in international development cooperation and transition overall.

### Changes in the Foundation Council

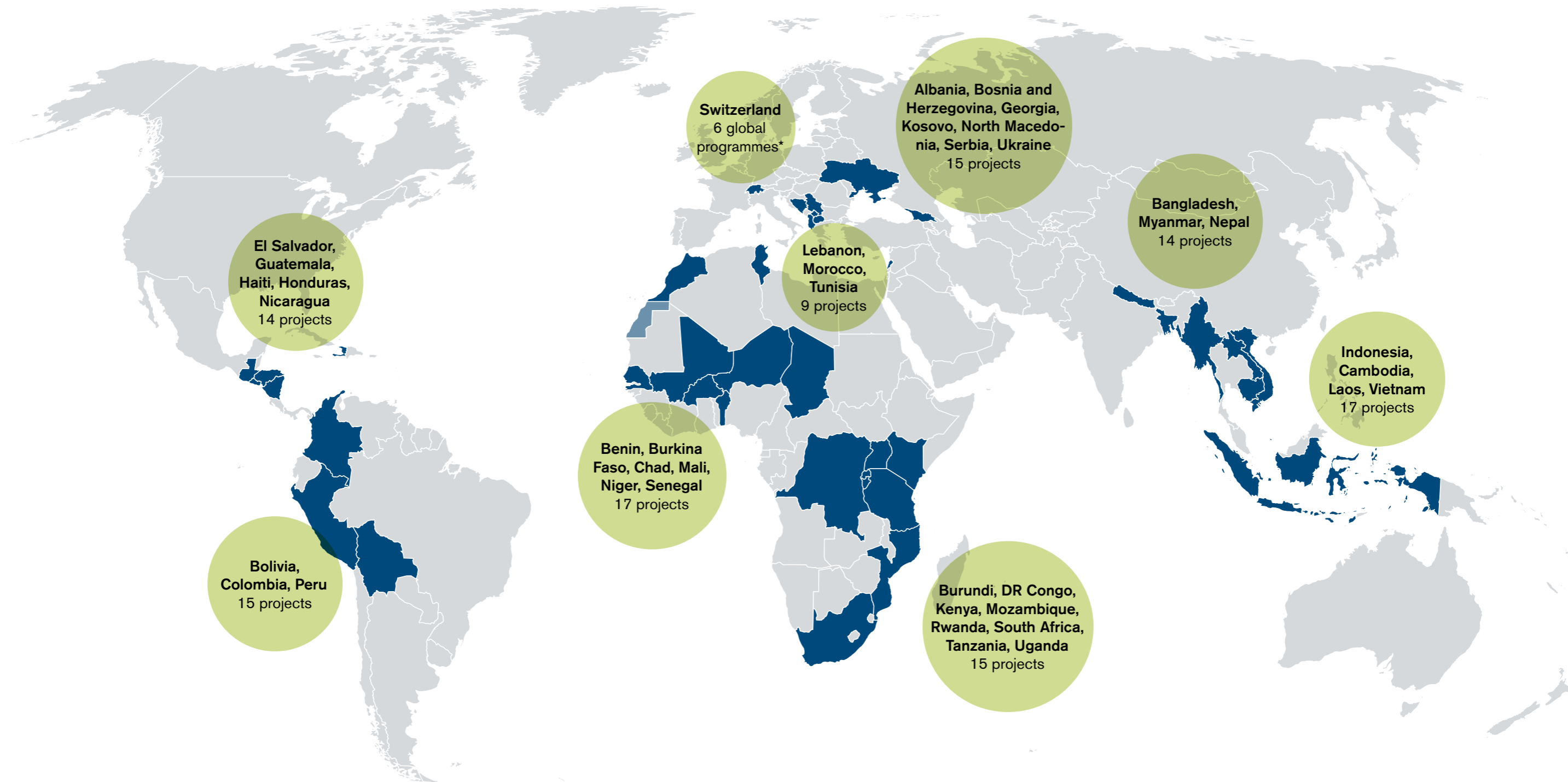
During the reporting year, both Chairman Heinrich M. Lanz and Michèle Frey-Hilti stepped down from the Foundation Council. We once again would like to offer our sincerest thanks to both former members, especially to our long-time Chairman, for their selfless commitment and solidarity. Dr Sabin Bieri and Thomas Greminger were newly appointed to the Foundation Council.

We wish to thank our partners, clients and donors in Switzerland and abroad for their trust, support, and consistently constructive cooperation. We are pleased and proud to be able to continue counting on them in 2022.

Thomas D. Meyer  
Chairman

Philippe Schneuwly  
CEO

# 122 PROJECTS IN 40 COUNTRIES



\* Global programmes managed from Switzerland

# HIGHLIGHTS

## NEW LEADERSHIP DUO

Since early June 2021, there have been two new people at the helm of Swisscontact: Thomas D. Meyer, Chairman, and Philippe Schneuwly, CEO. Thomas D. Meyer has been a member of the Foundation Council since 2020 and its chairman since 2021. He is a Partner in the consulting firm BLR Partners AG, previously having served in leadership roles in the field of business and strategy consulting at Accenture in Latin America, Africa, and Europe.

Philippe Schneuwly has been with Swisscontact since 2009 and a member of the Executive Board since 2019. Previously, he had worked in the field in Latin America, serving as Country Director for Colombia, Deputy Regional Director and finally Regional Director for Central America as of 2016.

The leadership handover from his long-time predecessors, Heinrich Lanz and Samuel Bon, was planned out carefully and flawlessly implemented. Even if this leadership handover reflects a successful organisation's continuity, both new directors

have asserted their leadership and wish to develop new and innovative models for collaborating with the private sector. Only in this way can the Agenda 2030 development goals be achieved.



## SIPPO: OPENING THE DOORS TO WORLD TRADE

Since 2017, Swisscontact has been spearheading the Swiss Import Promotion Programme (SIPPO) on behalf of the State Secretariat for Economic Affairs (SECO). SIPPO's goal is to foster the integration

of developing countries and emerging economies on four continents into the world economy. This is achieved by strengthening business support organisations (BSO), which include business associations, chambers of commerce, and export promotion boards. With their services upgraded to meet market requirements, they open doors to world trade for exporting companies in six sectors: fish and seafood, processed foods, medicinal and aromatic plants, wood processing ("technical wood"), high-value textiles, and sustainable tourism. On July 1, 2021, SIPPO's second four-year phase began. Pursuant to the SIPPO country strategies and four-year objectives arranged with each BSO, these organisations are undergoing institutional strengthening and modernisation. They will be in an even better position as service providers to help their member companies. While SIPPO staff members provide advisory services in our client countries, the team in Switzerland is providing sector-specific expertise and technical insights on cross-cutting themes of digitalisation, sustainability, and strengthening of export promotion systems.



## STARTING THE NEW PHASE OF SWISSCONTACT'S DEVELOPMENT PROGRAMME

Swisscontact's so-called Development Programme encompasses around 30 projects in over 20 countries. It is the centrepiece of Swisscontact's work. Together with Swiss and international stakeholders from the private and public sectors, new ideas are being tested and innovations are undergoing further development. In this way, the programme supports cross-sectoral approaches and cooperation. In 2021, we entered a new four-year phase of new projects, which for example deal with growing demand by agricultural businesses for affordable technologies in land tilling, harvesting, and post-harvest storage. Sustainable vocational education and training approaches combine theory and practice, and they are based on partnership models with private companies seeking well-trained labour. New inclusive business promotion methods address inequities in the coffee value chain, with resultant improvements in smallholder farmers' living conditions. Further education of our project managers



is paramount. Thematic clusters bundle and foster inter-regional exchange of know-how and experience across the entire programme. Private and public donors are financing the projects. The Swiss Agency for Development and Cooperation (SDC) is providing guaranteed cost coverage for up to 30 per cent of the entire programme.

## EXTENSION OF SKILLS DEVELOPMENT IN VOCATIONAL EDUCATION AND TRAINING PROJECTS

The portfolio for skills development and labour market integration encompasses a broad spectrum



of courses. Swisscontact further enhanced this area in 2021 and believes that skills development is key to social integration and economic development, thus contributing sustainably to poverty alleviation. Vocational education and training can only be as good as the curricula on which they are based. Swisscontact, therefore, is giving high priority to reforming teaching curricula in order to strengthen soft skills. Another key factor to success is orienting the curriculum to the needs of the labour market. Important success indicators are student/trainee achievement, such as the question of how effectively students and trainees are using their newfound skills in their work and for their social and personal development. Modern curricula should serve as the basis for sustainable labour market integration – and this over a lifetime of learning. Enhancing the skills of employees in vocational education and training projects was one of our key areas of focus this past year. In all, 68 employees from 24 projects, 20 countries, and 8 regions attended the courses, which lasted over several days.

## NEW OPPORTUNITIES FOR RETURNING MIGRANTS

Central America is currently enduring one of the greatest humanitarian crises in its history: thousands are fleeing poverty, violence, and lack of opportunity and migrating north. At the same time, in 2020 more than 90,000 returned to their countries of origin from the United States and Mexico, and many more had been deported. Since 2016, Swisscontact has been implementing the Nuevas Oportunidades (“New Opportunities”) project for the economic and social reintegration of these returnees.

The Nuevas Oportunidades project has helped certify 417 returnees to El Salvador and Guatemala. This has facilitated reintegration into the labour market for 62% of certified migrants, helping them to increase their average monthly earnings from 260 to 875 U.S. dollars. Furthermore, it has enabled the founding of 44 businesses with an average monthly turnover of 950 U.S. dollars and 144 new jobs.

### MORE ABOUT THIS PROJECT IN THE ONLINE ANNUAL REPORT

- Qualification certificate as a key to the labour market
- Video: A new chance for Oscar López
- Returning migrants tell their stories

*Claudia Esperanza Castañeda Cruz, El Salvador,  
a returnee from the USA*

*“Today, with the certification and skills I obtained in the training, I hope to open my own small restaurant.”*



101,800

people, 49.8% of whom are women, have completed programmes in skills development, entrepreneurship, and labour market insertion.\*

35,500

people, 44.9% of whom are women, found a job or started their own business. CHF 18.7 million additional income was generated.



More about this project  
[www.swisscontact.org/report2021/el-salvador](http://www.swisscontact.org/report2021/el-salvador)

\* Global results taken from the **Vocational Education Working Area**. The results are derived from Swisscontact's impact measurement system and have been rounded. All figures are traceable.



*CHF 59.4 Mio.*

in additional income generated  
by farmers and SMEs.

*1,133,400*

farmers and SMEs gained  
access to improved products  
and services.\*

*56,300*

jobs created or saved.\*

NORTH AFRICA

## PROSPECTS FOR THE LABOUR MARKET

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Tunisia faces great social and economic challenges. Its economy is weak and there is persistently high youth unemployment. A further problem is that those seeking jobs do not have the requisite skills to satisfy the demands of the labour market. The project promotes practical, hands-on vocational education and training and young people's integration into the labour market.

Over the past five years, project activities have created an active network of public institutions, employer associations, and private partners involved in vocational education and employment creation. In addition, three functioning training models have been established. Over 500 private sector companies recruit employees through these platforms. 6,335 people benefited from both long- and short-term vocational training courses. 54 percent of these beneficiaries were women. More than 70 percent have since found jobs.

### MORE ABOUT THIS PROJECT IN THE ONLINE ANNUAL REPORT:

- Video: How an SME works in vocational education
- Expanded technical and rural trainings
- Internship companies for service jobs

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*Mahmoud, an employee at a tyre company*

*“I completed my training as a mechanic and loved everything about this training. It gave me a solid foundation in a profession that completely fascinates me.”*

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\* Global results taken from the **Business Promotion Working Area**. The results are derived from Swisscontact's impact measurement system and have been rounded. All figures are traceable.



# SUSTAINABILITY CRITERIA

## ENVIRONMENTAL RESPONSIBILITY

Swisscontact fosters competencies and skills for environmental protection, actively seeking solutions for the sustainable use of resources. In various projects “green sectors” such as recycling and sustainable transportation are supported with the corresponding know-how, while environmentally-friendly businesses are strengthened. The “Markets for Recycling” in Bolivia supports local businesses to build business models for processing and monetizing waste materials from the transportation sector. These materials include tyres, lead batteries, and scrap metal. This lowers CO<sub>2</sub> emissions, and fewer pollutants contaminate the environment. At the same time, new jobs are created and businesses grow. Working together with local actors, the project team is implementing various initiatives: for example, laws are drafted that obligate manufacturers to use resources conservatively and implement recycling; various webinars, events, and sensitisation campaigns on the topics of waste management

and circular economy are held. In addition, an app has been developed that brings together waste producers, green businesses, and waste collectors, in order to facilitate the recycling of materials.



## GENDER EQUALITY AND SOCIAL INCLUSION

Swisscontact promotes gender equality and the social inclusion of all people. As an employer, we place particular emphasis on balanced leadership structures with family-friendly work conditions. We include the gender perspective in all our project activities. An example is the “Rural Opportunities”

project in Honduras. Its objective is to improve the productivity and increase incomes of vulnerable population groups, which include young men and women working in the tourism, cashew nut, fruits, and dairy sectors. Based on an in-depth analysis, the project team developed a strategy to overcome gender-specific discrepancies. It was determined that women are underrepresented in leadership positions of cooperatives, even though their participation as members is essential for successful cooperation. Therefore, these organisations were given close guidance to foster women’s participation. This has resulted in women now heading committees at cashew nut processing facilities and dairy processors. Additionally, sensitisation campaigns were launched on social media to raise awareness of the different workloads faced by women and men. The introduction of time-saving technologies (such as weeding machines and wheelbarrows) has had a sustainable effect on women’s workloads, and they are now more able to participate in decision-making processes.



## GOOD GOVERNANCE

Swisscontact promotes transparent, responsible, participatory, and effective decision-making processes, strengthening government institutions, economic growth, human development, and social cohesion. The Skills Development Programme (SDP) in Cambodia helps young men and women with low qualifications in rural areas to access gainful employment and earn higher incomes. The Inclusive Systems Development (ISD) approach is applied to systematically analyse the barriers young people encounter in accessing vocational education and employment. In order to overcome these barriers, representatives from government, the private sector, and education together identify actions to take. Partners have a high sense of personal responsibility from the get-go, as they are leading the work themselves, while our Swisscontact project team plays the role of moderator. As a result of this process, detailed agreements with goals and milestones for implementing vocational

education and employment initiatives are worked out, along with financial plans detailing the costs and responsibilities of all stakeholders involved.



## FINANCIAL INCLUSION

By facilitating access to transparent and affordable financial services and channels, Swisscontact is helping entrepreneurial people to participate actively in economic life. An example of microfinancing is the “M4C – Making Markets Work for the Chars”

project in Bangladesh. The river areas of Bangladesh, commonly known as chars, have the potential to become an important zone of production. However, the poorly performing market system lacks investment, and credit institutions are not interested in investing, because frequent flooding in the region constitutes a risk of production failures that is much too high. The project team initiated dialogue with numerous financial institutes and national development programmes to advocate for the construction of branch offices in these areas and issue seasonal loans. These services would then be available once farmers started paying for equipment or other agricultural investments. The repayment plans consider the fact that farmers depend on revenues from the sale of their harvests or cattle. Char farmers have proven themselves as dependable loan recipients who comply with repayment conditions, with very few defaults.



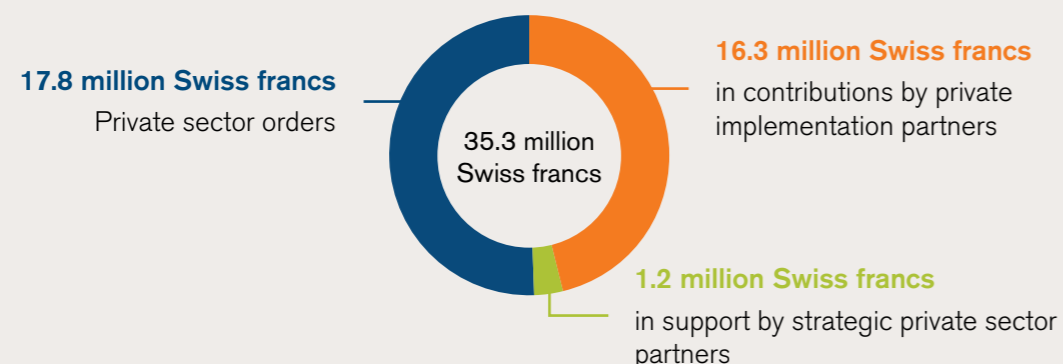
# THE PRIVATE SECTOR AS A PARTNER

The private sector is the engine of economic development: it generates income and jobs. Working for and with the private sector lies therefore at the heart of Swisscontact's activities.

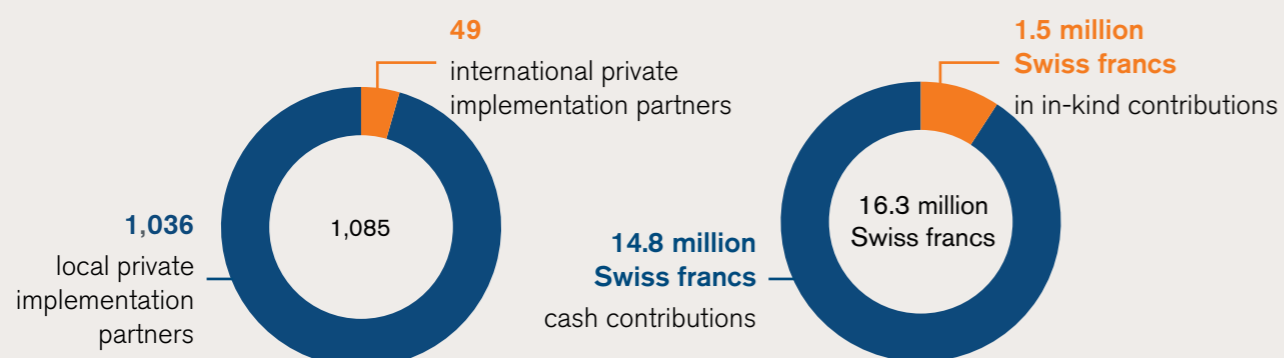
One example is our collaboration with fertilizer manufacturers, the aim of which is to introduce organic fertilizers to the market. Thanks to improved access to these new, environmentally friendly fertilizers, smallholder farmers can improve their harvests. Consequently by which they increase sales and finally their incomes.

Partnerships with private sector companies involve contributions made by both sides. The goal is to foster positive and sustainable change for our target groups. For example, the private sector makes in-kind project contributions with time, effort, and facilities to implement activities.

## 1,151 PRIVATE PARTNERS AND THEIR CONTRIBUTIONS TO 74 PROJECTS



## 1,085 PRIVATE IMPLEMENTING PARTNERS AND THEIR CONTRIBUTIONS

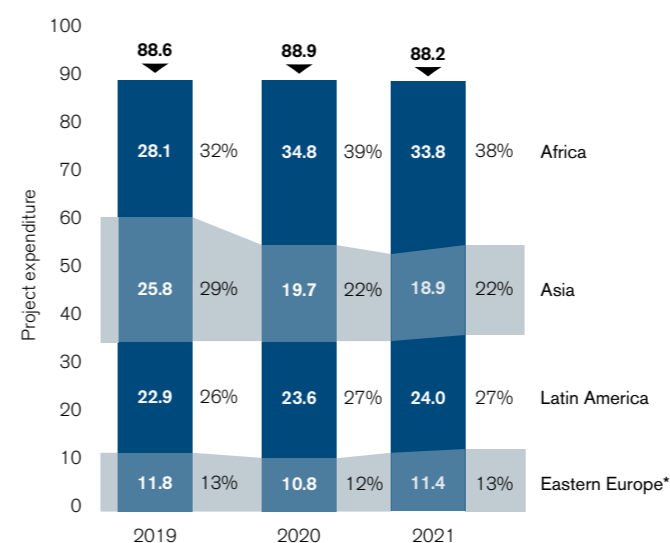


More about this project  
[www.swisscontact.org/report2021/results](http://www.swisscontact.org/report2021/results)

# FINANCIAL STATEMENT 2021

## EXPENDITURE

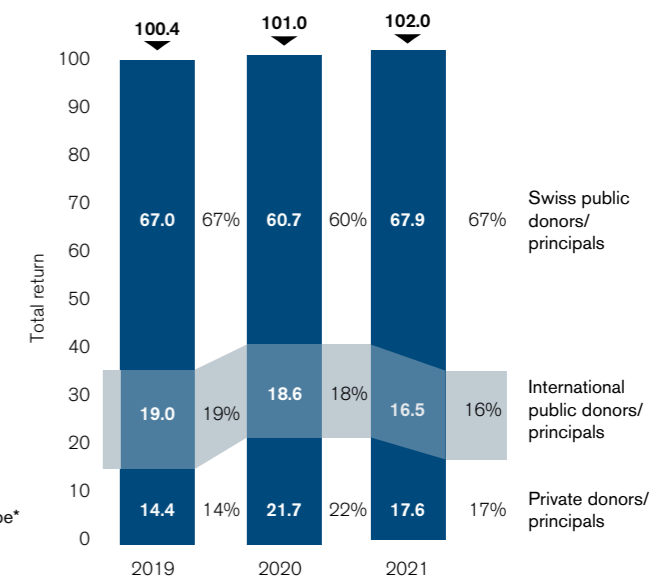
Project expenditure per region in CHF million



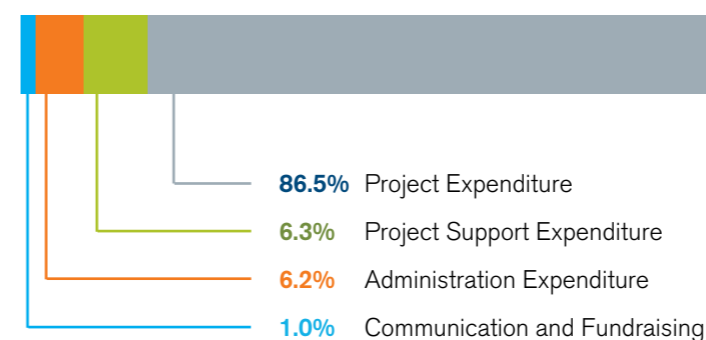
\* including Switzerland (SEC, DC dVET, expenditure in Switzerland for global programmes, small projects managed from Switzerland)

## SOURCE OF FUNDS

Return in CHF million



## EXPENSE CATEGORIES 2021 IN RELATION TO TOTAL EXPENSES (IN %)



Consolidated Profit and Loss Account 2021  
[www.swisscontact.org/report2021/financialstatement](http://www.swisscontact.org/report2021/financialstatement)



Financial Report 2021 (in German)  
[www.swisscontact.org/finanzbericht2021](http://www.swisscontact.org/finanzbericht2021)



# ORGANISATION

(AS PER 31.12.2021)

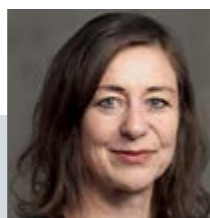
## FOUNDATION BOARD



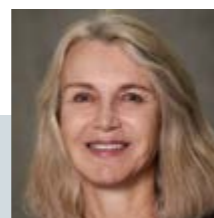
Thomas D. Meyer



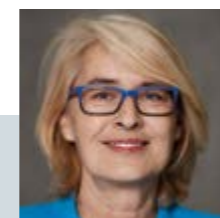
Thomas Bergen



Dr. Sabin Bieri



Monique Bourquin



Dr. Anna Crole-Rees



Dr. Paul Hälg



Dr. Christoph Lindenmeyer



Armin Meier



Isabelle Welton

## FOUNDATION COUNCIL

**Thomas Bergen** (Member of the Foundation Board)  
Co-Founder and CEO getAbstract, Lucerne; Co-Founder and Board Member, Amphasys AG, Root; Board Member HopeNow, Lucerne

**Dr. Sabin Bieri** (Member of the Foundation Board, since 16.8.2021)  
Director, Centre for Development and Environment CDE, University of Berne

**Monique Bourquin** (Member of the Foundation Board, Chair Person Finance Committee)  
Member of the Board of Directors, Emmi AG, Lucerne; Kambly SA, Trubschachen; Weleda AG, Arlesheim; W. Kündig & Cie AG, Zürich; President of Promarca, Berne

**Claudia Coninx-Kaczynski**  
Member of the Board of Directors, Forbo Holding AG, Baar; Swisscontent AG, Zurich and Awina AG, Zurich; Member of the Board of Trustees/Vice President Orpheum Foundation for the Advancement of Young Soloists, Zurich; Member of the Board of Trustees, Zoo Stiftung Zurich; Member of the Human Rights Watch Komitee, Zurich

**Dr. Anna Crole-Rees** (Member of the Foundation Board)  
Founder and Consultant, CRC4change, Lausanne; Partner at IKAT; Member of the Board of Trustees IFWE, Lausanne

**Béatrice Fischer**  
Managing Director BF Advisory & Solutions AG, Erlenbach

**Michèle Frey-Hilti** (until 11.5.2021)  
Managing Director Hilti Family Foundation Liechtenstein, Schaan, FL

**Dr. Eduard C. Gnesa**  
Former Special Ambassador for International Migration, Berne

**Amb. Thomas Greminger** (since 16.8.2021)  
Director, Geneva Centre for Security Policy (GCSP), Geneva

**Dr. Urs Grütter**  
Owner and CEO Max Ditting AG, Zurich; Initiator project «LokalesWasser.ch», Zurich

**Prof. Dr. Fritz Gutbrodt**  
Managing Director Chairman's Office, Swiss Re Management Ltd, Zürich

**Prof. Dr. Thomas A. Gutzwiller**  
Chairman of the Board of Directors and Partner GWPpartner AG Gutzwiller, Wachsmann Partner, St. Gall

**Dr. Paul Hälg** (Member of the Foundation Board)  
Chairman of the Board of Directors Dätwyler Holding Inc., Altdorf and Sika AG, Baar

**Hans Jöhr**  
Former Corporate Head of Agriculture Nestle SA, Vevey; Hon. President of the Sustainable Agriculture Initiative SAI Platform; Member of the Board of Directors, IFCN (int. Farm Comp. Network), Kiel (DE); Hon. Chair BIP, Nigeria

**Heinrich M. Lanz** (Chairman of Swisscontact and Member of the Foundation Board until 31.5.2021)  
Member of the Advisory Committee on International Cooperation, Berne; Vice Chairman / Member of various Boards of Directors

**Dr. Karin Lenzlinger Diedenhofen**  
Member of the Board of Directors of Bâloise Group AG, Basel; SV Group AG, Dübendorf; Bank Linth LLB AG, Uznach; President of the Board of Directors, Zürcher Oberland Medien AG, Wetzikon; President of the Zurich Chamber of Commerce; Member of the Board of economie-suisse; Member of the Board of B-Lab Switzerland, Geneva; Member of the Foundation Council, Stiftung St. Jakob, Zurich

**Dr. Christoph Lindenmeyer** (Member of the Foundation Board)  
CEO and Vice-Chairman AO Foundation, Davos; Chairman / Member of various Boards of Directors

**Armin Meier** (Member of the Foundation Board)  
Managing Director Boyden global executive search, Zurich; Member of the Board of Zug Estates Holding AG, Zug; Kibag, Zurich; Ameos Group, Zurich; IHAG Holding, Zurich; Evalueserve Holdings, Zug; IBS Software Services, Singapore

**Dr. Myriam Meyer Stutz**  
Member of the Supervisory Board of KUKA AG, Augsburg (DE); Lufthansa Technik AG, Hamburg (DE); Wienerberger AG, Vienna (AT); Bedag Informatik AG, Berne

**Thomas D. Meyer** (Chairman of Swisscontact since 2.6.2021 and Member of the Foundation Board)  
Partner BLR Partners AG, Zurich; Chairman CelsiusPro AG, Zurich; Member of the Board Osterwalder AG, Lyss; Member of the Supervisory Board Apleona GmbH, Neu Isenburg (DE); Member of the Board Noser Management AG (Noser Group), Zurich

**Dr. Reto Müller**  
Partner BLR Partners AG, Zurich; Chairman Swiss Krono Group, Lucerne; Past President of the Helbling Group, Zurich; Chairman of the Board of Directors of Georg Utz Holding AG, Bremgarten, and Board Member of Forbo and other companies

**Prof. Dr. Ursula Renold**  
Chair of Education Systems, D-MTEC, Swiss Federal Institute of Technology (ETH), Zurich

**Dr. Manuel Rybach**  
Global Head of Public Policy and Regulatory Affairs Credit Suisse, Zurich

**Dr. Thomas Sauber**  
Of Counsel, Lustenberger Attorneys-at-Law, Zurich

**Ruedi Schmid**  
Chairman of the Board of Directors and owner ESIMAG Immobilien AG; Chairman of the Board of Directors Zurich and Airport Taxi Zürich Kloten AG, Kloten; President of the Board of Trustees, HANDELSchweiz (Swiss Trade), Basel; Member of the Board of Directors, PrognosisX AG, Zurich; Member of the Board of Trustees, Zoo Stiftung Zürich

**Isabelle Welton** (Vice chair Swisscontact and Member of the Foundation Board)  
Entrepreneur and Member of various Boards; Founder and Consultant, Rubidia GmbH, Zug; Member of the Board AG für die «Neue Zürcher Zeitung», Zurich; Member of the Board of Trustees of the Stiftung SOS-Kinderdorf Schweiz, Berne; Member of the Board Siegfried AG, Zofingen; Member of the Board of Trustees, Lucerne Festival, Luzern; Member of the Board SIAF (Schweizerisches Institut für Auslandsforschung) Universität Zürich, Zurich

**Leopold Wyss**  
Former Head Sponsoring & Donations Novartis International AG, Basel

**Auditors**  
PricewaterhouseCoopers AG, Zürich

Further mandates and vested interests of the members of the Foundation Council can be seen online in the annual report.

## EXECUTIVE BOARD



Philippe Schneuwly  
CEO



Anne Bickel  
Director People & Learning



Stephanie Dreifuss  
Director Partners & Clients



Florian Meister  
Director Operations & Quality



Stefan Schneider  
Director Finance & Technology



Regional Directors and Management Team  
[www.swisscontact.org/report2021/organisation](http://www.swisscontact.org/report2021/organisation)

# WE THANK ALL OUR PARTNERS

IN ALPHABETICAL ORDER

## PUBLIC PARTNERS

Agence Française de Développement, Paris, France  
Australian Aid, Australian Government, Department of Foreign Affairs and Trade, Barton, Australia  
Canton of Basel-Land  
Canton of Zurich  
City of Zurich  
Danish International Development Agency, Ministry of Foreign Affairs of Denmark, Copenhagen, Denmark  
Deutsche Gesellschaft für Internationale Zusammenarbeit GIZ, Bonn, Germany  
European Union / Europaid, Brussels, Belgium  
Federal Ministry for Economic Cooperation and Development, Berlin, Germany  
Foreign, Commonwealth and Development Office, London, Great Britain  
Global Alliance for Trade Facilitation, Geneva  
Government of Canada, Global Affairs Canada, Toronto  
International Fund for Agricultural Development, Rome, Italy  
International Organization for Migration IOM, Bern  
Kreditanstalt für Wiederaufbau KfW, Frankfurt-on-Main, Germany  
Liechtensteinischer Entwicklungsdienst, Schaan, FL  
Luxembourg Agency for Development Cooperation, Luxembourg  
Millennium Challenge Corporation, Washington, USA  
Municipality Riehen  
Netherlands Ministry of Foreign Affairs, The Hague, Netherlands  
Open Trade Gate Sweden, Stockholm, Schweden  
Republic and Canton of Geneva  
State Secretariat for Migration SEM, Bern  
State Secretariat for Economic Affairs SECO, Bern  
Swedish International Development Cooperation Agency SIDA, Stockholm, Sweden  
Swiss Agency for Development and Cooperation

SDC, Bern  
Swiss Capacity Building Facility SCBF, Zurich  
The World Bank, Washington, USA  
United Nations Children's Fund UNICEF, New York City, USA  
United States Agency for International Development USAID, Washington, USA

## PRIVATE PARTNERS

Argidius Foundation, Zug  
Barry Callebaut, Zurich  
Cargill International SA, Geneva  
Cemex, San Pedro Garza García, Mexico  
Chevron, San Ramon, USA  
Credit Suisse Foundation, Zurich  
ED&F Man Sugar Limited, London, Great Britain  
Enabling Microfinance Foundation, Ruggell, FL  
Evi Diethelm-Winteler-Stiftung, Zurich  
Foundation ESPERANZA, Arlesheim  
Foundation SYMPHASIS, Zurich  
F. Hoffmann-La Roche AG, Basel  
Fondazione Fidiam, Lugano  
Geberit International Sales AG, Geberit Trading Ukraine  
Green Leaves Education Foundation, Aarau  
Happel Foundation, Lucerne  
Happel Stiftung, Hagen, Germany  
Hilti Foundation, Schaan, FL  
Hirschmann Stiftung, Zug  
Japan Tobacco International, Geneva  
Kuoni und Hugentobler Foundation, Stans  
Laguna Foundation, Vaduz FL  
Leopold Bachmann Stiftung, Rüslikon  
Louis Dreyfus Company, Geneva  
Mars Incorporated, McLean, USA  
Max Ditting AG / Lokales Wasser 37 AG, Zürich  
Medicor Foundation, Triesen. FL  
MetLife Foundation, New York, USA  
Mondelez Europe GmbH, Opfikon  
Nestlé SA, Vevey  
Novartis International AG, Basel  
Swiss Re Foundation, Zurich  
The MasterCard Foundation, Toronto, Canada  
World Economic Forum, Cologny/Geneva  
zCapital AG, Zug

## KNOWLEDGE PARTNERS

ANDE, Aspen Network of Development Entrepreneurs, Washington, USA  
Association for Swiss International Technical Connection SITECO, Zurich  
Bain & Company Switzerland, Inc. Zurich  
Berner Fachhochschule BFH, Bern  
BHP – Bruggler & Partner AG, Zurich  
Centre for Import Promotion CBI, The Hague, Netherlands  
CEMETS, The ETHZ Reform Lab for VET Systems, Zurich  
CIRAD, La recherche agronomique et de coopération internationale pour le développement, Paris, France  
DER Touristic Group, Cologne, Germany  
ETH Zurich (Swiss Federal Institute of Technology), Zurich  
Food and Agriculture Organization of the United Nations (FAO), Rome, Italy  
Fachhochschule Graubünden, Chur  
Lucerne University, Lucerne  
Import Promotion Desk, Bonn and Berlin, Germany  
International Trade Centre, Geneva  
Kansas State University, Manhattan, Kansas, USA  
McGill University, Montreal, Canada  
SFIVET Swiss Federal Institute for Vocational Education and Training, Bern  
SHL Schweizerische Hotelfachschule Luzern, Lucerne  
SNBI Swiss Educational Innovation Network, Basel  
The SEEP Network, Washington, USA  
Swiss Platform for Sustainable Cocoa, Bern  
University of St. Gallen, St. Gallen  
University of Zurich, Zurich  
World Tourism Forum, Lucerne



# *We create opportunities*

Swisscontact

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**Cover:** Metalworking and welding workshop in Chad

**Photos:** Swisscontact employees and friends

**Layout:** Pierre Smith, South Africa

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