

ANNUAL REPORT

SWISS
FOUNDATION
FOR TECHNICAL
COOPERATION

SHORT VERSION

2020

Read the full version online:
www.swisscontact.org/report2020



SWISSCONTACT

SWISS FOUNDATION FOR TECHNICAL COOPERATION

We are a leading partner organisation for 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.

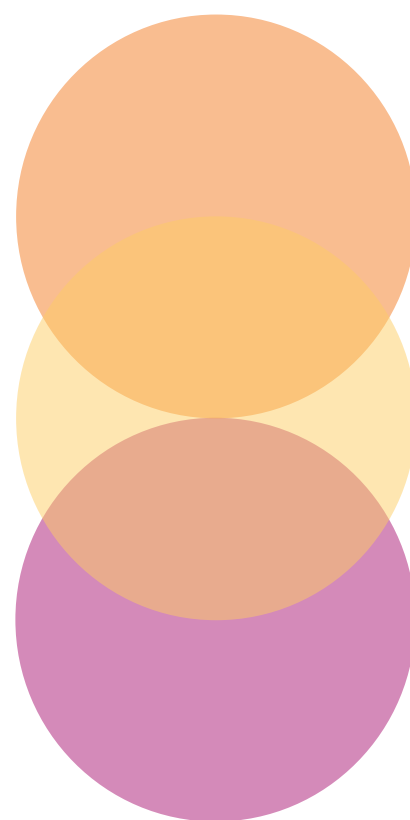
WHAT WE OFFER

- Project Implementation
- Advisory Services
- Training
- Applied Research

PEOPLE

ENTERPRISES

ECONOMY



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INTERNATIONAL DEVELOPMENT COOPERATION IN 2020: VIRTUAL, BUT NO LESS EFFECTIVE



Heinrich M. Lanz

Samuel Bon

2020 was defined by the COVID-19 pandemic. Our goal to create employment and increase incomes was an immense challenge. The economic consequences of the pandemic profoundly affected people in poorer countries, as state safety nets are largely absent.

However, the crisis also presented an opportunity to rethink fundamental tenets: Are we doing the right thing? What can we do to help people overcome this crisis quicker? Are we doing the right thing? Are we doing things the right way? Our understanding of development aims to strengthen resilience by applying a systemic approach. In the future, we hope to place this front and centre even more. We are not only asking ourselves what our interventions are achieving, but we also want to know what it takes to lessen the shock from future crises on people, the environment, and economy.

Resilience thanks to international development cooperation

The current crisis has shown how much groundbreaking preparatory work has been put into our many years of activities at the local level, building stable structures, networks, and partnerships. This has helped people, businesses, and the economy as a whole to navigate out of such crises with less damage. The relationships created have withstood the challenges faced during the global lockdown and made it possible to quickly adapt project activities to the new conditions.

We engaged in a particularly intensive dialogue with our donors this past year. They have actively supported us in dealing with the financial and personal challenges presented by the pandemic. We were

even able to implement direct interventions, through which we helped to alleviate suffering in the local population. To illustrate this, we present two project case studies in this report.

It is at this stage that we would like to thank our donors and financial partners for their trust and support through these turbulent times.

This year was particularly demanding on Swisscontact employees. We are grateful for their contribution and proud to have such a committed team on our side!

Changes at the Swisscontact Foundation Council

In 2020, Messrs Georges Theiler, Nicolas A. Aune, Hans Hess, and Dr Gottlieb A. Keller stepped down from the Foundation Council. We thank them for their many years of service and are grateful that they will remain associated with Swisscontact. We are pleased to welcome Dr Karin Lenzlinger Diederhufen and Mr Thomas D. Meyer as new appointees to the Foundation Council.

Outlook

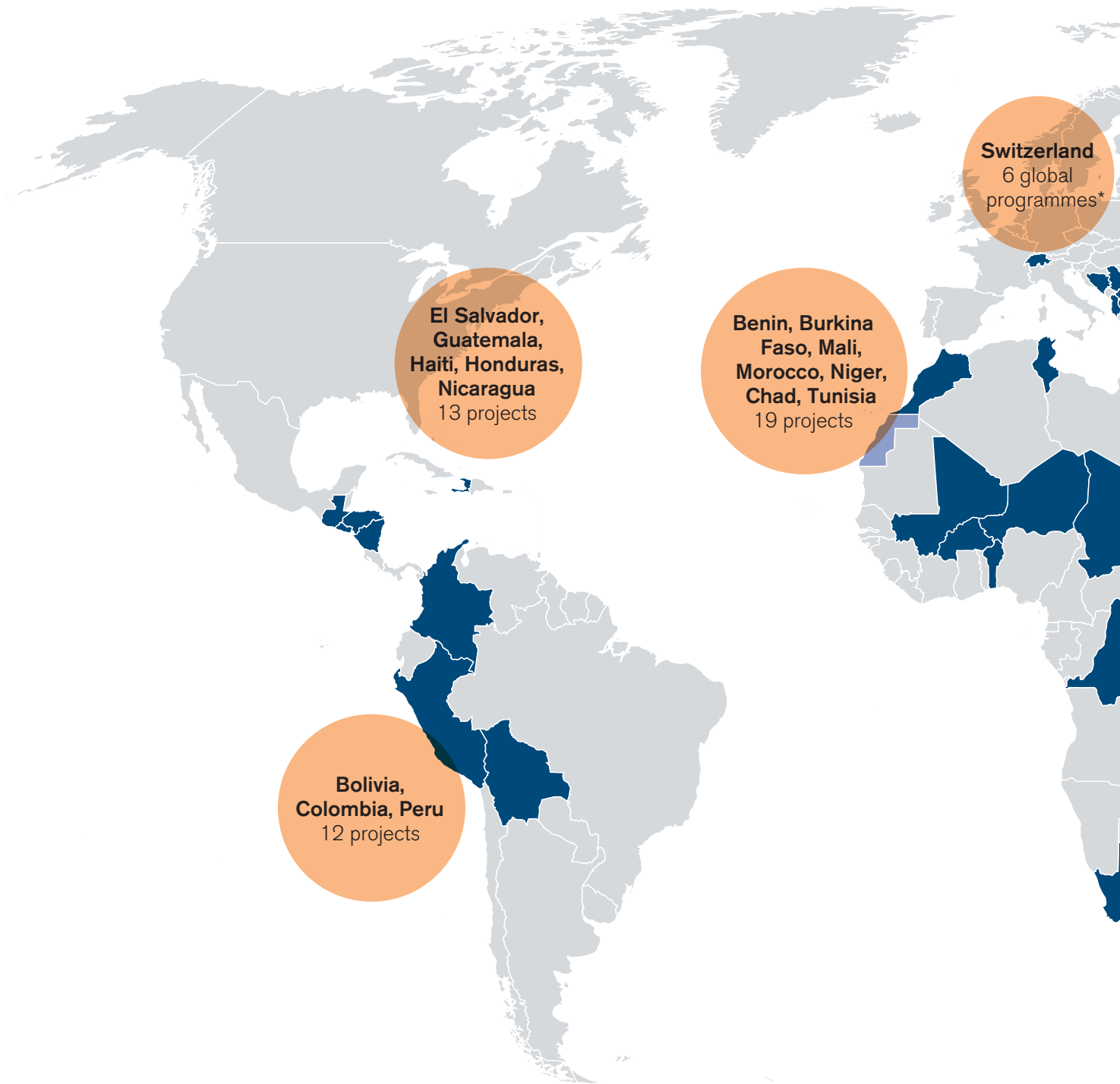
2021 will continue to be marked by the challenges presented by the pandemic. Swisscontact must also contend with several internal changes. The President and CEO, both holding office for many years, will transfer their tasks on 1st June 2021 to their respective successors. Thomas D. Meyer will present his candidacy to the Foundation Council for President; Samuel Bon's successor as CEO will be Philippe Schneuwly.

We both pass the baton with confidence to new, competent hands and wish our successors much success, fulfilment, and joy in their new roles. We would like to thank all our friends and partners for their trust and support.

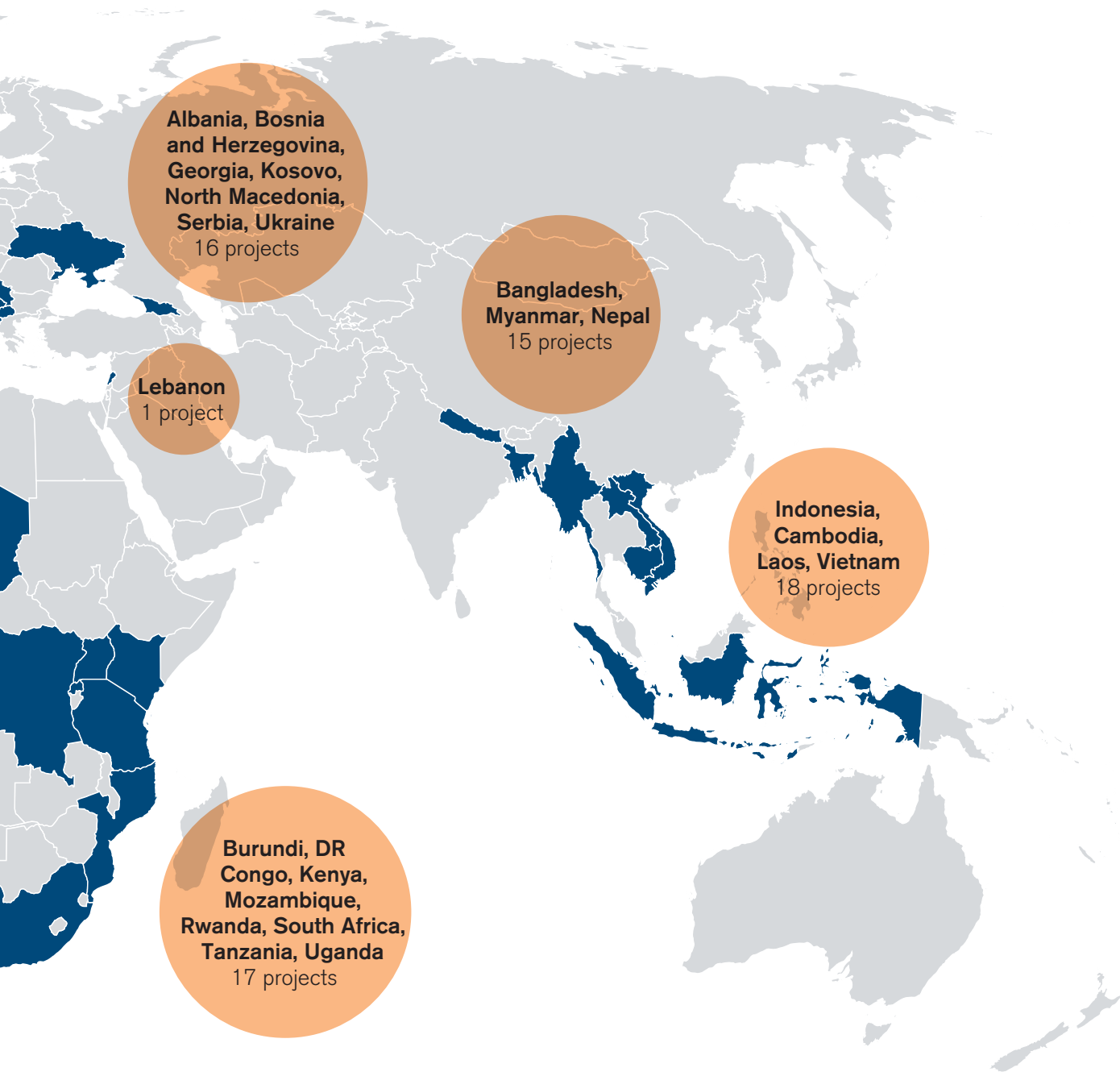
Heinrich M. Lanz
Chairman

Samuel Bon
CEO

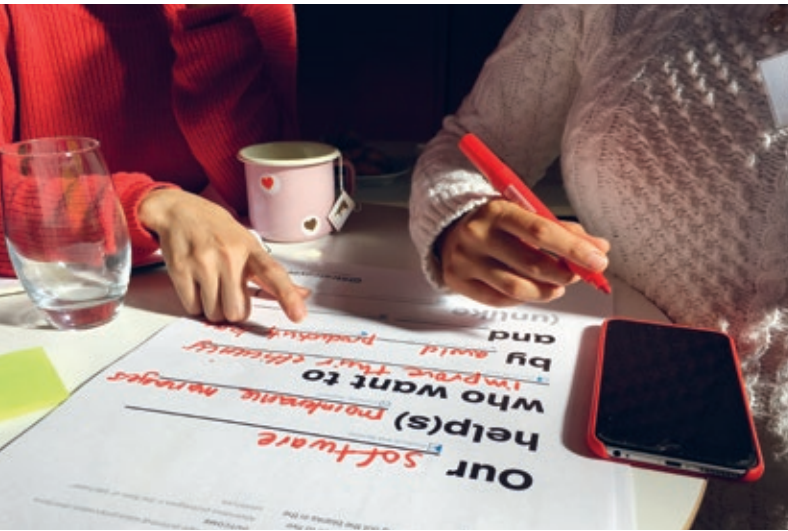
117 PROJECTS IN 39 COUNTRIES



* Global programmes managed from Switzerland



HIGHLIGHTS



NAVIGATING THE COVID-19 CRISIS WITH INNOVATION AND FLEXIBILITY

The COVID-19 pandemic presented immense challenges to Swisscontact employees. The global lockdown required us to find new pathways for project implementation. Our employees continued their project activities from home wherever possible. They adapted to the new situation, often under difficult conditions, and mitigated the pandemic's negative effects on local target populations with various ad-hoc measures.

Our global staff has remained connected via virtual channels. Despite the personal challenges and serious burdens caused by this situation, employees have remained innovative, proactive, and exhibited considerable resilience.

Our financial partners actively supported project implementation during this difficult time by remaining available to talk at all times and were open to project team proposals, always engaging with them when asked.

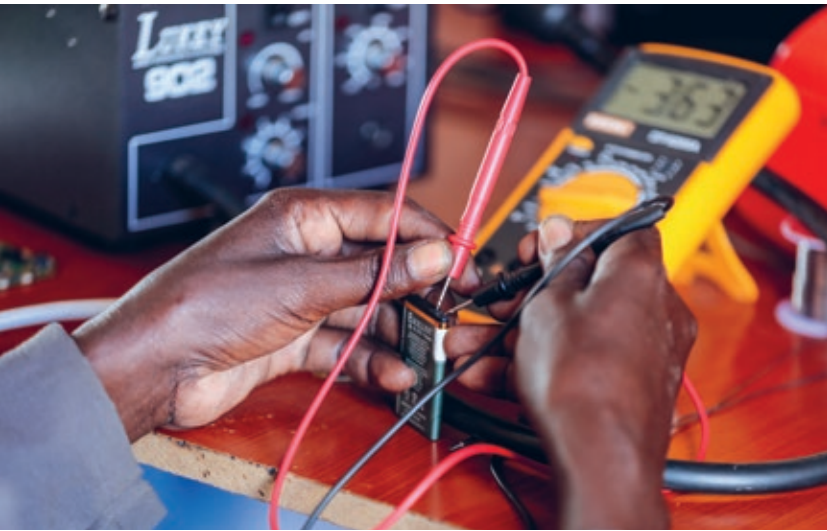
We have our Swisscontact employees and financial partners to thank for the fact that all our projects could continue despite the pandemic.

PUBLIC-PRIVATE PARTNERSHIP IN UKRAINE

The private sector in Ukraine is growing. The lack of a well-trained labour force is however, a barrier to development. Vocational education in Ukraine needs reform. Training often does not meet applicable standards, even though companies must remain competitive on the European market. The few vocational training programmes carried out by companies cannot address this dearth of a trained labour force on their own. With its expertise in vocational education and training, Swisscontact can provide valuable support in Ukraine, so in 2020 it opened a new national office in Kyiv.

Swisscontact is implementing a project intending to improve training of plumbers. Swisscontact is collaborating closely with local vocational education institutes. The approach Swisscontact is applying makes it possible to meet various requirements and ensure that graduates will improve their employability substantially. In addition, Swisscontact teams will build and strengthen network linkages between schools and businesses, thereby facilitating the long-term availability of apprenticeships and internships in local businesses.

The project is financed through a public-private partnership between Geberit AG and SDC. It came about through a private sector initiative and thus constitutes a trail-blazing example for the future.



SWISSCONTACT IS ACCELERATING DIGITAL TRANSFORMATION

The COVID-19 pandemic is causing an enormous amount of suffering around the world. On the other hand, the lockdowns implemented in early 2020 triggered a digitisation push from which many people have benefited. Many Swisscontact project teams had been working in the area of digital transformation already. They used the global lockdown as an opportunity to intensify efforts in this field. The teams reacted quickly and transferred activities over to the virtual space, wherever possible and appropriate.

As an example, the Markets for Recycling team in Bolivia organised an online trade fair for companies in the recycling sector. Furthermore, various vocational education projects either enhanced distance learning initiatives or launched them outright, always mindful of the possibilities available to trainees.

At the same time, the digitisation push was adopted across our entire organisation and strategically channelled. The aim was to generate as much added value as quickly as possible in project implementation. The purpose was also to keep the organisation agile and productive internally while maintaining communication with clients externally and ensuring continuity of reporting.

SWISSCONTACT STRENGTHENED RESILIENCE IN INDONESIA'S COCOA INDUSTRY

In December 2020 after 11 years, the Sustainable Cocoa Production Programme (SCPP) in Indonesia came to a close. Its partnership with the private sector was unprecedented. As the main donor, the State Secretariat for Economic Affairs (SECO) helped Swisscontact bring leading players in the industry together. These included Nestlé, Mars, Mondelez International, Barry Callebaut, Cargill, Ecom, JB Cocoa, and Krakakoa.

SCPP trained 164,300 cacao farmers across 57 districts. The cacao companies provided their know-how in sustainability and provided market access to Indonesian cacao farmers. Farmers increased their incomes by US\$22.2 million per year. The share of cacao farmers living below the poverty line decreased by half.

Thanks to SCPP, new tools were developed and put to use. One of these tools was a database solution for traceable, certified sustainable cacao. Another was the creation of needs-based training offered to cacao farmers. These tools are furthermore of use to value chains beyond cacao itself.

SCPP succeeded in transforming the entire sector. By making the supply chain more inclusive, innovative, and resilient, it has produced lasting impact on Indonesia's cacao production.

EXPLORING PROFESSIONAL OPPORTUNITIES IN A REFUGEE CAMP

In Kakuma, Kenya, very few refugees or members of the local population have a professional education under their belts. Having one would make it possible for them to earn a living wage. For this reason, since 2013, Swisscontact has been organising trainings to help integrate them into the local labour market.

The refugees came to Kakuma seeking shelter from war, persecution, and injustice. More than 190,000 people now live in the refugee camp in Kenya's northeast, a good portion of them already for many years and, some even having been born there. Thanks to humanitarian aid, they are provided with the bare essentials to survive, but not much more than that. Their living conditions leaves much to be desired. Even the local population is quite poor: they compete with the refugees for essential resources such as wood, water, land, and jobs.

3,096 young adults (of whom 1,878 are women) have completed vocational training in the past eight years, half of them coming from the camp and the other half from among the local population. On average, they have earned an additional 1,778 CHF per year from their economic activities.

MORE ABOUT THIS PROJECT IN THE ONLINE ANNUAL REPORT

Video: An opportunity in the middle of the crisis

Pioneering work in Kakuma: digital learning in a fragile context

Lucy sews her way to independence

Cakes and scones for a better life



<< Online-Content

www.swisscontact.org/report2020/kenya

Anselme Nkundimana, soap manufacturer in Kakuma, Kenya:

“COVID-19 presented our community with many challenges, but it also gave us the opportunity to earn more.”



94,900

people, 35.3% of whom are women, have completed programmes in skills development, entrepreneurship, and labour market insertion.*

40,700

people, 50.9% of whom are women, found a job or started their own business. CHF 27 million additional income for farmers and SMEs.*

* Global results according to the Swisscontact results measurement system, rounded.



CHF 71 Mio.

in additional income
generated for farmers
and SMEs.*

870,200

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

31,300

jobs created or saved.*

* Global results according to the
Swisscontact results measurement
system, rounded.



FOR A RESILIENT ECONOMY IN THE DRY CORRIDOR

On the pacific coast of Honduras, poverty is widespread. Opportunities for women to escape poverty are particularly scarce. For this reason, Swisscontact is promoting women's entrepreneurship in the region with the Rural Opportunities project, helping farmers to make their production more efficient.

Honduras' so-called "Dry Corridor" is greatly affected by climate change. Temperatures are high. People in this infrastructure-poor area must constantly contend with periods of drought. Then storms rage so strongly that devastating floods occur. Here, in the south and southwest of Honduras, half the population lives in extreme poverty.

Over the past four years, 576 men and 574 women in Honduras' Dry Corridor have seen increases in their incomes. On average, they have earned CHF 404 more per year.

Fanny Lizeth Zippeda, cashew farmer in Rio Grande, Honduras:

"Thanks to the Swisscontact project, women have learned that they have the same opportunities as men. This gives us the feeling that we can do something."

MORE ABOUT THIS PROJECT IN THE ONLINE ANNUAL REPORT

COVID-19: Urgent measures with long-term impact

"The trainings gave us new hope"

Video: Getting through the COVID-19 crisis thanks to seed



<< **Online-Content**

www.swisscontact.org/report2020/honduras

SUSTAINABILITY CRITERIA



GENDER EQUITY AND SOCIAL INTEGRATION

Swisscontact supports gender equity in its projects and internally as an employer, and strives for the social inclusion of all people.

An example is provided by a vocational education project in Bolivia, financed by SDC and implemented by Swisscontact. Its purpose is to promote economic and social equality. Poor and vulnerable population groups gain access to vocational training and can thereby enhance their employability. Coordinating with the Bolivian Ministry of Education, the project implements initiatives to strengthen public health-care education centres, among other things. These centres target people with disabilities and provide them with vocational training. The approaches applied at these centres will serve as a national point of reference for vocational education policy.

In 2020, professional profiles and curricula were drafted, and equipment was procured for various professional areas. COVID-19 safety guidelines were also drafted. On the whole, the project promotes economic resilience and independence for people with disabilities, thereby facilitating their inclusion in society and their ability to provide a stable living for themselves.



ACCESS TO FINANCIAL SERVICES

Swisscontact promotes financial skills and facilitates access to affordable and sustainable financial services. These provide opportunities for entrepreneurially-minded people to actively participate in economic life.

An example is the “Sarathi” project in Bangladesh. “Sarathi” works with four commercial banks and 49 textile factories to facilitate access to the formal banking system for their labourers. Thanks to “Sarathi”, 73,000 workers received their salary payments directly to individual bank accounts instead of in cash, for the very first time. This increases the safety of their savings, while the factories themselves improved in terms of productivity as their employees no longer had to stand in long queues to wait for their salaries.

The project team noticed a desirable change in savings mentality, and this could be attributed to the possession of a bank account: at the start of the project, most workers had zero savings at the end of the month. By 2020, their average end-of-month savings had reached US\$30 (for an average monthly salary of US\$112). This implies increased trust in banks and contributes to workers' financial resilience.

“Sarathi” is financed by the MetLife Foundation, SDC and private donations.



ENVIRONMENTAL RESPONSIBILITY

In its project activities, Swisscontact is careful not to harm the environment. Ideally, it tries to improve environmental conditions.

For fish farmers in Benin's Toho lagoon, earning a decent living is a difficult endeavour. Production is low and they must compete with cheap foreign fish imports. The objective of the "Béninclusif" project is to increase fish farmers' productivity and incomes. However, the Toho lagoon is a fragile ecosystem and is under increasing pressure from various human activities. For this reason, the support provided to fish production must also mitigate negative environmental impacts.

The project team has identified water pollution from home-made, low-quality fish feed as having a critical impact on the environment. Another cause is inappropriate farming techniques and air pollution from primitive fish smoking units. Based on these findings, fish farmers have designed interventions together with the project team that combine economic and environmental solutions, for example, the introduction of affordable, high-quality fish feed that is far less damaging to the environment. The project is financed through private donations and SDC.



GOOD GOVERNANCE

Swisscontact promotes transparent, responsible, participatory, effective, and just decision-making processes. Through its projects, Swisscontact has strengthened government institutions on the national, regional, and local levels. It helps formulate policies, implement reforms, and improve the regulatory landscape. The purpose is to promote economic growth, human development, and social cohesion.

The "Colombia+Competitiva" project, financed by SECO, is a perfect example of this. The project supports national and regional actors in their efforts to improve the competitiveness of sectors harbouring the potential to create jobs and generate development. From the get-go, the project facilitated collaboration between state authorities, non-governmental organizations (NGOs), and the private sector.

Colombia's National System of Competitiveness (SNC) provided the framework for this. Through support provided during the first programme phase, which concluded in 2020, presiding ministries learned how to identify strategic needs and implement solutions in collaboration with partner entities. This helped the government, also during the COVID-19 pandemic, in its efforts to prevent a "silo" mentality and overcome the narrow interests of individual ministries.

SPRINGFIELD CENTRE: PLOTTING A PATHWAY THROUGH PANDEMIC AND BREXIT POLITICS

This has been an unpredictable year for Springfield Centre. Its operations and service delivery were severely disrupted by the global COVID-19 pandemic. The turmoil around Brexit, including the absorption of DFID into the Foreign and Commonwealth Office (to form the Foreign, Commonwealth and Development Office FCDO) added to this uncertainty.

The UK remains a significant international development actor but post-pandemic, post-Brexit priorities are only beginning to emerge and it is expected that UKAid's strategy will take several years to take shape. Springfield continues to work closely with FCDO on programmes in Nigeria, east Africa and south Asia. Springfield's diversification strategy has paid off, generating growing opportunities with bilateral partners in Europe and Australia, international NGOs like Mercy Corps and aid partners like Lien AID and the Center for Financial Inclusion (CFI), part of Accion.

Advising from a distance

Throughout the year Springfield has been supporting various clients as they respond to COVID-19 and adapt to the realities of remote management and support. Its team has worked successfully with clients such as Sida in Uganda and Zambia, DFAT in the Pacific and Indonesia, ILO in Lebanon, and Lien AID in Myanmar to shift face-to-face advisory support online. As a result, and despite international travel constraints, advisory activity levels for the year have recovered close to pre-COVID levels.

The team is leveraging this experience to offer services in new, remote ways to clients, such as guiding project inception and team on-boarding in Georgia; undertaking programme reviews and audit in Zambia and Myanmar; providing intervention strategy and tactical guidance and quality assurance across the Indo-Pacific region; and supporting a strategic reorientation process within CFI.

Turning adversity into opportunity in training and coaching

The COVID-19 pandemic interfered with all but one face-to-face training event in 2020. It did, however, provide the Springfield team with the necessary



space to review and reinvigorate its training content and offers. Springfield works with several programmes and organisations on knowledge harvesting, to develop new case studies, examples and guidance on good development practice from around the world.

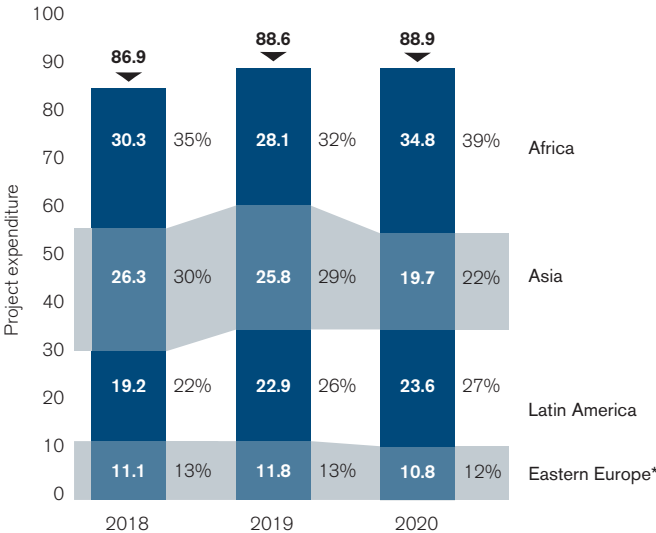
Training was not a high priority for many of Springfield's clients as they initially grappled with the implications of COVID-19, but it saw demand return as the year progressed. Springfield is currently supporting several clients with 'hybrid' training, which incorporates online training, follow-on guidance for putting learning into practice, and on-going coaching using in-house mentors and champions. 2020 also saw Springfield escalate its online presence through 6 webinars and 15 blog posts, including 4 video blogs.

The Springfield Centre has been a subsidiary of Swisscontact since 2019.

FINANCIAL STATEMENT 2020

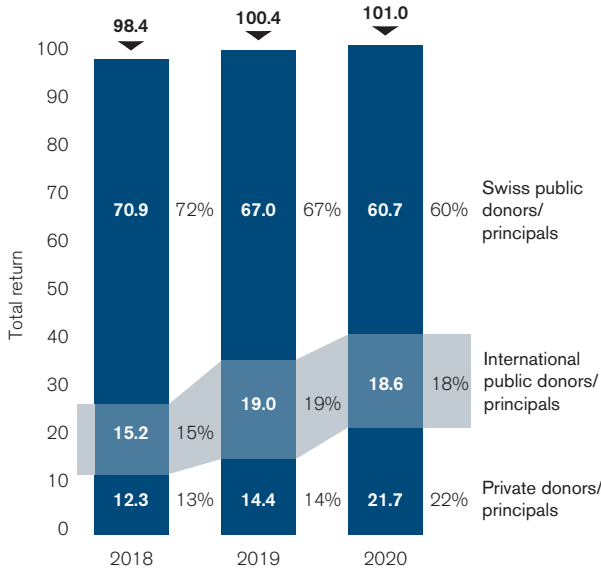
EXPENDITURE

Project expenditure per region in CHF million



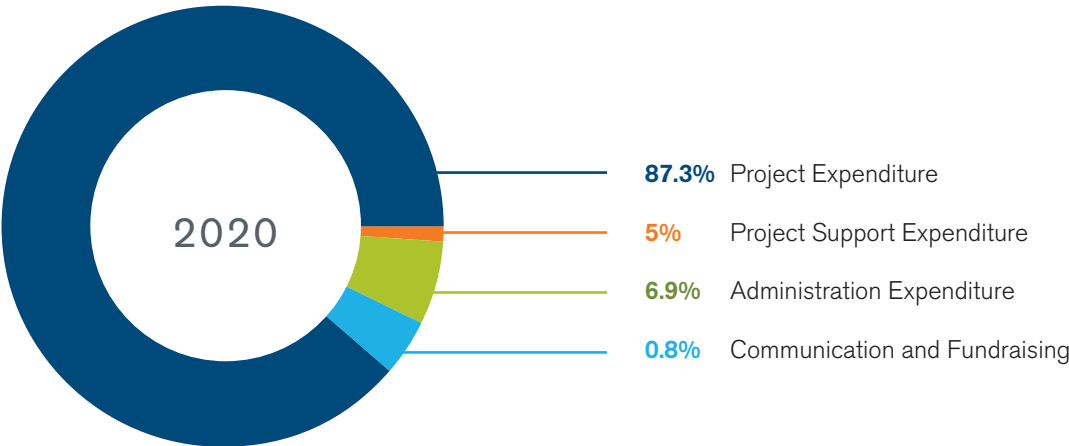
SOURCE OF FUNDS

Return in CHF million



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

EXPENSE CATEGORIES IN RELATION TO TOTAL EXPENSES (IN %)



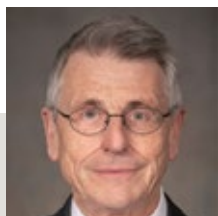
Consolidated Profit and Loss Account 2020 >>
www.swisscontact.org/report2020/financialstatement

Financial Report 2020 (in German) >>
www.swisscontact.org/financialreport2020

ORGANISATION

(as per 31.12.2020)

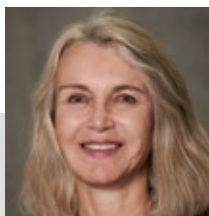
FOUNDATION BOARD



Heinrich M. Lanz



Thomas Bergen



Monique Bourquin



Dr. Anna Crole-Rees



Dr. Paul Hälg



Dr. Christoph
Lindenmeyer



Armin Meier



Thomas D. Meyer



Isabelle Welton

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General Secretary Union Industrielle Genevoise (UIG), Geneva

Thomas Bergen (Member of the Foundation Board)

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Co-founder and Board Member, Amphasys AG, Root;
Board Member HopeNow, Lucerne

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Human Rights Watch Komitee, Zurich

Dr. Anna Crole-Rees (Member of the Foundation Board)

Founder and Consultant CRC4change, Lausanne; Partner
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Managing Director BF Advisory & Solutions AG, Erlenbach

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Berne

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

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Zurich; Chairman of the Supervisory Board R&M Holding
AG, Wetzikon; Vice-Chairman of dormakaba Holding AG,
Rümlang

Hans Jöhr

Former Corporate Head of Agriculture Nestlé SA, Vevey; Chairman of the Board of Directors Philafrica; Member of the Board of Directors IFCN (int. Farm Comp. Network), Kiel (DE); Hon. Chair BIP, Nigeria

Dr. Gottlieb A. Keller (until 12.5.2020)

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

Heinrich M. Lanz (Chairman of Swisscontact and Member of the Foundation Board)

Member of the Advisory Committee on International Cooperation, Bern; Vice Chairman / Member of various Boards of Directors

Dr. Karin Lenzlinger Diedenhofen (from 12.5.2020)

Entrepreneur, Member of the Board of Directors and President of the Zurich Chamber of Commerce; Member of the Board of economiesuisse; Member of the Foundation Board of the Center for Corporate Responsibility and Sustainability (CCRS) at the University of Zurich; Boardmember of B-Lab, (Swiss branch of the international organisation B-Corporation), Geneva

Dr. Christoph Lindenmeyer (Member of the Foundation Board)

CEO and Vice-Chairman of the AO Foundation, Davos; Chairman / Member of various Boards of Directors

Armin Meier (Member of the Foundation Board)

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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, Bern

Thomas D. Meyer (Member of the Foundation Board, from 12.5.2020)

Partner BLR & Partners AG, Zurich; Member of the Board Sunrise Communications Group AG, Zurich; Chairman Stoosbahnen AG, Stoos; Chairman CelciusPro AG, Zurich; Member of the Board Osterwalder AG, Lyss; Member of the Board Noser Group AG, Zurich

Dr. Reto Müller

Partner BLR & Partners AG, Thalwil; Past President of the Helbling Group, Zurich; Chairman of the Board of Directors of Georg Utz Holding AG, Bremgarten; 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

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Georges Theiler (until 12.5.2020)

Entrepreneur, Lucerne

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, Bern; Member of the Board Siegfried AG, Zofingen; Member of the Board of Trustees Lucerne Festivals, Lucerne; Member of the Executive Committee SIAF, University Zurich

Leopold Wyss

Former Head Sponsoring & Donations Novartis International AG, Basel

Auditors

PricewaterhouseCoopers AG, Zurich

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

EXECUTIVE BOARD

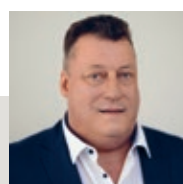
Samuel Bon
CEO and Executive
Director



Anne Bickel
Director People &
Learning



Stephanie Dreifuss
Director Products &
Solutions



Florian Meister
Director Operations
& Quality



Stefan Schneider
Director Finance &
Technology



Philippe Schneuwly
Director Partners &
Clients

Regional Directors and Management Team >>
www.swisscontact.org/report2020/organisation



WE WOULD LIKE TO THANK OUR PROJECT 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

Finance Department of the Canton of Aargau,
Aarau

Foreign, Commonwealth and Development Office,
London, Great Britain

Global Alliance for Trade Facilitation, Paris, France

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

Millenium Challenge Corporation, Washington, USA

Municipality Riehen

Netherlands Ministry of Foreign Affairs, The Hague,
Netherlands

Open Trade Gate Sweden, Stockholm, Sweden

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
DER Touristic Group, Cologne, Germany
ED&F Man Sugar Limited, London, Great Britain
Enabling Microfinance Foundation, Ruggell, FL
Evi Diethelm-Winteler-Stiftung, Zurich
F. Hoffmann-La Roche AG, Basel
Fidinam Foundation, Lugano
Geberit Vertriebs AG, Jona
Happel Foundation, Lucerne
Happel Stiftung, Hagen, Germany
Hilti Foundation, Schaan, FL
Hirschmann Foundation, Zug
Japan Tobacco International, Geneva
Julius Baer Foundation, Zurich
Kuoni und Hugentobler Foundation, Stans
Laguna Foundation, Vaduz FL
Leopold Bachmann Stiftung, Rüşchlikon
Louis Dreyfus Company, Geneva
Marcuard Family Office Ltd., Zurich
Mars Incorporated, McLean, USA
Medicor Foundation, Triesen. FL
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