

# SWISSAID

## Strategy

2012 - 2016





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## 1. Introduction

This strategy for 2012 - 2016 defines the strategic goals and priorities for SWISSAID's work over the next five years. It demonstrates how SWISSAID aims to implement the three mandates set out in its mission statement: development work in the countries of the Southern hemisphere, informing the Swiss public on development issues and having an influence on Switzerland's development policy-making. It builds upon the strategy for 2005-2011 which proved to be a success in terms of its general direction. In future, SWISSAID will concentrate on its strengths and continue to focus on these themes.

Paving the way for this, in 2010 it evaluated three external country programmes (Niger, Ecuador, India) and prepared a "Report on effectiveness" focusing on the "Right to co-determination", as well as analyses of strengths, weaknesses and environmental factors.

2011 was characterised by a broad-based process of strategy development. Steering the process was a working group made up of members of the Committee, of the Executive Board and of an external consultant. The highlight was the coordination meeting in June 2011, to which not only the coordinators were invited, but also members of the Local Advisory Committees and members of the Executive Board. The strategy was ratified by the Executive Board at its meeting on 9 December 2011, and by the Board of Foundation at their meeting on 8 June 2012.

## 2. SWISSAID's environment

### 2.1. Profile and record of achievement

In its 2005 - 2011 strategy, SWISSAID set out its focus for the following three thematic priorities:

- the right to food sovereignty, the right to co-determination, and the right to share in raw materials
- two cross-cutting themes: the joint responsibility of men in equality of opportunity and cultural diversity,
- one organisational objective: decentralisation

The strategy set joint effectiveness targets for SWISSAID, its target groups and partners. It did not include any specific targets for programmes or for the outcomes of SWISSAID activities.

The evaluations of the previous country programmes, as well as the work of SWISSAID Switzerland have yielded the following results:

*Orientation:* The basic strategic orientation has proved successful. It has managed to focus the programmes on the key challenges in a variety of contexts. SWISSAID and its various types of partners make appropriate adaptations depending on the context in question. Civil society will continue to gain in significance as a critical counterweight to state and the private sector, both in developing and emerging countries.

*Thematic priorities/cross-cutting issues:* SWISSAID and its partners have developed sustainable approaches in all countries to ensure that the impoverished people who live in the countryside always have sufficient access to food (expansion of production, access to land, switchover to ecological farming, strengthening of farming organisations, participation in and influence on marketing mechanisms). SWISSAID and its partners have achieved successes in all countries in championing the right of poor or marginalised people to have a say in political decision-making processes, most notably women too. Some of the improvements have a direct impact on food security, while some affect other fields of policy. SWISSAID and its partners have helped to organise the civilian population in three countries on issues relating to mineral resources and advocate transparency and the use of export revenues to benefit the sustainable development of their country. In the cross-cutting theme of gender, SWISSAID achieved impressive successes through its deliberate inclusion of men in some national programmes. There were no specific activities in relation to cultural diversity.

*Profile:* SWISSAID'S programmes adopt a two-pronged approach:

- 1) They *empower disadvantaged people* to actively safeguard their means of livelihood.
- 2) They *support partners*, champion their rights – the right to access to natural resources and to monitoring them, the right to a fair share of the revenue from the extraction of mineral resources, as well as political rights.

SWISSAID draws its strengths by entwining these two aspects closely: working directly with civil society, maintaining a focus on marginalised population groups, having the courage to uncover and change inequality and injustice. However, conceptual overlaps (between food sovereignty, food security, the right to food, safeguarding livelihoods) have led to different understandings and activities in the individual countries. SWISSAID followed the general

sector trend of professionalisation, although it focused the priority on having an impact on wider development policy rather than exercising specialist competence in a few key areas.

*Decentralisation:* The 2005 – 2011 strategy formulated concrete proposals for moving decision-making competences to the South. Mechanisms and forms of organisation have been found for the implementation. The Executive Board reviewed these guidelines in 2009 and decided only to continue to press ahead with the decentralisation in those places where there are clear advantages for the target groups.

*Conclusion:* SWISSAID can make best use of its potential by maintaining its general strategic orientation and, at the same time, refining its performance profile. This combines the direct support of the target groups (improving their living conditions) with influencing policy-making in its interests (strengthening civil society, advocacy).

## **2.2. Trends in development policy and cooperation**

*Development policy:* The global community set a comprehensive development target in 2000 in the Millennium Development Goals (MDGs), i.e. to halve poverty by 2015. Even though security policy has dominated the agenda since 9/11, poverty reduction once again managed to come top of the list of geopolitical priorities in 2005 at the UN World Conference (M+5) and in Gleneagles (G8). The MDG+10 balance sheet revealed that impressive progress had been made in some areas (such as in child mortality and in access to clean drinking water). However, large regional variations exist, and there is general concern that the MDGs will not be able to be achieved by 2015. In the meantime, the role of development cooperation work has come into question in the course of globalisation. New powers (BRICS, most notably China) are in economic and political competition with the countries of the West which have held sway up to now, and adopt a different approach to cooperating with poor countries. Emerging nations are eroding the polarity between developing and industrial nations. The gap between rich and poor within countries is becoming ever more pronounced. Issues which had previously been thought of as matters of domestic policy are becoming global issues and are driving wedges into the relationships between North and South (climate, energy, food, water, etc.). It is becoming increasingly important to seek coherence on development policy in relations between countries.

*Development cooperation:* The motivation for development cooperation is moving from one of equalising solidarity to one of safeguarding common interests within a global context. Fragmentation is increasing quickly: An increasing number of organisations are working in ever broader areas of work in ever more countries. Efforts to achieve harmonisation are intended to counteract this trend. This has given rise to technical standards (such as the Paris Declaration) although they are criticised as being technocratic, difficult to implement and pose the risk of driving civil society out to the margins. The thematic profile is once again gaining significance over the geographical profile (priority countries). Development cooperation has to set itself apart from technical areas such as health or research which directly involve an increasing number of developing countries. Finance continues to be based to a large degree on national decisions and arbitrary promises to plug gaps in funding. The expansion of the system is undermining its clarity, coherence and effectiveness. Development cooperation is increasingly coming under political pressure to furnish evidence of its structural suitability, the efficacy of its activities and efficient use of resources. State development cooperation is also increasingly on the defensive in Switzerland. It is attempting to combat this political pressure through the cooperation with the private sector (in Public Private Development Partnerships; PPDP) as well as through the development of a specific "Swissness" flavour.

*Governance and crises:* Since 2008 a series of crises (financial, economic, hunger, debt) have hit the idea of plannable development of the countries (national development plans, poverty reduction strategies), although, this would not have had a particularly big impact on the relations between rich and poor countries. The democratic uprisings in the Arab world have raised questions about Western support for authoritarian regimes. Human rights are jeopardised by state fragility and poor governance. There has been increased insecurity in the countries of Sub-Saharan Africa, especially in Niger.

*Natural resources/climate change:* The competition for natural resources, which are becoming scarce, has heightened further: Agricultural raw materials, water, fossil fuels, farmland and mineral resources. Public assets world wide are becoming increasingly privatised. On the one hand, climate change poses a threat to sustainable development, while on the other hand, new regulatory mechanisms are appearing which release huge economic and social potential. There is an abundance of renewable sources of energy, especially solar and wind power, in the nations of the Southern hemisphere, offering many possibilities for exploitation as costs come down.

### **2.3. Trends in SWISSAID's thematic priorities**

*Food/agriculture:* Food prices have risen sharply in recent years and they are likely to remain high. Speculation, increased meat consumption, political support for agrofuels and climatic anomalies are serving to reinforce long-term trends which have thrown farming and the global food supply into an ongoing crisis. Deregulations in agricultural trading and in the finance sector have turned agricultural products into profitable capital goods and commodities. More and more natural resources are being privatised, among other things through widespread land grabs. Governments and parliaments are able to exercise ever fewer controls as to which agricultural raw materials and foodstuffs are produced under which conditions and for whom. The growing world population and the ever scarcer resources are increasing the pressure on producers to adopt capital and technology-intensive industrialisation strategies.

This had already prompted the International Assessment of Agricultural Knowledge, Science and Technology for Development (IAASTD) ("World Agriculture Report") to call for organic production at small-holding level to be stepped up back in 2008. Bilateral and multilateral organisations, including the World Bank, which have neglected the agricultural sector for decades, have put it right back on top of the political agenda. International processes connected with Rio+20 provide platforms to unharness agriculture from its dependence on fossil energies, thus also placing it on a more climate-friendly footing.

Migration will continue to rise in its many forms. In the longer term, more people are expected to live in the cities than in the countryside.

*Extractive industries/corporate responsibility:* The prices of crude oil and most other mineral resources are also rising steadily due to the rapid growth in demand from emerging countries, and the finite nature of the supply of fossil fuels is becoming more readily apparent. This makes extraction lucrative even in places which were previously thought to be unprofitable and in unstable countries. Africa alone can count on achieving annual revenue from exports of the order of half a trillion dollars in the decades to come, as well as on direct investments which are more than ten times the value of development cooperation. Questions of governance in the countries where these resources are extracted, transparency in payment streams and responsibility on the part of extraction companies for the social and ecological impact of their commercial activities are thus becoming increasingly controversial. Global initiatives and processes in these areas provide opportunities to exploit the huge development opportunity of the "commodity bonanza".

## 2.4. SWISSAID's conclusions

An analysis of SWISSAID's previous experiences and of trends in international cooperation gives rise to the following conclusions for the organisation's future strategic direction:

**General:** As a small organisation with a limited reach, SWISSAID cannot implement approaches with a comprehensive coverage, and is equally not equipped to offer solutions for development policy on its own. However, being small offers the opportunity to come across as clear and coherent. Active cooperation in networks and alliances is essential in order to have an influence on policy-making. SWISSAID will be able to position itself most effectively by combining support programmes and policy influencing within a core theme in future. Risks will be regularly assessed, and questions of security are addressed on a context-specific basis.

**Specialist:**

- SWISSAID must carve more of a niche for itself as a specialist in order to boost its credibility in observing and influencing policy and, with this in mind, must reinforce its specialist competences in its existing areas of priority.
- SWISSAID must define a clearer strategy in its main priority theme up to now, the right to food sovereignty. Its focus will be sharpened on its previous parallel issues of food sovereignty (concentrating on influencing policy-making), food security (concentrating on supply) and the right to food (concentrating on human rights).
- SWISSAID will continue to focus on its priority theme of extractive industries and support dialogue with key operators in the private sector.
- Cross-cutting themes will be adapted: The previous priority theme of "Right to co-determination" will be formulated as a cross-cutting theme on "Strengthening civil society", and in certain special contexts, as a separate thematic strand. The cross-cutting theme of "Gender" will be retained in the sense of equality, with particular focus on the shared responsibility of men. Cultural diversity will not be continued as a cross-cutting theme. The aspects of this which are of relevance to implementation (local knowledge, intercultural competence) will be incorporated into the guidelines on implementation instead.
- SWISSAID will counter the challenges posed by climate change and scarcity of resources by promoting the sustainable management of natural resources and ecological farming.
- SWISSAID will maintain its presence in emerging countries where poverty, i.e. the question of distribution, remains a major problem.
- SWISSAID will not take up any activities in urban environments because it lacks experience and specific expertise. Poverty in the countryside will pose enough of a challenge in the next few years.
- SWISSAID will continue to campaign for the realisation of the millennium development goals (ring-fencing 0.7% of GDP for development aid and achieving coherence in Swiss development policy) through Alliance Sud, among others.

**Institutional:**

- The development of the organisation as well as the internal process of decentralisation are geared towards the objective of implementing the work done by SWISSAID with the utmost efficacy and efficiency for the target groups.
- Programme work will be intertwined more closely with monitoring and influencing policy-making. Taking its projects as a basis, SWISSAID will consistently check how structural changes can be achieved.
- Greater weight is to be given to proving effectiveness and to building upon successful experiences.
- In addition to the quality-related objective of supporting target groups as effectively as possible, there is also a quantity related objective: raising the number of people who benefit.

### **3. Long-term direction**

With its strategy for 2012 - 2016, SWISSAID is seeking to achieve the following in the future:

#### **Food sovereignty**

*"Food sovereignty is the right of peoples, communities, and countries to define their own agricultural, labour, fishing, food and land policies which are ecologically, socially, economically and culturally appropriate to their unique circumstances. It the true right to food and to produce food. ...." (International Planning Committee on Food Sovereignty 2002).*

The quest for food sovereignty applies to all countries, rich and poor alike, in the Northern and Southern hemispheres. Local and regional markets, as well as fair trading relationships are to be advocated, in particular. All producers and workers along the production chain are to earn an income which safeguards their livelihood. Access to natural and genetic resources (land, water, seeds) is to be ensured for everyone. All food producers are to have access to loans and training. Production is to be ecologically sound, diversified, based on small-holder farming and supported by research. The implementation of the right to food should take priority over other bilateral and multilateral accords.

#### **Sustainably improved living conditions**

Poor small-holder farming families in rural regions are to be given secure access to natural resources (land, water, woodland, biodiversity) and are to be allowed to control their use. Productivity from farming by small-holder farmers is to raise thanks to ecological cultivation methods. Food security for households is to be guaranteed, and additional earnings are to be made. Sustainable improvements have been made to the livelihoods of small-holder farming families. They are to be well organised and are to be in a position to exert a decisive influence on policy-making. Men and women are to have equal opportunity when it comes to shaping their living conditions.

#### **Sustainable use of mineral resources**

Countries are to use their revenue from the extraction of mineral resources in order to pursue sustainable development projects and to alleviate poverty. Transparency must exist in the cash flows that exist between governments and extraction companies. Organised civil society, in which women are to be well represented, are to monitor and influence income and spending by the state.

#### **Strong civil society**

Civil society is to play an important role in dealings with the state and with the private sector, improving the frame conditions for policy-making to benefit ordinary people. The proposals made by civil society organisations for democratic and sustainable development of the country are to be implemented at local, national and regional level.

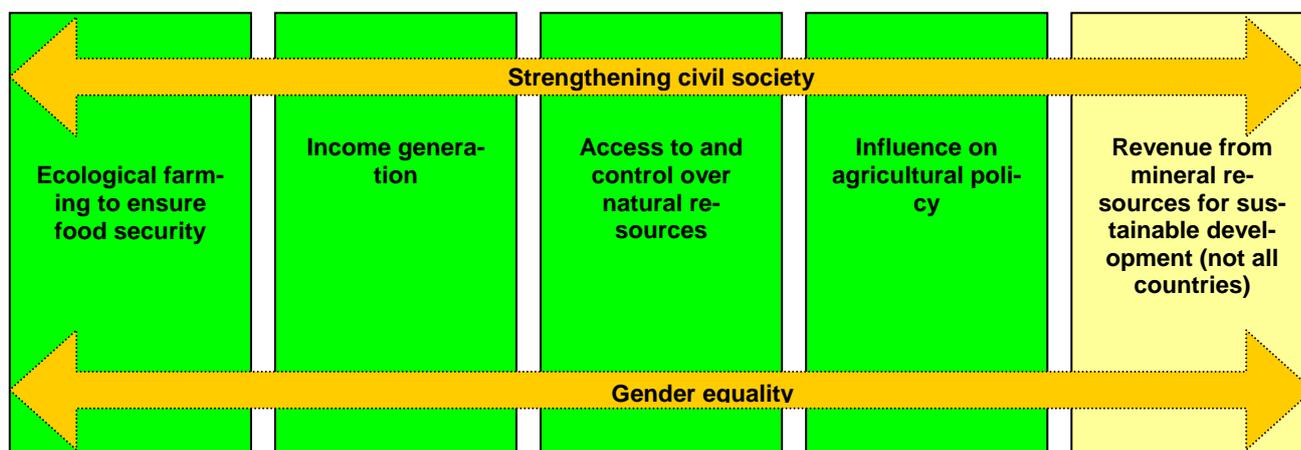
#### **Gender equality**

Men and women are to participate in the development process on equal terms. Women are to be just as represented as men in the managerial committees of partner organisations, public administrations and in political life. Men and women are to alter their behavioural patterns in such a way that they promote equality of opportunity.

## 4. Strategic goals for 2012 - 2016

### 4.1. SWISSAID's international goals

SWISSAID will pursue the following 5 strategic and 2 cross-cutting goals:



**Strategic goal 1: Poor small-holder farming families in rural regions are to have access to regular, secure and varied food all year round thanks to ecological farming practices.**

SWISSAID partners are to support small-holder farmers and provide them with training in the areas of sustainable soil cultivation, ecological farming, pest control, diversification and improving locally adapted, non-hybrid seeds so as to make a sustainable improvement in agricultural productivity. They are to promote and spread both proven and innovative techniques. They are to provide the small-holder farmers with support in assessing risks which are associated with adapting to changes in weather and climate conditions. They are to incorporate the farmers' existing expertise. They are to improve access to advisory services.

**Strategic goal 2: The living conditions of poor small-holder farming families in rural regions are to be improved thanks to additional sources of income.**

SWISSAID partners are to support the target groups in generating additional income. They are to promote stock keeping, the processing of products, access to local or regional markets, as well as to financial services. SWISSAID partners are to support the target groups to organise themselves into cooperatives, women's organisations or farmers' associations, for example, in order to represent their economic interests in dealings with outside parties.

**Strategic goal 3: Poor small-holder farming families in rural regions are to have access to natural resources and to make sure that these are being used sustainably.**

SWISSAID partners are to support the target groups in their efforts to obtain land titles and collective rights to woodland and water, or to safeguard existing rights. SWISSAID partners are also to assist the target groups in bringing about structural changes, including changes to

statutory regulations which safeguard their right to use resources. The sustainable use of resources should contribute towards protecting the climate.

**Strategic goal 4: Farmers' associations are to succeed in exerting an influence on agricultural policy in the interests of food sovereignty. They are to defend themselves against the spread of genetic engineering in agriculture and are to demonstrate persuasive alternatives.**

SWISSAID partners are to reinforce the capability of farmers' associations to represent their own interests at all levels (local, national and regional) in favour of promoting ecological farming practices by small-holder farmers. They are to ensure that the poor small-holder farmers maintain control of their own seeds, develop them further and are in a position to defend themselves successfully against the unwelcome spread of genetic engineering in agriculture.

SWISSAID proposes that there be a public debate about the hazards and risks associated with the use of genetic engineering in agriculture. It is involved in alliances which campaign against the spread of genetically modified organisms (GMO) against the wishes of ordinary people. SWISSAID is to promote sustainable agricultural alternatives and campaign for GMO-free zones depending on the context.

**Strategic goal 5: Civil society is to succeed in calling for revenues from mineral resources to be accounted for transparently and to be used to tackle poverty.**

SWISSAID and its partners are committed to achieving transparency in contracts and cash flows between states and extraction companies, as well as on how revenues are used. To this end, it supports the Publish What You Pay (PWYP) coalition and the EITI initiative (Extractive Industries Transparency Initiative).

SWISSAID and its partners are to support people who are affected by the extraction of mineral resources in their battle for fair compensation, state support and improved living conditions.

This objective is to be pursued in countries where the theme is of strategic significance, where SWISSAID can make an important contribution towards attainment of the objective, and where the objective is directly linked to the project work.

**Cross-cutting goal 1: Civil society organisations are to have a greater influence on policy-making in all countries where SWISSAID is active, and for them to safeguard their right to co-determination.**

SWISSAID is to lend its support to partners who share its strategic goals, in lobbying and advocacy, as well as in the development of technical know-how so that they can help to shape the development of their country, namely on cooperation and implementation of development plans to make a lasting reduction in poverty. The state and private sector are to listen to civil society networks, in which marginalised sections of the population and women are well represented, and to take them seriously.

The co-determination of civil society outside the SWISSAID priority themes is to be pursued in national programmes as part of a separate thematic strand if the context gives rise to it and it dovetails with the other programme components (such as calling for decentralisation processes, strengthening of municipalities, etc.).

**Cross-cutting goal 2: Improvements are to be achieved within the working environment and areas of intervention of SWISSAID and its partners to the role of women, their living conditions and co-determination. Men are to take their responsibilities seriously within the process of equality.**

SWISSAID and its partners are to attempt to bring about gender mainstreaming at all levels of society. They are to use appropriate planning, monitoring and reporting tools. They are to contribute towards having more women appointed to key roles in the management committees of partner organisations. They are to ensure that women earn their own money and take charge of it themselves, that they are supported by men, and that the workload is shared fairly between men and women. They are to improve the women's living conditions, as well as their influence on policy-making. They are to raise the issue of gender-specific power relations and are to bring them into question. They are to involve men in such a way that they make a constructive contribution towards improving equal opportunities.

## **4.2. SWISSAID's goals in Switzerland**

With its strategy for 2012 - 2016, SWISSAID is seeking to achieve the following **situation in Switzerland in the future:**

Swiss policies are coherent with the interests of the poor sections of the population in developing and emerging nations. The Swiss population is to be informed about the effects of Swiss political decision-making and economic policy on developing countries, and is to be made aware of the issues involved. The majority of citizens and parliament are to commit themselves towards cooperation on development and towards mounting a sustained battle against poverty. Food sovereignty is also to be implemented in Switzerland. The private sector is to accept guidelines on the transparency of cash flows and to take binding social and ecological responsibility for their business practices.

**Goal 1: Swiss farming is to be GM-free and agricultural policy is not to have any detrimental impact on poor people in developing and emerging nations. The import of agrofuels or mineral resources for the production thereof is to be restricted by stringent ecological and social licensing criteria.**

SWISSAID is to highlight how Switzerland's economic relations with the wider world impact upon the South and is to influence political processes in the interests of poor groups of people in developing and emerging nations. SWISSAID is to join forces with farmers' associations and like-minded organisations to call for stringent licensing criteria to be imposed on the import of agrofuels, for GM-free farming in Switzerland and secure access to a diverse range of GM-free seeds. SWISSAID is to block the patenting of conventionally bred plants and livestock. SWISSAID is to campaign to have the agricultural research which is funded by Switzerland aligned more closely with the needs of small-holder farmers and ecological farming practices.

**Goal 2: Commodities and trading companies which are headquartered in Switzerland make their cash flows transparent and actively prevent negative social and ecological effects of the exploitation of mineral resources.**

SWISSAID is to play its part in making the cash flows of commodities and trading companies which have their head offices in Switzerland transparent. Together with like-minded organisations, SWISSAID is to inform the people of Switzerland about the negative impact of the exploitation of mineral resources and is to set binding regulations to prevent negative social and ecological effects. The coalition is to build up public support to call for policy-makers and the private sector to accept direct legal responsibility of Swiss companies for socially and ecologically acceptable practices in the mining and extraction of commodities in developing and emerging nations. SWISSAID is to play its part in calling for the private sector and governments to disclose details of all cash flows and other relevant processes with transparency and on a country-by-country basis.

**Goal 3: Development cooperation is to attract appreciable and financially broad support, and Swiss policy-makers are to act in the best interests of poor groups of people from developing or emerging nations.**

SWISSAID is to work with like-minded organisations to ensure that Swiss development cooperation enjoys financial and appreciable support in broad political circles as well as among the majority of the Swiss people (among other things, by increasing the ring-fenced budget to 0.7% of GDP to 2015), and that the Swiss development cooperation proposals (2013 - 2016) are passed by parliament in 2012 without any budget cuts.

As a sponsor of Alliance Sud, SWISSAID plays a part via the joint lobbying body of six large Swiss relief organisations in ensuring that various fields of Swiss policy (trade, international cash flows, climate, etc.) do not impinge upon the interests of poor sections of the population in developing and emerging nations.

## 5. Implementation

In order to achieve its strategic objectives in 2012 - 2016, SWISSAID is to propose ten guidelines for implementation and formulate two criteria for strategies to adopt in its priority countries.

### 5.1. Guidelines

#### **Guideline 1: SWISSAID is to ensure that its work has a lasting effect.**

To ensure that it makes a sustained impact, SWISSAID is to adopt a clear basic approach, choose suitable strategies and procedures, make the necessary technical skills and experience available through its employees, among other things in the areas of development cooperation, agronomics, organisation development and financial administration. SWISSAID is to provide a platform for networking and for sharing experiences on a policy and a technical level. SWISSAID is to promote transparency in all programmes and tackle corruption within its working environment.

#### **Guideline 2: The work done by SWISSAID is to be based on the human rights approach.**

SWISSAID views its role as strengthening civil society organisations in calling for the state to respect human rights. This task is to be performed in different ways depending on the political context: by passing on information, further training and raising awareness on human rights issues within thematic priority areas, through empowerment or cooperation with state authorities and players within the private sector. At the same time, SWISSAID is to assist partner organisations in taking responsibility themselves, i.e. not just enforcing claims for land rights but also managing this land sustainably.

#### **Guideline 3: SWISSAID is to liaise with like-minded organisations within a network.**

In order to increase the political influence of the target groups, SWISSAID is to promote networks and alliances at all levels and, depending on the context, is to be part of these networks. SWISSAID ensures that the local networks have a voice at national level, putting forward their concerns there. Information exchange and access to information, whether it be for the general public or for partner organisations, matter greatly.

#### **Guideline 4: Empowerment and developing the capacity of the partner organisations are to play a pivotal role in all national programmes.**

SWISSAID is to support its partners in, among other things, organisation development, governance matters, expertise on gender issues, technical competence, leadership and transparent financial administration. Where possible, it is also to seek to ensure the financial independence of the partner organisation. Partner organisations are either stakeholder groups (groups at grassroots level, municipalities, etc.) or non-governmental organisations (service organisations, advocacy NGOs). Partnerships with local NGOs can last a very long time and grow beyond cooperation at operational level into political solidarity. They are to play their part in shaping public opinion and in raising awareness among policy-makers in the Northern

and Southern hemispheres. SWISSAID is to choose a suitable mix of organisations for the cooperation, depending on the local context in the country. It is to make these organisations aware right from the start that the cooperation is planned in different phases in each project (initial, consolidation and exit phases) and is to advise them on the rough time scale for this cooperation.

**Guideline 5: SWISSAID is to continue the decentralisation cautiously.**

Local Advisory Committees are to play an important advisory role so as to ensure that SWISSAID can meet the needs of target groups and partner organisations. In future, different forms of organisations are to exist side-by-side (deconcentration, delegation and devolution)<sup>1</sup>. If it serves the interests of the target groups better or if institutional necessities arise, the expansion of the programme of decentralisation can be regulated contractually in stages. This will be the case in India in the coming years.

**Guideline 6: SWISSAID is to provide evidence of the quality of the programme and the effectiveness of its work with professional planning, monitoring and evaluation.**

Effectiveness indicators are to be systematically incorporated into project and programme monitoring with the present strategy and the countries strategies which are based on it. SWISSAID is to ensure the quality of its programmes with planning cycle tools, audits and internal monitoring at strategic and operational level. SWISSAID is to improve knowledge exchange and transfer and make the required resources available.

**Guideline 7: SWISSAID is to roll out specialist competence for advocacy and campaign work in all coordination offices.**

The coordinator is to monitor the work of the partner organisations closely and to reinforce their ability to influence policy-making. They are to analyse risks and opportunities associated with advocacy work on a regular basis and in exchange with SWISSAID in Switzerland. SWISSAID is to provide active support to the partner organisations. SWISSAID may become involved in particular if issues take on a national or regional dimension or if it is advantageous to the partners to receive backing from an international NGO because this gives them more weight and offers protection. SWISSAID can also launch activities in the South itself and push ahead with them. However, the objective is to pass on the initiative to local organisations as soon as possible.

**Guideline 8: SWISSAID is to continue to develop technically and structurally in order to raise the benefits of its activities for the target groups.**

SWISSAID possesses the requisite expertise on its thematic priority areas. It is stepping up the systematic exchange of experience and expertise and is making the requisite resources available. SWISSAID is to seek a balance between structural and programme costs which, on the one hand, take due account of increased quality requirements and, on the other hand, provide the target groups with enhanced direct benefits. In order to increase the effectiveness of its activities, SWISSAID is to simplify its projects wherever possible, seek a justifiable

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<sup>1</sup> Deconcentration: Moving certain functions from the desk to the coordination office; delegation of certain competences from SWISSAID Switzerland to the coordination office; devolution: creation of independent bodies.

ratio between costs and the number of beneficiaries, or arrange to upscale the projects so that more beneficiaries can be reached with the same transaction cost. As a general rule, SWISSAID manages the funds prudently and uses them efficiently.

**Guideline 9: SWISSAID is to provide transparent information about its work and about where it sources its funding.**

SWISSAID is to provide regular and direct information to the institutions which finance it (SDC, foundations, companies, cantons, local authorities) and major private donors. Problems or delays in projects are to be reported promptly to them. Private donors can find out about the work that SWISSAID does and about development policy issues in SWISSAID's 'Spiegel' magazine and via the website; in addition to reports of successes, reference is also made to difficulties. SWISSAID is to follow ethical guidelines in fundraising and in communication. The Fundraising South programme is to be pressed ahead with by the coordination offices, depending on potential and on existing capacities, and this programme is to receive specific support from Switzerland. Its contribution towards the organisation as a whole is to be regulated in accordance with internal fundraising guidelines.

**Guideline 10: SWISSAID is to be economically independent and increase its income from donations and from the Fundraising South programme by 10% compared to 2010.**

SWISSAID is to raise its income in Switzerland by 5%, in particular in the area of foundations and "major donors", coupled with a stable contribution from the SDC programme. Fundraising South will cover 10% of programme costs by 2016.

## **5.2. Criteria for country strategies and action plans**

### **Criterion 1: Implementation in country plans**

The SWISSAID strategy for 2012 - 2016 defines the framework for country strategies. It lays down the technical and thematic focus, defines the precise details of approaches and procedures and assumes that priority countries remain the same (with the possible addition of one country). Geographical concentration within priority countries also plays a part in effective and efficient target attainment. This should be determined for each country.

The strategic goals as well as the indicators which are formulated in the matrix are primarily applied by all the new country strategies and adapted to suit the prevailing context. The target relating to mineral resources does not apply to all countries. Should a target prove to be irrelevant given the context, it can be left out, explaining the reasons why.

SWISSAID is to seek to link projects which are aimed at improving living conditions with its advocacy work. Relative to the budget, pure advocacy projects should as a rule not exceed one third of the programme volume in each country.

### **Criterion 2: Room for manoeuvre in each country programme**

The coordination offices can set preferences in terms of target groups within priority themes such as cooperation with young people. The focus on poverty is a central criterion for determining the target groups.

Issues which are important in the current context but which have little in common with SWISSAID's priority themes (or example, HIV/AIDS, health) cannot be incorporated into the new country strategy because there has to be a focus to the use of resources.

Specific projects may be implemented into cross-cutting themes, such as a project devoted specifically to the theme of violence against women.

## **6. Annex**

### **6.1. Impact Hypotheses**

#### ***Strategic Theme A) Food Sovereignty***

##### **Impact hypothesis A**

Enhanced food security, additional income opportunities, increased access to natural resources and control over their use as well as influence on agricultural policies improve the living conditions of small-holder farming families and contribute to sustainable poverty reduction in rural areas.

#### ***Strategic Theme B) Mineral Resources***

##### **Impact hypothesis B**

Strong civil society organisations monitor transparency of public revenues (taxes, royalties, etc.) from extraction of mineral resources, influence public expenditure for poverty reduction and ensure fair compensation for the population directly affected, thereby contributing to sustainable poverty reduction in rural areas.

#### **Strategic Goal 5: Public revenues from extraction of mineral resources will be accounted for transparently and allocated for poverty reduction**

Civil society organisations supported by SWISSAID and its partners will successfully create and maintain transparency over agreements and flows of funds between the extracting industry and Governments and will make sure such revenues will be allocated towards poverty reduction.

#### ***Strategic Theme C) Cross-cutting Civil Society***

##### **Impact hypothesis C**

As a result of their professional expertise and their ability to mobilise public opinion, civil society organisations and their networks are being listened to by government and the private sector. They contribute to strengthening democratic participation of marginalised groups and thereby to sustainable poverty reduction in rural areas.

#### ***Strategic Theme D) Cross-cutting Gender***

##### **Impact hypothesis D**

Women enjoying improved access to earning opportunities and increased power of co-determination are a key factor for sustainable poverty reduction in rural areas. Men actively support equal opportunities for women, thereby contributing to gender equality.

#### ***Strategic Theme Switzerland***

##### **Impact hypothesis Switzerland**

Based on its record as a professional development cooperation organisation, SWISSAID Switzerland, in alliance with like-minded organisations, successfully shapes public opinion and influences the Swiss Government in favour of coherent policies that take into account the interests of the poor in developing and emerging nations. SWISSAID Switzerland contributes in a decisive manner towards Swiss private companies abiding by transparency rules for financial flows and taking on social and ecological responsibility for their business abroad.

## 6.2. Matrix: Goals and Impact Indicators

### SWISSAID International

Themes	Goals	Indicators
A) Food Sovereignty	1) Poor smallholder-farming families in rural regions are to have access to regular, secure and varied food all year round thanks to ecological farming practices.	1a) Number of smallholder-farming families growing at least 5 food crops
		1c) Number of user (target) groups actively engaged in spreading ecological agricultural techniques (Cross-cutting Civil Society)
		1d) Number of women among producers applying ecological farming techniques (Cross-cutting Gender)
	2) The living conditions of poor smallholder-farming families in rural regions are to be improved thanks to additional sources of income	2a) Number of smallholder-farming families engaged in value addition activities
		2c) Number of target families having formed organisations to pursue value addition activities (Cross-cutting Civil Society)
		2d) Number of women engaged in value addition activities (taking into account their total work load) and having control over the resulting income (Cross-cutting Gender)
	3) Poor smallholder-farming families in rural regions are to have access to natural resources and to make sure that these are being used sustainably	3a) Number of smallholder-farming families with secured access to their productive natural resources
		3c) Number of successful collective actions undertaken by organisations of target groups in order to secure access to natural resources (Cross-cutting Civil Society)
		3d) Number of women having acquired secure access to the land they cultivate (Cross-cutting Gender)
	4) Farmers' associations are to succeed in exerting an influence on agricultural policy in the interests of food sovereignty. They are to defend themselves against the spread of genetic engineering in agriculture and are to demonstrate persuasive alternatives.	4a) Number of smallholder-farming families having access to public or publicly subsidised agricultural inputs and/or services
		4c) Number of successful collective actions undertaken by organisations of target groups in order to influence political frameworks, secure access to services or to resist the spread of genetically modified organisms in agriculture (Cross-cutting Civil Society)
		4d) Number of women in target groups having access to public or publicly subsidised agricultural inputs and/or services that are beneficial (or specific) to them (Cross-cutting Gender)

Themes	Goals	Indicators
B) Mineral Resources	5) Civil society is to succeed in calling for revenues from mineral resources to be accounted for transparently and to be used to tackle poverty	5a) Revenues from extractive industries are (increasingly) transparent and allocated to public expenditure for poverty reduction
		5c) Number of successful collective actions undertaken by organisations of target groups in order for affected regions / communities to benefit more justly from the revenues generated by mineral extraction (Cross-cutting Civil Society)
		5d) Number of women having received fair compensation for the loss of livelihood from extraction of mineral resources (Cross-cutting Gender)
C) Cross-cutting Civil Society	6) Civil society organisations are to have a greater influence on policy-making in all countries where SWISSAID is active, and for them to safeguard their right to co-determination	6a) Number of policy decisions brought about by proposals / lobbying efforts / campaigns of civil society organisations supported by SWISSAID and its partners and implemented in favour of the poor
D) Cross-cutting Gender	7) Improvements are to be achieved within the working environment and areas of intervention of SWISSAID and its partners to the role of women, their living conditions and co-determination. Men are to take their responsibilities seriously within the process of equality.	7a) Number of women with executive functions in partner organisations

- Key to numbering of indicators:
- a) SWISSAID outcome indicator at country level for the respective goal
  - b) National reference for the wider development context of the respective goal
  - c) Cross-cutting civil society indicator for the respective goal
  - d) Cross-cutting gender indicator for the respective goal

The data of the Annual Reports of 2012 serves as a baseline, however, indicators no. 3c), 3d), 4c), 5c), 5d) and 6a) do not have a baseline. The indicators are to be listed in the Annual Reports.

National reference indicators:

1b) Percentage of undernourished population in SWISSAID countries	Population undernourished, percentage, 2006 MDG: <a href="http://unstats.un.org/unsd/mdg/Data.aspx">http://unstats.un.org/unsd/mdg/Data.aspx</a>
2b) Proportion of rural population below national poverty line in SWISSAID countries	Population below national poverty line, rural, percentage MDG: <a href="http://mdgs.un.org/unsd/mdg/Default.aspx">http://mdgs.un.org/unsd/mdg/Default.aspx</a>
3b) Percentage of rural population using an improved drinking water source in SWISSAID countries	Percentage of rural population using an improved drinking water source MDG: <a href="http://mdgs.un.org/unsd/mdg/Default.aspx">http://mdgs.un.org/unsd/mdg/Default.aspx</a>
4b) Public spending for agriculture as a percentage of GDP	Total agriculture Research and Development spending by public sector (million USD 2005 in Purchasing Power Parity) IFPRI: <a href="http://www.asti.cgiar.org/data/">http://www.asti.cgiar.org/data/</a>
5b) Public spending for poverty reduction	Public spending for poverty reduction in 2011 (Agriculture + health + education as percentage of GDP) <i>Official statistics</i>
6b) Country Policy and Institutional Assessment (CPIA) / Human Development Index (HDI)	World Bank: CPIA: <a href="http://data.worldbank.org/indicator/IQ.CPA.SOCI.XQ/countries">http://data.worldbank.org/indicator/IQ.CPA.SOCI.XQ/countries</a> or UNDP: HDI <a href="http://hdr.undp.org/en/statistics/hdi/">http://hdr.undp.org/en/statistics/hdi/</a>
7b) Gender Inequality Index	Gender Inequality Index 2009 UNDP: <a href="http://hdr.undp.org/en/statistics/gii/">http://hdr.undp.org/en/statistics/gii/</a>

## SWISSAID Switzerland

Themes	Goals	Indicators	Baseline / Source
A) Food Sovereignty	1) <b>Swiss farming is to be GM-free and agricultural policy is not to have any detrimental impact on poor people in developing and emerging nations. The import of agrofuels and mineral resources for the production thereof is to be restricted by stringent ecological and social licencing criteria.</b>	1a) Amount of imported agrofuels or mineral resources for the production thereof in Switzerland	Amount of imported agrofuels or mineral resources for the production thereof by end of 2012 <i>Annual Report SW CH</i>
		1b) GM-free farming by the year X	GM-free farming by 2013 <i>Decisions of Parliament and Federal Council; or popular initiative; Annual Report SW CH</i>
		1c) Number of successful political ventures changing Swiss agricultural policy in favour of the interests of the poor sections of the population in developing and emerging nations.	No baseline <i>Political decisions (Parliament, Administration, Federal Council), media reports, Annual Report SW CH, Annual Report Alliance Sud</i>
B) Mineral Resources	2) <b>Commodities and trading companies which are headquartered in Switzerland transparently show their cash flows and actively prevent negative social and ecological effects of the exploitation of mineral resources.</b>	2a) Number of successful political ventures for transparent cash flows of commodities and trading companies headquartered in Switzerland.	No baseline <i>Political decisions (Parliament, Administration, Federal Council), media reports, Annual Report SW CH, Annual Report Alliance Sud</i>
		2b) Number of successful political ventures for binding ecological and social regulations for international trading companies headquartered in Switzerland.	No baseline <i>Political decisions (Parliament, Administration, Federal Council), media reports, Annual Report SW CH, Annual Report Alliance Sud</i>
C) Development Policy	3) <b>Development cooperation is to attract appreciable and financially broad support, and Swiss policymakers are to act in the best interests of the poor groups of people from developing or emerging nations.</b>	3a) Percentage of population in favour of increase in development cooperation expenditure	Results of survey by Alliance Sud / SDC 2009: 53% in favour of development cooperation as up to then, 30% in favour of increase, 14% in favour of decrease <i>Survey AS / SDC (2014), Annual Report SW CH, Annual Report Alliance Sud</i>
		3b) Percentage of GNP for ODA (Official Development Aid)	Data 2012 (2010: 0.41%) <a href="http://mdgs.un.org/unsd/mdg/Data.aspx">http://mdgs.un.org/unsd/mdg/Data.aspx</a>

## **6.3. Glossary**

### **Civil society**

SWISSAID distinguishes between three spheres within society, i.e. state, economic and public. Each of them is shaped by a key social player: the state, the private sector and civil society. SWISSAID views non-governmental organisations as powers which are organised among civil ranks and which meet certain criteria: They work peacefully, voluntarily, publicly, transparently and independently. They determine their own direction independent of the state bodies and organisations within the private sector. They are organised democratically. They adopt a constructively critical approach to society and develop their own proposals for actions to take. They can serve as a counterweight to the state and private sector or play a complementary role. The important thing is that the three key social players strike a balance in the interests of sustainable and socially fair development. Depending on the situation, the role of civil society may be to innovate, to strengthen the state, to protest or to provide services. SWISSAID mainly works with non-governmental organisations which articulate the interests of marginalised groups of people.

### **Small-holder farmers**

Where the SWISSAID strategy makes general reference to small-holder farming families, this, depending on the content, means all producers who produce, collect or fish for food for a living in rural areas but who possess little or no land themselves. Their means of production generally dictates how these people or communities live and forms the economic basis for their survival. These rural producers include, among others, fishermen and women, cattle herders, people who live on woodland produce, etc. While landless people or people who work on the land do not have a means of production as such, they still belong to the SWISSAID target group and are also included in the text.

### **Ecological farming**

SWISSAID supports ecological farming practices by small-holder farmers. In international discussion on ecological farming the cross-overs between the terms "biological", "sustainable" and "agro-ecological" farming are blurred. These terms are defined differently from one country or region to the next. SWISSAID groups all methods which use little or no external inputs (fossil energy, agricultural chemicals, GMOs), which are not harmful to resources and which preserve biodiversity under the term "ecological farming"; in a nutshell, methods that mimic nature and biodiversity, not work against them. SWISSAID makes a distinction between the term "ecological farming" and "certified organic production". A detailed definition of what SWISSAID regards as "ecological production methods" and what are not can be found in SWISSAID's policy document on "Ecological Farming".

## **Mineral resources**

Mineral resources are solid, liquid or gaseous commodities which occur in natural deposits or accumulations (mineral deposits) in or on the ground or in or under the sea. There is a commercial value attached to their extraction. The term "extractive industries" refers to firms which are engaged in the extraction, processing, transport and sale of mineral resources.

SWISSAID is interested in ensuring that the people receive a fair share of the revenue from the extraction and sale of the mineral resources, and that the proceeds go into the sustainable development of the country. The charges paid by extractive companies (taxes and fees of all kinds) and their use by the state should be as transparent as possible.

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