



swisscontact

*Short version*  
*Annual Report*  
*2019*

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[www.swisscontact.org/report2019](http://www.swisscontact.org/report2019)



# 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.

## Our 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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## Effective development in a demanding environment

Dear Ladies and Gentlemen

In 2019, Swisscontact celebrated its 60th anniversary. On this occasion we took the opportunity to celebrate our achievements and think about the future: how can Swisscontact continue contributing to inclusive development? Embarking on this challenge, we have formulated ambitious goals we want to achieve by 2025.

The basis for successfully reaching this objective is provided by our common values that guide our conduct. In international development cooperation, complexity is a reality. Our value map is our reference to ensure that we continue making meaningful and tangible contributions in the future.

To implement Strategy 2025 efficiently, and together with our employees, we have introduced a role-based leadership model. Responsibility will be distributed more broadly across the organisation and will no longer be determined exclusively by hierarchy. In relation thereto, we have expanded our organisational structure and strengthened two business areas: HR Development and Products and Services Development.

Another event constituted a new way forward in 2019: the UK consulting firm "Springfield Centre for Business in Development" joined Swisscontact. This partnership underscores a core element of Swisscontact's Strategy 2025: the conviction that a carefully thought through environmentally and socially focused private sector approach is often the most effective path to attaining inclusive development. This partnership broadens and strengthens the services we offer our clients and partners. Swisscontact is now able to offer services in applied research, consulting, coaching, training, and implementation.

In 2019, Swisscontact implemented more than 100 projects and mandates across 38 countries. For this annual report, we have prepared a presentation of two of these in text, images and video to give you a real glimpse of how we implement our slogan "We create opportunities".

The Foundation Council mourns the loss of its member Peter K. Steiner, who passed away in September. He had been a member since 2010. We remember Peter Steiner fondly for his sincere and pragmatic style and are grateful for his valuable contributions.



Heinrich M. Lanz and Samuel Bon (from left)

Christoph Lindenmeyer has stepped down from his post as Vice Chairman, but he will stay on the Foundation Board and continue providing his expertise. In his place, the Foundation Council has appointed Isabelle Welton. Arthur Bolliger stepped down in 2019; he had been on the Foundation Council since 2007, and he was on the Foundation Board since 2008. We would like to thank Arthur Bolliger most sincerely for his commitment and are grateful that he will keep close ties with Swisscontact in the future. The Foundation Council gives a warm welcome to Dr Manuel Rybach and Dr Eduard Gnesa, who joined the Board in 2019. We look forward to fruitful collaborations.

The COVID-19 pandemic has overwhelmed everything since the end of the 2019 fiscal year. At time of printing of the annual report, we are as yet unable to fully assess the pandemic's ultimate effects on Swisscontact and our project activities. One thing we can be sure of is that the financial consequences will be substantial. We can be certain that the world for international development cooperation will change significantly. Flexibility, effectiveness, and innovation will be more valuable to Swisscontact than ever before.

We express our gratitude to our donors, our partners and clients in Switzerland and abroad for their active support and constructive collaboration that we have the honour to implement with them. Special thanks also to our staff across the world for their work over the past year.

**Heinrich M. Lanz**  
Chairman

**Samuel Bon**  
CEO

**Full version of the editorial >>**

[www.swisscontact.org/report2019/editorial](http://www.swisscontact.org/report2019/editorial)



# Highlights



## 60 years of Swisscontact: development cooperation in transition

60 years ago, Swisscontact was founded as the “Swiss Foundation for Technical Development Assistance”. Swisscontact offices around the world have taken the anniversary as an opportunity to look back on our achievements, also for the sake of engaging in dialogue about the changing world of international development cooperation and its future trajectory.

In terms of our goals, nothing has changed for Swisscontact since being founded in 1959: Swisscontact will continue creating opportunities for people to develop economically and escape poverty on their own initiative. Heinrich M. Lanz, Chairman of Swisscontact, emphasised in his anniversary speech that Swisscontact will continue to adapt to changing conditions: “We can only keep up if we are willing to question ourselves constantly and improve.”



## Senior Expert Corps: name change for its anniversary

Not only Swisscontact, but also the Senior Expert Corps celebrated a milestone birthday in 2019 when it turned 40. In 1979, business consultant H.E. Stettbacher approached Swisscontact with the idea of deploying the extensive skills and experience of retired technicians and business managers in short-term consultancies in developing countries. The Swiss Expert Corps – as it was initially called – was brought to life.

Since then, retired experts (including women, as of the late 1980s) have completed 3,372 consultancies. For its anniversary, the project shed the outdated term “Corps” from its name and was renamed “Senior Expert Contact”.



## Further support garnered for start-ups

The Swiss Entrepreneurship Programme (Swiss EP) supports the creation of local start-up ecosystems from the ground up by collaborating with local start-up organisations and providing them with strategic assistance. This bottom-up approach has produced excellent results.

In four years, Swiss EP has supported 66 organisations in six countries. In turn, these organisations mentored more than 2,500 young enterprises, with the top-20 start-ups generating 3,562 jobs. As important as the numbers here are qualitative factors, such as improved collaboration, information exchange, and the new links to international networks. Swisscontact has been implementing this programme since 2015 on behalf of the Swiss State Secretariat for Economic Affairs (SECO). The programme has now been extended by four years.

In 2019, for the second time, a networking week was held in Switzerland for women entrepreneurs and mentors from project countries. The connections made during this week helped women establish new business relations, provide each other support, and even attract investment to their respective countries.



### Swisscontact continues to develop vocational education in Rwanda

In Rwanda, Swisscontact has been working on expanding and improving the vocational education system on behalf of the SDC. Early on, Swisscontact introduced various short training courses, followed by vocational training courses for various sectors as a next step. Subsequently, the PROMOST project – Promoting Market-Oriented Skills Training – was expanded to include Burundi and the Democratic Republic of Congo. Last year, the project entered its third phase.

In addition, the introduction of accredited certificates for training constitutes an important element. This certification allows people who may not have completed formal education the opportunity to demonstrate their competencies in a formal manner. The certificate helps them to offer their services on the labour market.



### Springfield Centre expanding expertise worldwide

In 2019 the Springfield Centre ran two “Making Markets Work” training programmes in Bangkok with 125 participants attending from 40 countries. Participants represented various international donor organisations, NGOs, companies, and multilateral institutions. Swisscontact experts in inclusive market systems development supported the training with modules.

In addition to the training, Springfield advised numerous organisations, including: supporting Habitat for Humanity’s work in construction labour markets in Latin America; advising Generation Kenya on their “Education to Employment” model which is by the Swedish development organisation SIDA; and working on a UK-financed programme in Nigeria to build more sustainable markets for malaria control products.



### A forum in Latin America strengthens women in business

Many women in this world are at an enormous disadvantage. A recent investigation in Guatemala shows that, on average, women are poorer than men, are often socially and professionally marginalised, suffer from sexual violence and endure barriers to accessing decent jobs. Swisscontact is supporting women to become more economically and socially independent so that they can make their own decisions to change their lives for the better.

In Guatemala last September Swisscontact organised a forum about “Women’s Economic Empowerment”. 12 female expert guest speakers and 200 women participants from NGOs, government offices, and media organisations shared their experiences. They confirmed the importance of alliances between projects and organisations with different approaches in order to achieve sustainable results. Events like this one foster such alliances.

Read the full version of this report online >>  
[www.swisscontact.org/report2019](http://www.swisscontact.org/report2019)



# Global Results



Skills

**CHF 55,3 million**

of increase in income for 42 300 people who have benefited from skills development programmes

**49 100**

people who have found a job or started their own business (59% women)

**79 700**

people have completed training programmes in skills development, entrepreneurship, and labour market insertion (47% women)

**CHF 50,7 million**

in savings and credit volumes



Enterprise

**97 Mio. CHF**

additional income for farmers and SMEs

**54 700**

jobs created or retained

**378 000**

farmers or SMEs increased their income and/or created jobs

**508 000**

farmers and SMEs gained access to better products and services

**77 400**

farmers, SMEs, and individuals gained access to financial services

*Results are based on the Swisscontact results measurement system and are rounded.*

## Project Focus

### Niger

#### Youth: a potential source of economic development

Niger is among the world's least developed countries. Its greatest challenges include population growth, migration and security. Swisscontact has been working in Niger since 2005 to support young people in their efforts to find employment, in so doing strengthening the local economy.

##### Read in the annual report online:

- How Swisscontact is supporting youth in their efforts to find employment, thereby strengthening the local economy.
- Sophie Roseman, Swisscontact Niger Country Director, says in an interview: "The quality of our work is based on our ability to listen."
- Needs-based vocational education and training: a review of the training courses offered through the "Support Programme for Rural Skills Development."



*Skills training for tailors in Niger*

**View the online content related to "Support Programme for Rural Skills Development" >>**

[www.swisscontact.org/report2019/niger](http://www.swisscontact.org/report2019/niger)



### Cambodia

#### More fertile soils bring a better life

Climate change, poverty and the lack of food security – a Swisscontact project in Cambodia is tackling all three challenges. By upgrading their agricultural methods, farmers can increase their yields and protect the environment.

##### Read in the annual report online:

- How Swisscontact is helping Cambodia rethink its agriculture policy.
- Infographic: A vision of change
- "Swisscontact builds a bridge" – interview with the Cambodian Deputy Minister of Agriculture, Forestry and Fisheries
- Video: Sustainable agricultural practices improve farmers' lives



*Farmer in Cambodia*

**View the online content related to "Mekong Inclusive Growth and Innovation Programme" >>**

[www.swisscontact.org/report2019/cambodia](http://www.swisscontact.org/report2019/cambodia)



## 120 Projects in 38 Countries



\* global programmes managed from Switzerland

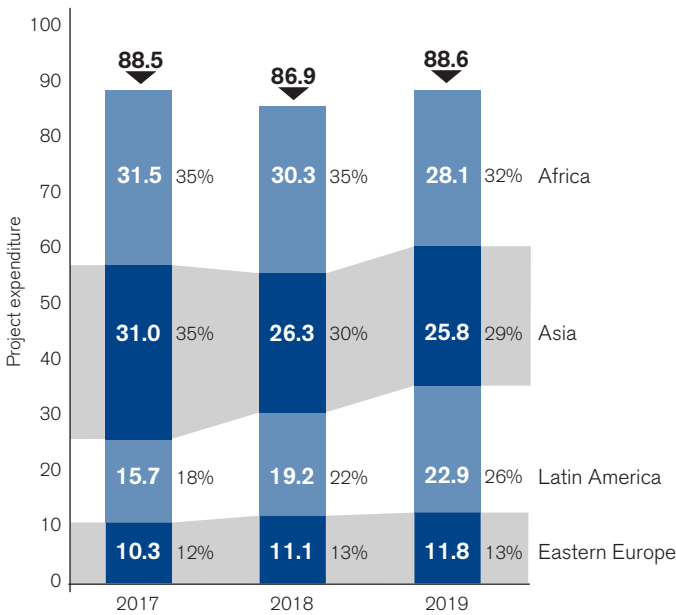




# Financial Statement 2019

## Expenditure

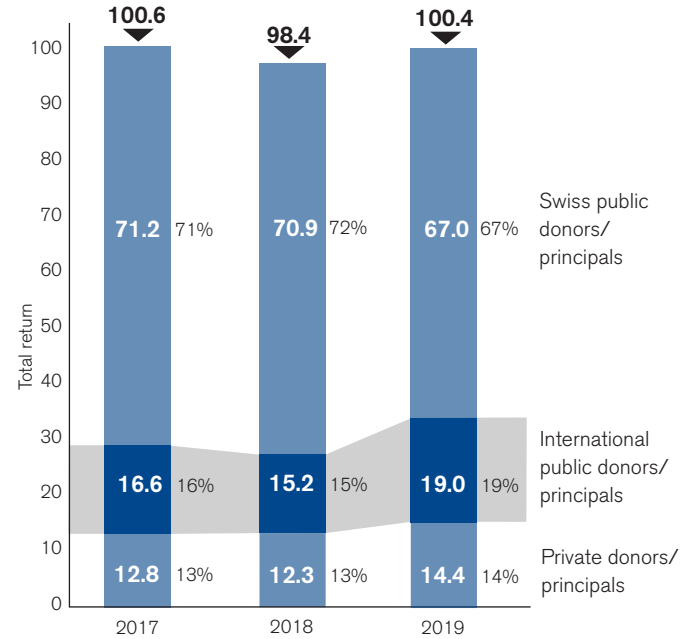
Project expenditure per region in CHF million



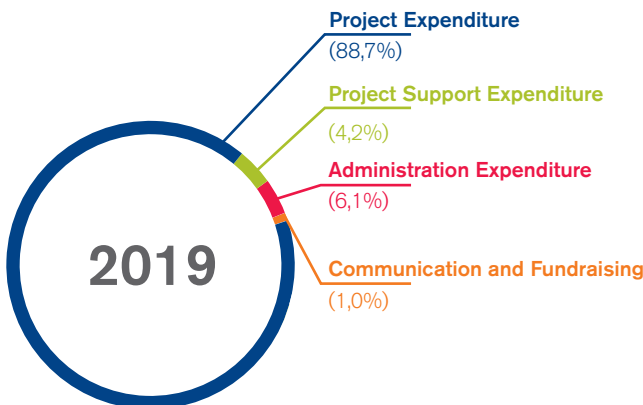
\* including Switzerland (SEC, DC dVET, expenditure in Switzerland for global programmes, small projects managed from Switzerland)

## Source of Funds

Return in CHF million

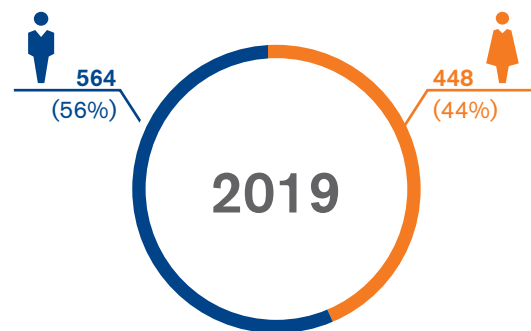


## Expense categories in relation to total expenses (in %)



## Employees worldwide

Total: 1012 people



Consolidated Profit and Loss Account  
[www.swisscontact.org/report2019/financialstatement](http://www.swisscontact.org/report2019/financialstatement)



Financial Report 2019 (in German)  
[www.swisscontact.org/financialreport2019](http://www.swisscontact.org/financialreport2019)



## Monitoring and Results Measurement



*Interviewing farmers in Bangladesh*

Swisscontact considers regular results measurement and continuous monitoring to be an integral part of project management to guarantee quality assurance. Our standardised Monitoring and Results Measurement (MRM) system provides timely evidence on a project's progress towards its planned

outputs, outcomes and impacts complemented with qualitative information to understand why and how changes have occurred or not. This allows for adaptive management to take timely corrective action, guaranteeing the continuous impact orientation of our programmes. Since 2013, Swisscontact has been investing significant resources in developing the MRM system in line with internationally recognised standards of the Donor Committee for Enterprise Development (DCED). For a brief introduction to our MRM system please watch Swisscontact's MRM explainer video based on a practical example.

To put the MRM system into practice, internal guidelines are available in three languages (English, French and Spanish) and local MRM specialists support our projects to implement the guidelines. A Community of Practice ensures further information sharing beyond individual projects where guidance and tips are provided through webinars and other forms of virtual exchange. Tailored training workshops are organised to upgrade the technical capacities of local MRM staff including the use of IT solutions, as was the case in Bangladesh and Benin in 2019.

**Example: impact measurement in a Skills Development project >>**

[www.swisscontact.org/report2019/MRM](http://www.swisscontact.org/report2019/MRM)



## Public Relations

Swisscontact values transparent and credible communication. In 2019 this involved Swisscontact advising on a position the Swiss federal government's International Cooperation Strategy 2021 - 2024 took that was sent out for consultation. Swisscontact welcomed this step and the resulting substantive debate over the direction of Swiss International Cooperation.

On the whole, Swisscontact took a positive view of the strategy. However, in our response paper we emphasised that Swiss civil society organisations must be ascribed more importance and that developing countries should be granted a long-term development perspective.

In the meantime, the Swiss federal government is awarding an increasing number of projects to foreign organisations that are unable to convey the desired "Swissness" concept. Thus, Switzerland runs the risk of losing decades of know-how and a network of Swiss implementation partners. Accordingly, we

are asking parliament to promote Swiss NGOs more assertively. Swiss NGOs that implement projects on behalf of the Swiss government represent Swiss values and are a guarantee of neutral and independent development cooperation.

Swisscontact considers the thematic and geographic focus of Swiss International Development Cooperation to be reasonable, but in its response, the organisation pointed out the danger of focusing too much on short-term domestic public or private sector goals. Sustainable and inclusive economic development needs to be understood as a long-term endeavour.

## Products & Solutions

What initiatives will help unemployed youth to find jobs? How can farmers not only increase their yields but also produce in an environmentally sustainable way? How can the broadest possible swath of the population benefit from Swisscontact's projects? How can our projects strengthen the role of women?

These are examples of challenges that Swisscontact encounters in its projects. In order to implement these projects successfully, there need to be innovative approaches that can be updated continuously to match local contexts. To this end, Swisscontact is developing and testing various products and applying them in its projects. A product constitutes a successfully tested comprehensive packet of tools, processes, resources, and specific expertise. A commonly shared set of values that abides by the principles of sustainability and work ethics forms the basis upon which Swisscontact's products and solutions are developed and the desired impact is achieved.

For Swisscontact to continue supporting its projects competently, we have decided to create our own



*Metal workshop in Niger*

“Products & Solutions” unit featuring technical experts who strengthen knowledge management. The team worked intensively on developing a common set of values that forms the basis for revising Swisscontact's general project implementation guidelines.

## People & Learning

As part of its new Strategy 2025, Swisscontact is promoting more effective and flexible cooperation. The objective is to create a management culture that focuses on the foundation's core values and places people front and centre. The transformation of our current operating model thus includes not only a reorganisation of our internal structures but also a redesign of our HR management and development model. The proper focus of all our internal and external activities on the foundation purpose is reflected primarily in the following areas:

- fine-tuning our profile as a learning development organisation – not only in relation to project implementation, but also about fostering and developing our staff
- shared responsibility: more personal responsibility of employees under a role-based management model
- improved cooperation through structures that overlap various departments, with digitisation and acceleration of decision-making processes

The creation of a new unit called “People & Learning” at executive level is the implementation of a strategy that places staff front and centre as the most important resource. People & Learning thus takes on the task of comprehensive staff development, linking this task with elements of our desired organisational culture. It ensures that the right employees are in the right position and capable, versatile people are committed to the culture and work ethic of our organisation as they undergo further development. It helps to strengthen the values and standards of our human resources, fostering the creation of a learning organisation and a work environment prizing personal responsibility.

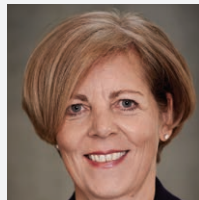
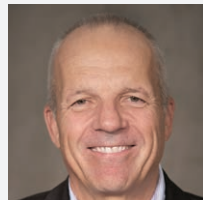
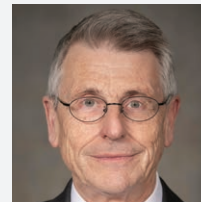
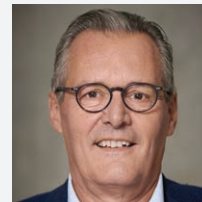
# Organisation (as per 31 December 2019)

## Foundation Board



Thomas Bergen  
Arthur Bolliger (until 16.05.2019)  
Monique Bourquin (from 16.05.2019)

Dr. Anna Crole-Rees  
Dr. Paul Hälg (from 16.05.2019)  
Heinrich M. Lanz



Dr. Christoph Lindenmeyer  
Armin Meier  
Isabelle Welton (from 16.05.2019)

## Foundation Council

### Nicolas A. Aune

General Secretary, Union Industrielle Genevoise (UIG), Geneva

### Thomas Bergen (Member of the Foundation Board)

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

### Arthur Bolliger (Member of the Foundation Board)

(Resignation 16.05.2019)  
President Association Cheira, Teufen

### Monique Bourquin (Member of the Foundation Board from 16.05.2019)

Member of the Board of Directors of Emmi AG, Lucerne;  
Straumann Holding AG, Basel; Kambly SA, Trubschachen;  
Weleda AG, Arlesheim; President of Promarca, Berne

### Claudia Coninx-Kaczynski

Member of the Board of Directors, Forbo Holding AG, Baar, and Swisscontent 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

### Béatrice Fischer

Managing Director BF Advisory & Solutions AG, Erlenbach

### Michèle Frey-Hilti

Managing Director, Hilti Family Foundation Liechtenstein, Schaan (FL)

### Dr. Eduard C. Gnesa

Former Special Ambassador for International Migration, 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, Zurich; Member of the Foundation Council of Swiss Re Foundation, Zurich

### Prof. Dr. Thomas A. Gutzwiller

gwpartner AG, Gutzwiller, Wachsmann Partner, St. Gall  
For further links and mandates interests, view the online annual report.

### Dr. Paul Hälg (Member of the Foundation Board from 16.05.2019)

Chairman of the Board of Directors, Dätwyler Holding Inc., Altdorf and Sika AG, Baar

**Hans Hess**

President Hanesco AG, Pfäffikon SZ; President Swissmem, Zurich; Chairman of the Supervisory Board R&M Holding AG, Wetzikon; Vice Chairman of dormakaba Holding AG, Rümlang

**Hans Jöhr**

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

**Heinrich M. Lanz** (Member of the Foundation Board)

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

**Dr. Christoph Lindenmeyer** (Member of the Foundation Board)

Vice Chairman Swisscontact (until 16.05.2019); CEO & CEO & Vice Chairman of the 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 and other Boards of Directors

**Dr. Myriam Meyer Stutz**

Member of the Supervisory Board of KUKA AG, Buchs, of Lufthansa Technik AG, Hamburg (D), of Wienerberger AG, Wien (AT), and of Bedag Informatik AG, Wettingen

**Dr. Reto Müller**

Partner BLR & Partners AG, Thalwil; Past President of the Helbling Group, Zürich; Chairman of the Board of Directors of Georg Utz Holding AG, Bremgarten, and Riri Group, Mendrisio; Board Member of Forbo, Baar, and other companies

**Prof. Dr. Ursula Renold**

Chair of Education Systems, KOF Swiss Economic Institute, Swiss Federal Institute of Technology (ETH), Zurich

**Dr. Manuel Rybach** (from 16.05.2019)

Global Head of Public Affairs and Policy, Credit Suisse and Managing Director, Credit Suisse Foundation

**Dr. Thomas Sauber**

Of Counsel, Lustenberger Attorneys-at-Law, Zurich

**Ruedi Schmid**

Chairman of the Board of Directors, ESIMAG Immobilien AG, Zurich; Zurich and Airport Taxi Zürich Kloten AG, Kloten; Member of the Board of Directors, PrognosiX AG, Zurich; Member of the Board of Trustees Zoo Stiftung Zürich; Vice President of HANDELSchweiz (Trading Switzerland), Basel

**Peter K. Steiner** (passed away 02.09.2019)

Chairman of the Board of Peter Steiner Holding AG, Zurich; Member of the Board of Directors of Steiner AG, Sogelym Dixence, Lyon (FR)

**Georges Theiler**

Entrepreneur, Lucerne

**Isabelle Welton** (Member of the Foundation Board

from 16.05.2019) Vice Chair Swisscontact (from 06.11.2019); Entrepreneur and Member of various Boards, 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

**Leopold Wyss**

Head Sponsoring & Donations, Novartis International AG, Basel

**Auditors**

PricewaterhouseCoopers AG, Zurich

## Executive Board



*Florian Meister,  
Director Operations & Quality  
Samuel Bon,  
CEO and Executive Director  
Philippe Schneuwly,  
Director Partners & Clients  
Anne Bickel,  
Director People & Learning  
Peter Bissegger,  
Director Products & Solutions  
Stefan Schneider,  
Director Finance & Technology  
(from left)*

**Regional Directors und Management Team >>**  
[www.swisscontact.org/report2019/organisation](http://www.swisscontact.org/report2019/organisation)



# We would like to thank our project partners

## Public Partners



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Direktion für Entwicklung und Zusammenarbeit DEZA  
Direction du développement et de la coopération DDC  
Swiss Agency for Development and Cooperation SDC  
Agencia Suiza para el Desarrollo y la Cooperación COSUDE



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra  
Swiss Confederation

Federal Department of Economic Affairs,  
Education and Research EAER  
State Secretariat for Economic Affairs SECO



Kingdom of the Netherlands



## Private Partners



EVI DIETHELM-WINTELER-STIFTUNG



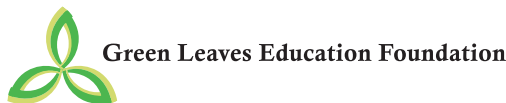
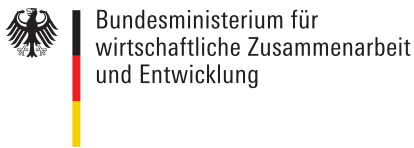
Julius Bär FOUNDATION

Kuoni und Hugentobler-Stiftung



## Knowledge Partners







# We create opportunities

## Swisscontact

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[www.swisscontact.org](http://www.swisscontact.org)

Cover: Workshop in a vocational school for construction workers, Colombia  
Pictures: Swisscontact employees and friends  
Layout: Pierre Smith, South Africa

**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)

Swisscontact is a member of **Transparency International** and **UN Global Compact**.



**Your donation  
in good hands.**