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Unité's institutional programme

Swiss Personnel Development Cooperation

2025–2028

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CONTENTS

Table of figures..... 4

List of acronyms 5

1. Unité 6

1.1. Mission6

1.2. Local and regional roots in Switzerland6

1.3. Co-financed MOs8

1.4. Networks9

1.5. Added value of the umbrella organisation9

2. Rationality of PDC..... 10

2.1. Contributing to the implementation of the 2030 Agenda 11

2.2. Contribution to the implementation of the Swiss international cooperation message 2025–2028
12

2.3. The comparative advantage of PDC..... 13

2.4. Impact model 14

3. Governance 17

3.1. Governing bodies 17

3.2. Planning, monitoring, and reporting 18

3.3. Evaluation system 18

3.4. Learning..... 19

4. International programme 2025– 2028 19

4.1. Results achieved since 2017 19

4.1.1. SDG 2: Strengthening sustainable food production systems and resilient agricultural practices 20

4.1.2. SDG 3: Strengthening national health systems..... 21

4.1.3. SDG 4: Strengthening national education systems 22

4.1.4. SDG 16: Promoting peaceful and inclusive societies for sustainable development 23

4.1.5. SDGs 4.7: Raise awareness of sustainable development among the Swiss public..... 24

4.1.6. Cross-cutting issues 24

4.1.6.1. SDG 5: Achieve gender equality and empower all women and girls..... 24

4.1.6.2. SDG 13.3: Improve education, awareness and individual and institutional capacities for climate change adaptation, mitigation and impact reduction, and early warning systems 25

4.1.7. Specific approaches 26

4.1.8. SDG 17: partnerships for sustainable development..... 29

4.2. Contexts 30

4.2.1. Andean countries (1) and Brazil (2) 32

4.2.2. Central America and the Caribbean (3) 33

4.2.3. West Africa (4) 36

4.2.4. The Great Lakes (5) 37

4.2.5. The Horn of Africa (6) 38

4.2.6. Middle East and North Africa (7) 39

4.2.7. Southern Africa (8) and Madagascar (9) 40

4.2.8.	South Asia (10) and South-East Asia (11)	41
4.3.	Strategic orientation	42
4.3.1.	Support for the development of local partner organisations	42
4.3.2.	Contributing to high-quality, sustainable services for local communities	43
4.3.3.	Policy dialogue with stakeholders at systemic level	43
4.3.4.	Coherence with our commitment in Switzerland	43
4.3.5.	Stakeholders	43
4.3.6.	Cooperation within an umbrella organisation	44
4.4.	Objectives and expected results	44
4.4.1.	SDG 2: Strengthening sustainable food production systems and resilient agricultural practices	45
4.4.2.	SDG 3: Enable everyone to live in good health and promote well-being for all at all ages	47
4.4.3.	SDG 4: Ensure inclusive and equitable quality education for all	48
4.4.4.	SDG 16: Promoting peaceful and inclusive societies for sustainable development	50
4.4.5.	SDGs 4-7: Raising awareness of sustainable development among the Swiss public	52
4.4.6.	Cross-cutting objectives	53
4.4.6.1.	SDG 5: Achieve gender equality and empower all women and girls	53
4.4.6.2.	SDG 13.3: Improve education, awareness and individual and institutional capacities for climate change adaptation, mitigation and impact reduction, and early warning systems	55
4.5.	MO strategic orientations	55
4.5.1.	Association for Medical Aid to Central America (AMCA)	55
4.5.2.	COMUNDO	56
4.5.3.	DM	57
4.5.4.	E-CHANGER	58
4.5.5.	Eirene Suisse	59
4.5.6.	mediCuba-Suisse	60
4.5.7.	Mission Evangélique au Tchad (MET)	60
4.5.8.	Mission along the Nile (MN)	61
4.5.9.	Global SAM (SAM)	62
4.6.	Specific approaches	63
4.7.	SDG 17: Strengthening the partnership for sustainable development by developing synergies and mutual learning between MOs	64
4.7.1.	Quality management: monitoring and assessment	64
4.7.2.	Learning and good practice	65
4.7.3.	Accountability and sharing of PDC insights	65
5.	Programme risks	66
5.1.	Contextual risks	66
5.2.	Programmatic risks	67
5.3.	Institutional risks	68
6.	Resources	69
6.1.	Human resources	69
6.2.	Finances	69

6.2.1.	Budget 2025–2028.....	69
6.2.2.	Financing	71
6.2.3.	Assets and reserves.....	72
7.	List of appendices	73

Table of figures

Figure 1:	List of Unité MOs	6
Figure 2:	Constellation of the Swiss PDC.....	8
Figure 3:	Table of the nine MOs co-financed in 2025–2028.....	8
Figure 4:	Diagram of the association's services.....	10
Figure 5:	Three-level model of the effects of PDC in the global South	15
Figure 6:	Extended Southern PDC effects model.....	15
Figure 7:	Impact model of PDC in Switzerland	16
Figure 8:	Multi-dimensional effects model of PDC in a reciprocity approach.....	17
Figure 9:	Fragile States Index Heat Map	31
Figure 10:	Fragile States Index 2022 data for the Andean countries and Brazil	33
Figure 11:	Fragile States Index 2022 data for Central America and the Caribbean.....	35
Figure 12:	Fragile States Index 2022 data for West Africa	37
Figure 13:	Fragile States Index 2022 data for the Great Lakes	38
Figure 14:	Fragile States Index 2022 data for the Horn of Africa	39
Figure 15:	Fragile States Index 2022 data for the Middle East and North Africa.....	40
Figure 16:	Fragile States Index 2022 data for Southern Africa and Madagascar	40
Figure 17:	Fragile States Index 2022 data for South Asia and South-East Asia	41
Figure 18:	SDG 2 Results Framework 2025–2028	46
Figure 19:	SDG 3 Results Framework 2025–2028.....	48
Figure 20:	SDG 4 Results Framework 2025–2028	50
Figure 21:	SDG 16 Results Framework 2025–2028	52
Figure 22:	Results framework 2025–2028 for SDGs 4.7 in Switzerland	53
Figure 23:	Gender markers for 2025–2028	54
Figure 24:	SDG 17 Results Framework 2025–2028	66
Figure 25:	Unité 2025–2028 budget.....	70
Figure 26:	Co-financing rate for M0 in 2025–2028	71
Figure 27:	Financing plan for Unité's 2025–2028 budget.....	72

List of acronyms

CH :	Confederatio Helvetica / Switzerland
PDC :	Personnel Development Cooperation
QMC :	Unité quality management commission
SDC :	Swiss Agency for Development and Cooperation
FORUM :	International Forum for Volunteering in Development
PDC:	Personal Development Cooperation
MO :	Unité member organisation
NGO :	Non-governmental organisation
UN :	United Nations
VGA:	Volunteers Groups Alliance
ZEWO :	Swiss certification service for charitable organisations collecting donations

1. Unité

As the Swiss Association for Personnel Development Cooperation, Unité contributes to the implementation of the 2030 Agenda by strengthening its member organisations (MOs) through synergies and by developing the quality of PDC (Personnel Development Cooperation).

Personnel Development Cooperation (PDC) is a well-established and valuable element of Swiss development cooperation. PDC encompasses the assignment of qualified professionals in volunteer status to local organisations of the Global South. PDC is a form of international cooperation, which does not focus on money or technology, but on personal and professional exchange between people from different cultural backgrounds. Together, they work to improve the living conditions in countries of the Global South.

1.1. Mission

Unité's Articles of Association¹ (art. 2.2) state that the aim of the association is to promote personal development cooperation as an effective contribution to reducing poverty, achieving greater social justice, respecting human rights and managing resources sustainably.

Unité's vision for achieving this goal is set out in the membership criteria², which establish as core values in art. 1 "human rights and democracy; social, global, climate and gender justice; peace; a sustainable environment" and the recognition of "the equivalence of cultures and worldviews, in the sense of mutual respect and dialogue between equals". Art. 1 also defines as a core principle the universality of solidarity and development cooperation in the sense that it is "primarily oriented towards the needs of local communities and benefits the populations of the regions of engagement irrespective of ethnicity, religion, socio-cultural background, gender or political orientation". It "must not be exploited for religious or party-political ends and must build bridges between cultures". These criteria define further common principles between members for partnership, PDC, professional implementation of PDC, security risk management, internal arrangements, reporting, embedding, awareness raising, networking and participation in Unité.

1.2. Local and regional roots in Switzerland

Unité brings together in 2023 thirteen MOs firmly rooted in all main regions of Switzerland:

Figure 1: List of Unité MOs

Full members (co-financed by Unité from 2021)

Aiuto Medico al Centro America
Giubiasco, TI

Eirene - Suisse
Geneva, GE

Mission Evangélique au Tchad
Moutier, BE

SAM global
Winterthur, ZH

COMUNDO
Lucerne, LU

Mission along the Nile International
Knonau, ZH

E-CHANGER
Lausanne, VD

mediCuba-Suisse
Zürich, ZH

¹ Statuts of Unité, 27 June 2023, https://unite-ch.org/media/download/38/823/Statuts_fr_2023_DEF_signed.pdf.

² Unité membership criteria, 27 June 2023, https://unite-ch.org/media/download/38/767/Crit%C3%A8res_daffiliation_%C3%A0_Unit%C3%A9_2023.pdf.

DM

Lausanne, VD

Associate members**Salvation Army Switzerland**

Bern, BE

Connexio

Zürich, ZH

Mission 21

Basel, BS

Service de Mission et d'Entraide

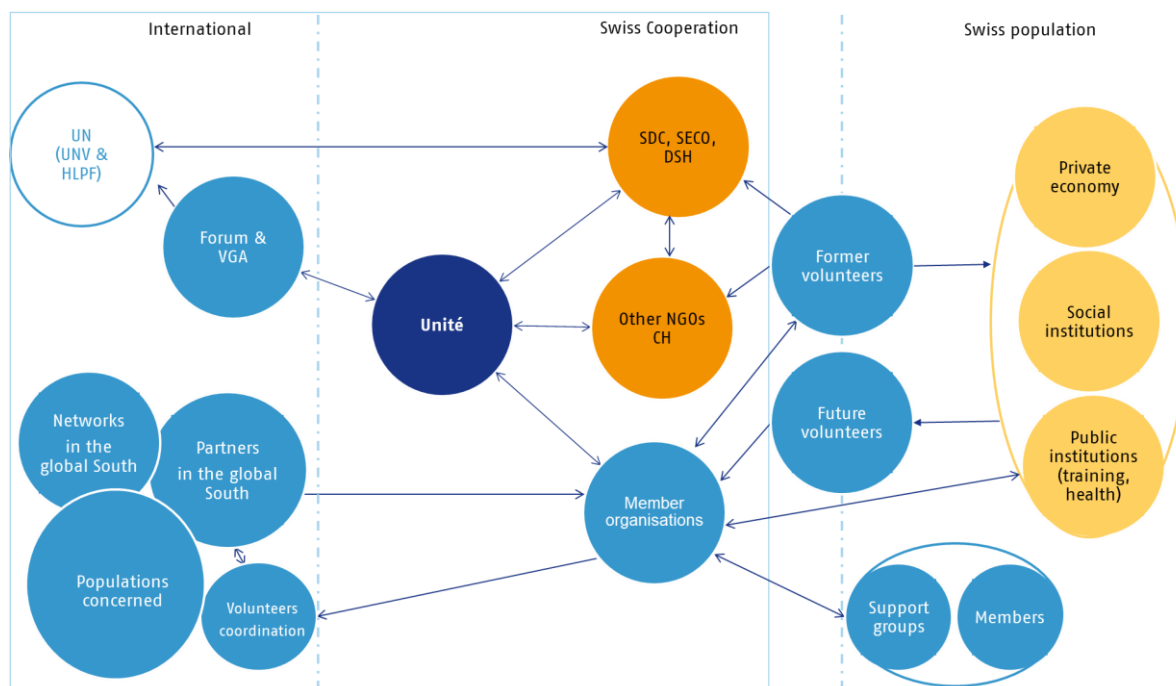
St - Prex, VD

As an umbrella organisation, Unité brings together a unique diversity of organisations: with faith-based or secular worldviews; Italian, German or French-speaking; with 3, 10, 50 or 100 employees. Behind them are:

- hundreds of professionals assigned to development cooperation projects within partner organisations in the global South.
- thousands of professionals who, after returning from assignments, reinvest their skills in Switzerland in international cooperation, social institutions, or the private sector.
- dozens of specialists trained in development cooperation every year.
- Hundreds of volunteers working with MOs or in support groups for professionals in the global South.
- More than a hundred partners in the global South: civil society movements, NGOs, public institutions, churches, businesses, etc.
- More than hundred partners in Switzerland: churches, public institutions, civil society organisations, businesses, foundations, etc.

This constellation has a unique potential to contribute to the development and implementation of Swiss development cooperation, in the service of partner organisations in the South and the local communities, in the context of achieving the 2030 Agenda.

Figure 2: Constellation of the Swiss PDC



1.3. Co-financed MOs

The MOs to be co-funded in 2025-2028 represent the three linguistic regions of Switzerland (see Figure 3 below). They are both faith-based and secular organisations. They were all founded over 30 years ago. Thanks to their long involvement in the global South, these organisations have built up lasting, trust-based partnerships with local organisations. These privileged partnerships are at the heart of their PDC. For the 2025-2028 phase, the nine MOs that have successfully submitted their programme to Unité's Quality Management Commission (QMC) are:

Figure 3: Table of the nine MOs co-financed in 2025-2028

MOs included for co-financing by Unité's 2025-2028 programme					
MO	AMCA Ass. aiuto medico Centro America	COMUNDO	DM	E-CHANGER	Eirene Suisse
Location	Giubiasco	Luzern, Fribourg, Bellinzona	Lausanne	Lausanne	Geneva
Canton	TI	LU, FR, TI	VD	VD	GE
Date of foundation	1985	2015 Merger of: - Bethlehem Mission Immensee (2000) - Inter-Agire (1970) - Interteam (1964)	1963	1959	1963

MO	mediCuba-Suisse	Mission Evangélique au Tchad	Mission along the Nile International	SAM global
Location	Zürich	Moutier	Knonau	Winterthur
Canton	ZH	BE	ZH	ZH
Date of foundation	1992	1959, 1982 (founded as an Association under Swiss law)	1900	1889

1.4. Networks

At international level, Unité is an active member of the **International Forum for Volunteering in Development** (Forum), an international network on PDC. In addition to institutional and personal contacts, this participation enables Unité to share its insights on international trends, as well as on methods and studies, and to pass on these to Swiss Personnel Development Cooperation. Forum works closely with the United Nations Volunteering Programme under a *memorandum of understanding*³.

Unité is also a member of the **Volunteer Group Alliance** (VGA), which is recognised as a *Major Group of Stakeholders* by the United Nations *High Level Political Forum*, where the main international decisions concerning the implementation of the 2030 Agenda are taken.

At national level, Unité is a member of the **Platform of Swiss Development NGOs**, which defends the common interests of these Swiss NGOs, and of the **Agenda 2030 Platform**, which brings together civil society stakeholders from the fields of development cooperation, environmental protection, gender equality, peace, sustainable management and trade unions promoting the Agenda 2030 in Switzerland. In terms of information on development policy, Unité has also been an associate member since 2023 of **Alliance Sud**, the Swiss competence center for international cooperation and development policy. With its analyses, background information and political positions, Alliance Sud is committed to strong and effective Swiss development cooperation.

Unité works also closely with **KOGE**, a cooperation community of 9 Swiss development NGOs of Protestant background, on quality management. These links relate in particular to the harmonization of standards, procedures and instruments applicable to joint MOs, as well as to the analysis of the effectiveness of personnel cooperation.

Unité also maintains regular contact with the **Fédérations romandes de coopération** and with **Cinfo**.

The MOs in the Unité programme also participate in networks based on their regions and sectors of intervention. Other networks to which MOs are affiliated include for example all the Swiss cooperation federations (FGC, Fedevaco, FOSIT, etc.), Medicus Mundi, KOFF, Interaction, etc.

1.5. Added value of the umbrella organisation

Unité brings together the main Swiss PDC organisations and will celebrate its 60th anniversary in 2024. It has developed Swiss standards for PDC and played a key role in the development of global standards for Volunteering for Development⁴, which are now used as a reference at international level. It has a recognised impact measurement methodology and a pool of experts within its quality management commission. It is an active member of both national and international networks specialising in development cooperation.

Since 2009, Unité has based its activities on an institutional programme. Since 2013, Unité has been managing SDC programme contributions to its MOs. The different areas of this programme are coherent and mutually strengthen each other to ensure its impact. The nine MOs included in the Unité programme

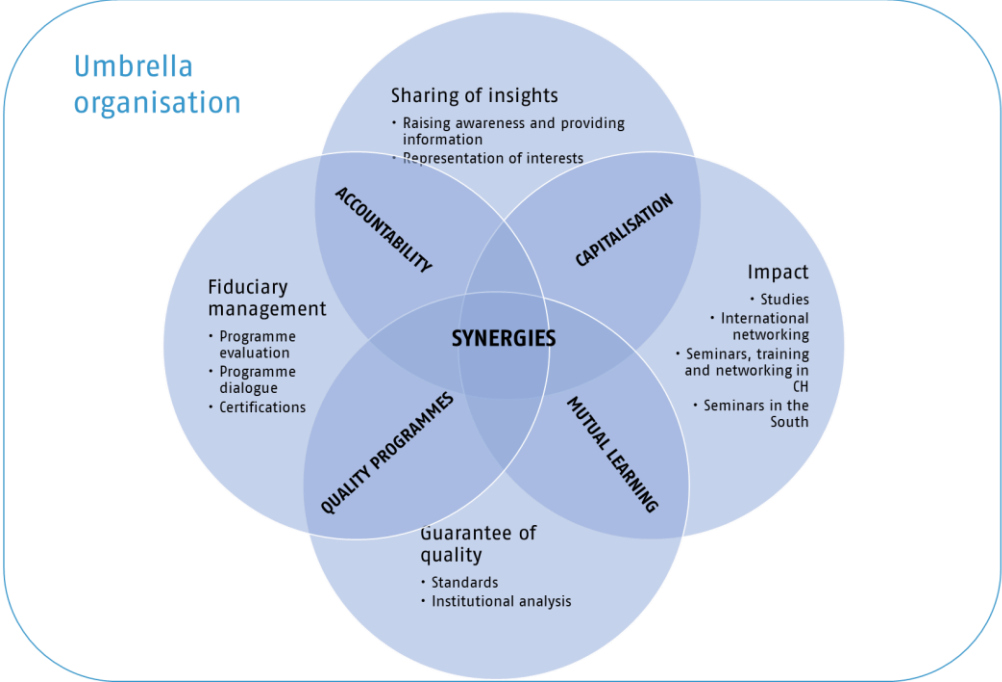
³ Forum and UNV sign Memorandum of Understanding to strengthen their collaboration on volunteering in development, <https://forum-ids.org/news/forum-and-unv-sign-memorandum-of-understanding-to-strengthen-their-collaboration-on-volunteering-in-development/>.

⁴ The Global Volunteering Standard, Forum, <https://forum-ids.org/global-volunteering-standard/>

share common objectives and indicators, while each retaining their own specific approach relevant to their context.

Unité's contribution, as an umbrella organisation, to the fight against poverty and the implementation of the 2030 Agenda is primarily through its MOs. Unité's services in quality assurance, impact analysis, communication and fiduciary management strengthen the impact of the MOs through quality programmes, capitalisation, mutual learning and accountability.

Figure 4: Diagram of the association's services



2. Rationality of PDC

Personnel Development Cooperation (PDC) is a form of international cooperation in which people from different cultures meet, exchange knowledge and skills and learn from each other. Personnel Development Cooperation makes an effective contribution to achieving development goals. The capacities of local institutions are strengthened to enable them to provide autonomous services for local populations. The aim is to empower the partners. In addition to North-South assignments, PDC also includes South-North and South-South assignments in a reciprocal approach. In line with Agenda 2030, PDC has an impact not only in the countries of the global South, but also in Switzerland, as it contributes to a better understanding between societies and cultures. The professionals involved in PDC receive a living allowance and follow a lifestyle that corresponds to local conditions.

The added value of Swiss PDC for Swiss development cooperation was identified in a study commissioned by the SDC in 2018⁵:

⁵ SDC's engagement with PEZA organizations, Reflections and Considerations, Ilse Hoffmann, Stuttgart, 2018.

- compliance with international agreements (UN resolutions 70/129 and SDGs), Switzerland's development objectives and those of the host countries,
- its focus on marginalised people (beneficiaries) based on the "leave no one behind" principle,
- its work based on trust (thanks to historic partnerships), which contributes to mutual understanding and to Switzerland's reputation,
- its effectiveness in strengthening the capacity of partner organisations and as powerful networks focused on improving systems and framework conditions,
- its cost-effectiveness thanks to the voluntary commitment of professionals,
- its role as an entry point for future ambassadors for sustainable development,
- public awareness-raising by professionals returning to Switzerland.

2.1. Contributing to the implementation of the 2030 Agenda

Adopted by consensus in December 2015, resolution 70/129 of the United Nations General Assembly⁶ recognizes the importance of the assignment of personnel with volunteer status considering that *"volunteerism is an important component of any strategy aimed at such areas as poverty reduction, sustainable development, health, education, youth empowerment, climate change, disaster risk reduction, social integration, social welfare, humanitarian action, peacebuilding and, in particular, overcoming social exclusion and discrimination"*.

This need to integrate volunteerism into national strategies was also reaffirmed in resolution 76/131 adopted on 16 December 2021 on the occasion of the 50th anniversary of the United Nations Volunteering Programme which, recalling in particular the essential role played by volunteers during the Covid-19 pandemic⁷, *"Encourages Member States to support volunteer action for the achievement of the Sustainable Development Goals, including the integration of volunteerism into sector priorities and national development strategies, plans and policies, and to invest in volunteers and volunteering as part of national capacities to promote inclusion, strengthen participation and foster innovation and to strengthen evidence on the quality of participation through volunteering under the 2030 Agenda for Sustainable Development, together with other stakeholders"*.

Unité and its MOs mainly contribute to five of the seventeen sustainable development objectives. This field of action remains identical to that of the 2021-2024 programme phase.



17. Partnerships to achieve objectives

Unité's commitment to the 2030 Agenda contributes to strengthening the means of implementation of the Global Partnership for Sustainable Development. Unité and its MOs are committed to strengthening the capacities of local organisations in the global South, to making development cooperation more effective, and to mobilising the human, material and financial resources needed to achieve the Agenda 2030. PDC promotes and fosters commitment to sustainable development

⁶ [UN Resolution 70/129](#) (adopted by the General Assembly on 17 December 2015): Integrating volunteering into peace and development: the plan of action for the next decade and beyond (p. 1)

⁷ [UN resolution 76/131](#) (adopted by the General Assembly on 17 December 2021): Fiftieth anniversary of the United Nations Volunteers programme and twentieth anniversary of the International Year of Volunteers

in the sense of global citizenship (objective 4.7) and, through the sharing of skills and know-how, makes a direct contribution to other SDGs, in particular:



16. Promote peaceful and inclusive societies for sustainable development, ensure access to justice for all and build effective, accountable and inclusive institutions at all levels.



4. Ensuring equal access to quality education for all and promoting opportunities for lifelong learning



3. Enabling everyone to live in good health and promoting well-being at all ages



2. Eradicate hunger, ensure food security, improve nutrition and promote sustainable agriculture

2.2. Contribution to the implementation of the Swiss international cooperation message 2025-2028

The commitment of Unité and its MOs is also fully in line with the four objectives of the 2025-2028 message for Swiss international cooperation. It contributes to:

- the "Human Development: Saving lives, alleviating human suffering and supporting access to quality basic services for the most deprived populations" goal, within which health is a specific objective and education in emergency situations is set "at the heart of the commitment".

- the objective "Sustainable economic development: Creating decent jobs through appropriate framework conditions, a local economic fabric and the private sector", which emphasises that Swiss international cooperation "is committed to vocational training based on quality basic education that meets the needs of the labour market".

- the objective "Climate and environment: Ensuring environmentally friendly development that is resilient to climate change and natural disasters for the benefit of the most disadvantaged", which includes the fight against hunger as a specific objective.

- "Peace and governance: resolving conflicts, promoting peace, democracy, and the rule of law, and ensuring respect for human rights".

It also meets the commitment criteria set by the Swiss Confederation (local needs, Swiss interests, added value). PDC programmes are primarily based on the needs expressed by partner organisations in the global South. They identify profiles and other measures that will enable them to strengthen their capacities in the long term, so that they can deliver quality services to the local population. Secondly, these programmes also serve Switzerland's long-term interests by contributing to a more stable and just world, which prevents security, environmental, economic or health crises that could have a negative impact on Switzerland, as recently demonstrated by the Covid-19 pandemic, migratory influxes, heatwaves and drought, the Ukrainian crisis and subsequent inflation. It also benefits Swiss society by enabling Swiss citizens to learn about and become involved in sustainable development. In the field, the professionals

assigned are ambassadors for a Switzerland that is committed, humanitarian and open to the world. Finally, on their return to Switzerland, they can use the experience and skills they have acquired as cooperation professionals, but also by fostering sustainable development into the private or social sector in a new job. Thirdly and finally, PDC programmes are based on Switzerland's added value. They make it possible to share the specific expertise of Swiss professionals or organisations with partner organisations, particularly in terms of basic quality services, such as the dual education system, or human rights and peace promotion.

As the work of Unité and its MOs is based on sharing expertise to help strengthen local organisations, it is also fully in line with the SDC's guidelines for engagement with Swiss NGOs.

2.3. The comparative advantage of PDC

PDC is an instrument of development cooperation. Complementary to other forms of cooperation, it makes an essential contribution to Swiss cooperation, as

1. It acts directly by empowering local organisations in developing countries through sustainable, peer-to-peer partnerships.

The intervention of a person assigned within the framework of PDC aims to strengthen the capacities of local organisations, so that they can deliver autonomously services to disadvantaged local populations. This transfer and exchange of skills has been demonstrated by several studies carried out by Unité and its partners in the International Volunteer Forum for Development. In PDC, the risk of dependence on the North or substitution for State functions is particularly low, given the priority of inter-professional, interpersonal, and intercultural exchanges. The contribution to the empowerment of the partner organisation is based on core principles defined by Unité standards, such as the expression of a need by the southern partner as a trigger for the assignment, the subordination of the person assigned to the southern partner organisation and the limitation of the assignment in time. It is the local organisation's own programmes and projects that should be strengthened, in a localisation approach to development cooperation. PDC distinguishes itself from non-professional (voluntourism) or paternalistic approaches, in the movement of decolonising aid.

2. It facilitates the establishment of sustainable partnerships of equals between global North and South.

By sharing, as closely as possible, the living conditions of the local population, professionals with volunteer status facilitate a direct, continuous, and equitable exchange with partners in the global South on know-how and values. This gives them a particularly high level of credibility and trust, enabling them to establish a horizontal dialogue with partner organisations, whether from civil society, the business world or public institutions. The resulting strength of the partnerships also makes Swiss PDC particularly resilient, as was demonstrated during the Covid-19 pandemic⁸. This balanced exchange highlights the skills of the South and facilitates the mutual strengthening of both partners.

3. implements quality programmes with measured resources.

⁸ [The impact of Covid-19 on the Unité international volunteering network](#), Helene Perold (Helene Perold and associates, South Africa), Cliff Allum (University of Birmingham, Great Britain), Ben Lough (University of Illinois Urbana-Champaign, USA), Jacob Mwathi Mati (Sol Plaatje University, South Africa), Unité, 2020.

Thanks to the voluntary commitment of professionals, Swiss PDC provides partner organisations with qualified people who deliberately forego a Swiss salary to receive only a living allowance adapted to local living conditions. Unité's MOs base their cooperation on a programmatic approach that includes thematic and geographical focuses. They follow the principles of good governance, accountability and have a quality management system. The quality of their programmes is periodically verified by independent experts.

4. It promotes a committed and open humanitarian Switzerland.

PDC is one of the main gateways to development cooperation in Switzerland. It gives qualified Swiss professionals from different sectors the opportunity to be trained in development cooperation and to gain experience in the field, in a professional environment that respects high quality standards.

Professionals assigned to the global South are ambassadors for a Switzerland that is humanitarian, committed and open to the world. They develop professional, social and intercultural skills in the South, which they can then reinvest in Switzerland as part of a new job or social commitment. They constitute a reservoir for all those involved in Swiss international cooperation. According to a study by Voluntary Service Overseas International, volunteering increases social commitment after return on four levels: personal; in the community; within existing organisations and structures; and through the creation of new initiatives⁹. This is confirmed by a Comundo survey according to which, after their return, almost 60% of its former volunteers are more supportive of organisations active in development policy, 45% are more often politically active and 50% volunteer, more than 25% publish more often on development policy issues and more than 80% are more attentive to their consumption habits¹⁰.

Secondly, before, during and after their assignment, they share their experiences and knowledge through information and awareness-raising activities in Switzerland organised by their sending organisation. In this way, they directly influence the understanding and perception of North-South relations in the communities close to them and to their sending organisation. PDC organisations play a key role in mobilising human and financial resources to achieve the 2030 Agenda.

2.4. Impact model

The particularity of PDC is that it acts primarily to strengthen the capacities of a partner organisation in the global South, on the basis of a development cooperation programme. Within the framework of a partnership between the Swiss organisation and the partner organisation in the South, assignments are implemented to meet a need expressed by the partner organisation. Working together and the mutual sharing of skills strengthen the capacities of the partner organisation in the global South (1st level), which is then able to improve its impact on development for the benefit of local communities (2nd level). Finally, thanks to advocacy and networking the programmes aim to contribute to systemic change (3rd level).

⁹ [Impact beyond volunteering: A realist evaluation of the complex and long-term pathways of volunteer impact. Research summary](#), Clark, Janet und Simon Lewis, 2017,

¹⁰ Einsatz nach dem Einsatz, Josef Estermann, Comundo, 2020.

Figure 5: Three-level model of the effects of PDC in the global South

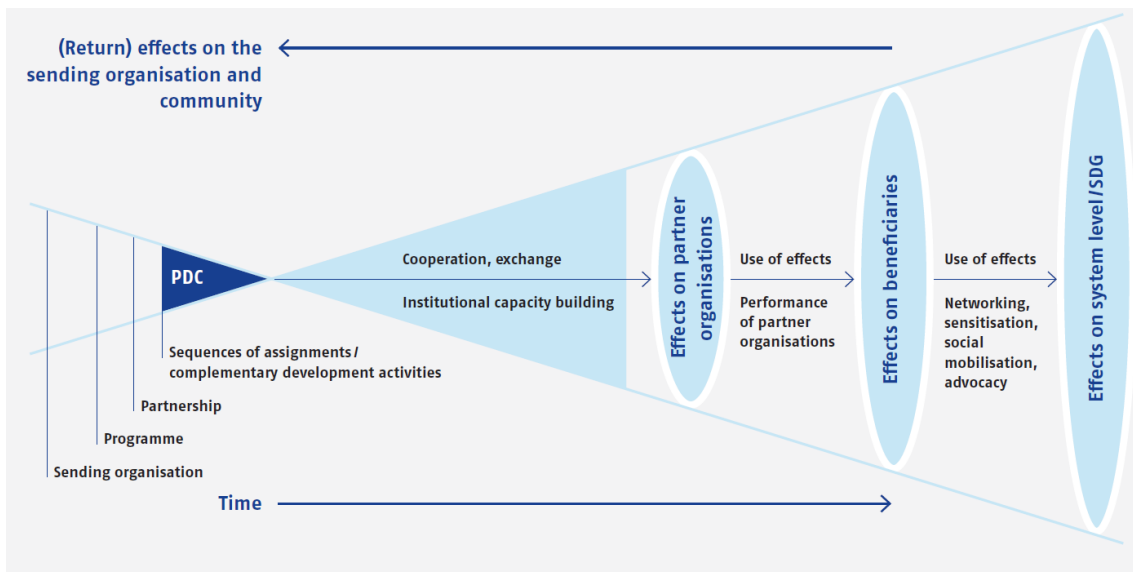
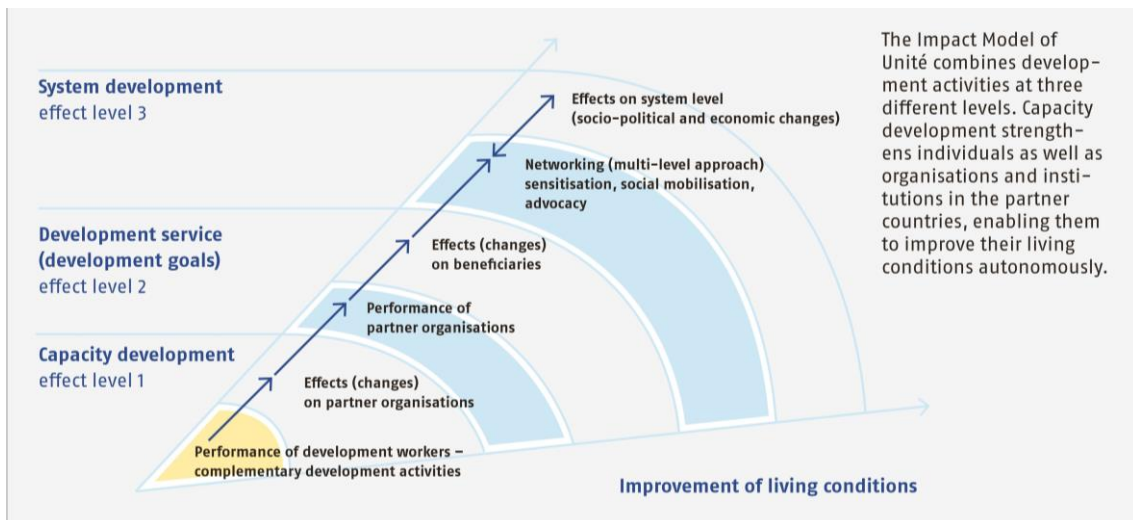


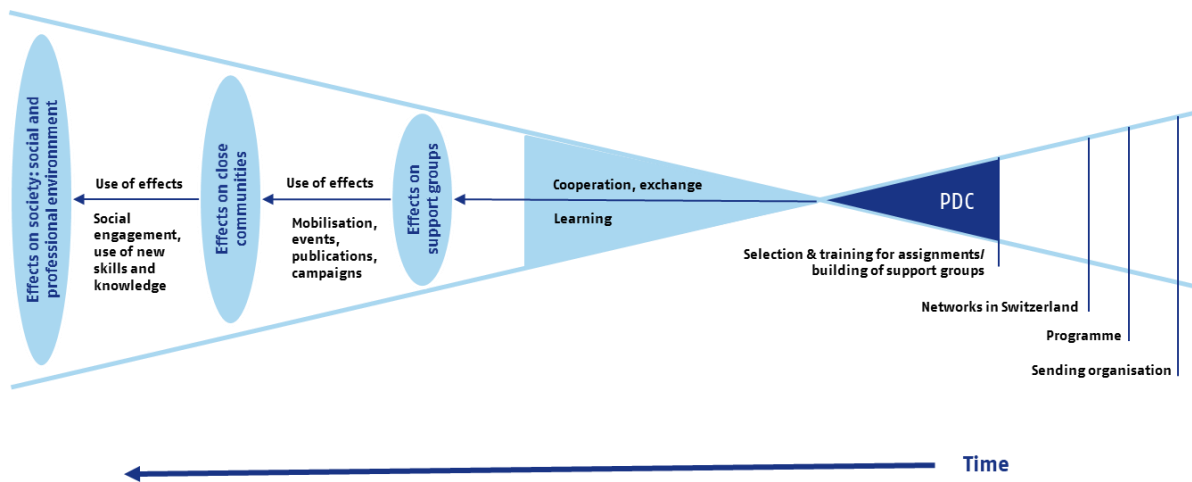
Figure 6: Extended Southern PDC effects model



Since 2018, impact studies have been carried out in Nicaragua, El Salvador, Peru, Colombia, Chad, and Guinea. They have demonstrated the relevance of this impact model and of PDC programmes, particularly in fragile contexts.

In the Global North, PDC acts first as a gateway for professionals to development cooperation through the selection process and then in the preparation phase it also engages nearby communities (level 1). During the assignment, the interested Swiss public is sensitised through media production or campaigns (level 2). Finally, when the people assigned return to Switzerland (level 3), they can use their acquired skills in a new job and/or a new social commitment.

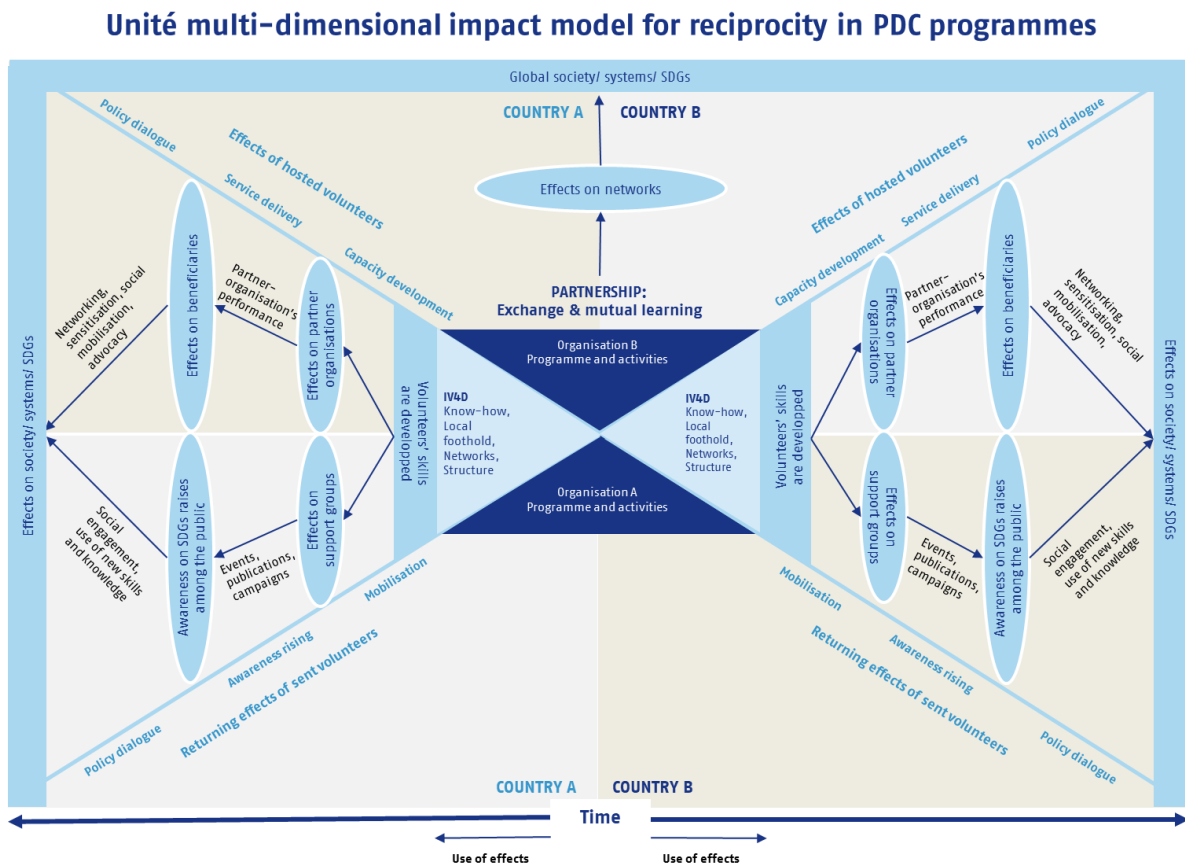
Figure 7: Impact model of PDC in Switzerland



In addition to these impact models for the Global South and North, PDC is now increasingly integrated into a reciprocal approach to development cooperation. Reciprocity is defined as "a condition in which the needs of two or more groups are met equally, creating an equal partnership between mutually *empowered* parties¹¹". This reciprocity is implemented through the combination of North-South and South-North assignments. It differs from unidirectional international cooperation between North and South by recognising the equality between the parties and the need to act universally in implementing the 2030 Agenda. This reciprocal approach strengthens international networks, partnerships, exchanges and mutual learning between the two countries and the two partners involved. The effects on international systems and the SDGs are also strengthened by these synergies and joint actions.

¹¹ Stirrat & Henkel, 1997 cited in Reciprocity in International Volunteer Cooperation, Benjamin J. Lough, Fredskorpset, Oslo, 2016.

Figure 8: Multi-dimensional effects model of PDC in a reciprocity approach



3. Governance

3.1. Governing bodies

The General Assembly is the highest body of the association¹². It meets once a year and elects the board, on which the following organisations are currently represented (as of December 2023): COMUNDO, DM, E-CHANGER, Eirene Suisse and SAM global. It is the General Assembly that approves the medium-term planning and the board that adopts the Unité strategy.

Unité also has an executive board comprising the Chairman and two Vice-Chairmen, as well as a Quality Management Commission (QMC), a working group of communications managers from the MOs and a working group of MOs programme managers who support the work of the three-strong general secretariat. Unité's organisation chart is completed by ad hoc working groups and a mutual-aid fund commission (see appendix 1).

The quality management and approval of MOs' programmes is carried out by the quality management commission made up of five independent experts and two representatives of the MOs, on the basis of criteria and an annual dialogue on the programmes.

¹² [Règlement d'organisation du comité et du secretariat](#), Unité, 2013

3.2. Planning, monitoring, and reporting

Unité works on the basis of a logical framework with indicators and targets. A report on the implementation of the programme is drawn up each year. It covers both the MOs' programmes and Unité's own activities for its MOs (quality management, exchanges and mutual learning, communication and information). It also includes lessons learned and adjustments to be made to programme planning if necessary.

The report is submitted by the Board to the General Assembly for adoption. A public annual report containing the main results is also shared with the main players in Swiss development cooperation and international partners. It is published on the Unité website.

Forms have been developed to enable the aggregation of programmatic and financial results. They ensure consistency between the implementation of programmes in the field and the financial data, as well as accountability to the state donor and taxpayers.

3.3. Evaluation system

Unité has been managing contributions from SDC programmes since 2013. The QMC approves the institutional programmes of the MOs and assesses their implementation yearly on the basis of criteria it has drawn up, a reporting form, impact studies carried out by independent experts, aggregate reference indicators and an annual dialogue.

These assessments are used for both quality control and learning. Unité has developed a methodology for participatory and qualitative impact analysis based on several tests and inspired by the UN Volunteering Programme. It was also published in 2019 in Germany by the magazine "Voluntaris"¹³. Since 2021, it has been systematised for MOs co-financed by Unité. This impact analysis methodology is based on a series of consecutive workshops, using participative and qualitative evaluation methods (logical framework, most significant change, narrative, mapping of results) with representatives of all the parties concerned, at 3 levels of the programme: projects/partners, geographical or sectoral (SDG) programmes and the institutional programme. In a classic bottom-up approach, each subsequent level is supposed to integrate and develop the results of the previous level.

This methodology is applied once every four years for each MO's programme, focusing on one or two countries or SDG (depending on the organisation's programme). An independent expert is commissioned to carry out the evaluation. He or she submits a report on which the MO must give a management response.

Unité has also developed aggregate reference indicators for compiling the individual quantitative results of MOs in relation to the SDGs (s. Appendix 4).

Regarding finances, Unité requires its MOs to submit annual accounts that have been audited and certified in accordance with the GAAP FER 21 standard. The Zewo certification is also required. The accounts submitted by the MOs are discussed annually at the programme dialogue between the organisation and the QMC. Unité publishes annual accounts also audited in accordance with GAAP FER 21 and has an internal control system. Unité is also Zewo certified.

¹³ [Flisch, Gmünder, Schreiber & Sultan, Impact assessment of assignments in the Global South](#) Voluntaris, Jg 7, 2/2019.

3.4. Learning

Within Unité, mutual learning is promoted and implemented at various levels. All MOs include a chapter on capitalisation in their international cooperation programme.

In terms of partnerships with local organisations, learning takes place daily between the professionals assigned and the partner organisations. This is supplemented by the results of impact analyses, which also include recommendations. This learning is fed back to the Swiss organisation's head office through annual project reporting and annual meetings with programme managers.

Between the MO and Unité, the annual reporting form to Unité requires the MO to compile and summarise the lessons learned from the programme implementation. On this basis, and as part of an annual dialogue, the quality management commission may draw up recommendations or request adjustments, which are followed up within Unité and in subsequent programme dialogues.

Between organisations, learning is promoted through webinars or seminars on topics common to all organisations and/or by conducting studies on impact or good practice that are jointly developed and carried out.

In Switzerland, Unité and its MOs are involved in networks dealing with development co-operation (see above), as well as in the learning processes carried out by the SDC, and Unité also participates in the research work of the International Forum on Volunteering for Development. The results of these exchanges are shared with MOs at Unité's general assemblies, in newsletters and on the Unité website.

4. International programme 2025– 2028

4.1. Results achieved since 2017

In 2017 and 2018 the Unité programme included 5 MOs, SAM global, Mission along the Nile, MET, Eirene Suisse and E-CHANGER. Comundo and AMCA were included in 2019, DM in 2021 and mediCuba-Suisse in 2022.

Since 2017, Unité has been collecting and reporting both qualitative and quantitative results through aggregate reference indicators. Those focus on strengthening partner organisations and are collected by SDG. On this basis, data has been collected and published. These complement the results collected at qualitative level. Below, we focus mainly on the results achieved in 2021 and 2022 within the framework of the SDGs which are at the heart of Unité's 2025-2028 programme. The results table in Appendix 3 shows the main quantitative results and examples of qualitative results for the period 2017 to 2022.

185 assignments from Switzerland strengthened local organisations in their empowerment in 2022 and 154 assignments in 2021.

Regarding SDG 2, more than 60 local organisations have been strengthened in 2021-2022 and an average of 800 of their employees have been trained/year. 34,565 people were engaged in more sustainable food production or more resilient practices and 160,338 have improved their access to safe, nutritious, and sufficient food.

For SDG 3, more than 50 organisations have been strengthened and around 500 of their employees have been trained/year in 2021-2022. 500,304 people have gained new access to health services and 217,011 medical interventions have been carried out.

For SDG 4, more than 70 organisations have been strengthened and around 1,500 of their employees have been trained/year in 2021-2022. 21,526 people have been able to complete affordable, equitable and quality primary and secondary education, and 4,267 people have improved their employability skills.

For SDG 16, more than 80 organisations have been strengthened in 2021-2022 and around 1,350 of their employees have received training per year. 35,323 people have benefited from a reduction in physical, psychological, and sexual violence and 58,151 from an increase in the inclusion of discriminated populations.

Regarding awareness rising in Switzerland there have been more than 900 publications, over 400 events and more than 400 people trained per year in sustainable development in 2021-2022.

4.1.1. SDG 2: Strengthening sustainable food production systems and resilient agricultural practices

Some very interesting results have been achieved under the 2021-2022 programme objective of "Strengthening sustainable food production systems and resilient agricultural practices". Most MOs support organisations that are active in promoting or implementing agroecological practices. Through professional assignments, partner organisations are supported either at a technical level by specialists in areas directly related to agriculture, or often also in the development of the organisation in areas related to communication, finance, internal control system, marketing, advocacy, or awareness-raising.

In terms of agricultural practices, Bolivia is a good example, where support for food production in greenhouses, solar tents or on agroecological plots in outlying urban areas has considerably improved the availability of and access to food for children, young people, and the elderly. Support for several production diversification projects in Nicaragua has also strengthened resilience to climate change and natural disasters by reducing the dependence of farmers and local populations on a single product. Similarly, thanks to ongoing training in agroecology, producer groups supported in Benin, Cameroon and Togo have developed new activities in market gardening, maize, fish farming, rice growing and livestock rearing, and have achieved such good results that they have asked for support for activities to strengthen processing and market access. In Brazil, more than 100,000 farmers have been trained and informed about sustainable agricultural practices and have benefited from technical support and advice in the field or online.

In terms of improving incomes, it should also be noted that in Burkina Faso, alongside partner organisations, it has been possible to help 15,000 men and women to improve their income through the production, processing and sale of agroecological and organic products. In central Chad, the support for the PROSARG project, which offers training in agroecological techniques, has increased the average yield to 3.2 tonnes/hectare, compared with only 1 tonne/hectare using traditional methods. For a family cultivating a one-hectare field, this represents more than 30 bags of millet, instead of 10 bags previously.

Support for advocacy work, often carried out through networks, has also led to changes in public policy. Three cases can be mentioned in particular, where partners who have been supported in their capacity building have played an important role: in Benin, a national strategy for the development of ecological and organic agriculture has been adopted; in Burkina Faso, a national agroecology correspondent and a charter

with an action plan have been set up by the government; in Chad, a national federation of organisations active in agroecology is in the process of being formalised.

Lessons learned

In many countries, there has been a real momentum for the development of agroecology, at a time when virtually the whole world is facing the repercussions of climate change on agriculture. However, the MOs are particularly active in contexts that have become much more fragile, such as the Sahel or Ethiopia because of conflicts, and Central America as a result of the shrinking space for civil society. This undermines the progress and programmes underway. It has also been observed that this momentum can be hampered by changes of government, such as Bolsonaro coming to power in Brazil. In these circumstances, it is important to make support interventions more flexible, whether in terms of assigning people or funding projects.

Strengthening food systems requires action on many factors, from production to consumption, processing, storage, marketing and sales. As part of the 2025-2028 programmes, it is essential to integrate all these different dimensions into the support provided to local organisations.

4.1.2. SDG 3: Strengthening national health systems

The 2021-2022 programme has achieved significant results in strengthening health systems. In Central America and the Caribbean, Unité's MOs work mainly directly with ministries of health. This makes it possible to generate significant effects and influence public policy. The support provided by the MOs takes the form of funding for infrastructure, technical training and awareness-raising, and one of the main results has been the introduction and recognition of new treatments. One example is the renovation of the La Mascota children's hospital in Managua, Nicaragua. This initiative, launched in 2018, has strengthened the country's only paediatric hospital, which is responsible at national level for the treatment and care of children with cancer, particularly in the paediatric haemato-oncology department. The Nicaraguan Ministry of Health now has a modern, fully equipped and accessible facility for all Nicaraguan children needing paediatric care, not just for cancer, but for all illnesses. Training and support for the staff at this facility has helped to create a solid foundation for sustainable paediatric cancer care in the country. In Cuba, the success achieved in supporting the fight against HIV/AIDS in the province of Matanzas, in the west of the island - home to the country's most important tourist centre and to a large fluctuation of people from all over Cuba - has led to an extension of the project to two other provinces in the region.

In Africa, MOs mainly support health centres and hospitals, particularly in fragile (Ethiopia, Guinea, Cameroon) or very fragile (Sudan, Chad) countries, which enable them to provide quality basic healthcare to the population. In Sudan, support for the Abu Rof clinic mainly serves to provide medical care to patients in the peri-urban areas around the capital. It specialises in treating illnesses caused by poor hygiene and malnourished children. In addition to consultations, an extensive prevention programme for mothers with young children has been set up. Patients are taught about health issues while they wait. These include HIV, nutrition, and hygiene. Patients are also taught to recognise the symptoms of diseases at an early stage and to assess whether or not it is a dangerous illness requiring rapid medical assistance. Support for the Walga Health Centre in Ethiopia has enabled it to introduce a sustainable personnel policy. The adaptation of salary regulations has significantly reduced staff fluctuation.

Lessons learned

When it comes to strengthening healthcare systems, partnerships in Central America and the Caribbean have demonstrated their ability to bring about change at regional and even national level. In these contexts, where the political powers play a central role, the MOs' direct and solid partnerships with the authorities are an essential asset. They do, however, need a very sensitive approach and additional efforts to implement requirements formulated by donors which may be misinterpreted as too intrusive.

In Africa, the healthcare structures supported are often in places where the state has little presence. This makes it difficult to ensure the localisation of these projects, as they are highly dependent on foreign funding and the context is highly volatile. Experience shows that handing over projects is a long and demanding process. Another challenge is the coverage of care, and therefore operating costs, which is often inadequate.

4.1.3. SDG 4: Strengthening national education systems

Significant results were achieved in 2021-2022 in strengthening education systems. This was even though the sector was in a recovery phase following the Covid-19 pandemic, which had a significant impact on school curricula, with many schools having to close their doors for many months.

Unité's MOs are active in both school education and professional training. Several of them are also focusing on inclusive education, which aims to ensure that people with disabilities can benefit from education and training adapted to their needs. In Namibia in particular, the support provided to the Ministry of Education in the budgeting process has had a significant impact in terms of efficiency. In Namibia, technical support is also provided to regional authorities in the areas of identifying vulnerable learners, financial management and human resources management. In Zambia, it has also helped to develop a child protection policy for over 450 schools in the Zambia Centre for Community Schools. In Rwanda and Madagascar, support focused mainly on teacher training.

As in the health sector, MOs also support basic education and professional training in fragile countries, where there is little state presence. These are often regions where there are few opportunities for professional or dual training. They need both trainers and infrastructure. The professional training supported enables learners to find a job and generate an income to cover the needs of their families. Over time, the quality of the teaching and the curricula are enriched with new subjects or new professions. The national distribution in Ethiopia of the first carpentry manual in Amharic is an example of the success achieved by the MOs in fragile contexts, such as the renunciation of emigration by young people, observed as part of a project in Guinea. In Eritrea, support for the Adi Quala school has enabled a team of highly qualified teachers to provide a good education for many children without parents. The school was taken over by the state in 2021.

Lessons learned

Covid had a major impact on the results of the programmes, with targets for 2021 that could not be met. Many resources have been invested to support partner organisations in their resilience and adaptation to the exceptional situation. However, many other challenges remain. It is difficult for MOs to find profiles that meet the requirements of partner organisations in the field of education, due to the pressure on the job market in this area, particularly in Switzerland. In the aftermath of the pandemic, investment in this sector in the countries of the Global South is under pressure. In Namibia, for example, where the government has extended the school term, states and families are facing reduced room for manoeuvre due to inflation, which is putting a strain on budgets.

4.1.4. SDG 16: Promoting peaceful and inclusive societies for sustainable development

As part of the objective, which aims to promote peaceful and inclusive societies for sustainable development which reduce the number of victims of violence, strengthen social cohesion and enable access to sustainable development for all, significant results have been achieved.

In terms of support for migrants, the MOs have achieved some interesting results. In El Salvador and Guatemala, psychological support is provided to migrant women. In Haiti, with partners GARR and SJM-Haïti, prevention and advocacy for the rights of migrants and returnees has been supported, in a context of denationalisation of Dominicans of Haitian descent and mass deportation from the Dominican Republic.

In Uganda, remembrance work is supported in order to promote peace and transitional justice. Strengthening data analysis and archiving has led to the creation of an internationally standardised archive on the effects of the displacement of populations, containing over 10 Tera of data representing almost 670,000 entries (written documents, press cuttings, photos, videos, audio recordings and artefacts).

In Nicaragua, support for the MURALES RACCS foundation has enabled 2,300 young people to take part in recreational activities using art to prevent violence and drug use.

Regarding women's rights organisations, we can mention a project with ETHZ to map the needs of women in Uganda, support for the organisational processes of the World March of Women in Brazil, as well as raising awareness on PSEAH in Chad, on sexual violence in Bolivia and on female genital mutilation in Guinea. The participation of young people and awareness raising on climate justice have been particularly supported in the Andean countries and in Brazil where indigenous populations are threatened by deforestation and climate change.

A partner organisation in Colombia, in collaboration with other organisations in a local network and with the support of a professional assignment, was able to obtain an injunction in 2022 that prevented a land eviction in the Estero de San Antonio region, near Buenaventura. This could set a precedent throughout the country.

Peace work is growing among MOs, particularly in areas where they were previously only active in development. One example is Ethiopia, where the outbreak of conflict in the context of the Nono project led to the development of new activities in the field of peace. A vast collection of data on the various causes of conflict was undertaken and, on this basis, specially adapted training documents were developed. Training in trauma management was also organised, particularly in response to the devastating massacres in the villages.

Lessons learned

Unité's MOs had to deal with fragile security situations (Ethiopia, Burkina Faso, Chad, Haiti, etc.) or socio-political unrest (Andean countries and Central America in particular). This has led some MOs to develop their peace work. In Haiti and Nicaragua, it is still extremely difficult to work in the fields of peace and the defence of human rights, and the MOs working in these areas need to be able to diversify their activities, for example by developing partnerships with neighbouring countries, so that they can continue to support local populations when they must migrate.

4.1.5. SDGs 4.7: Raise awareness of sustainable development among the Swiss public

Regarding awareness-raising in Switzerland the MOs are well established at regional and local level. Professionals working in the field or returning to Switzerland are heavily involved in this work, and the support groups set up around them play a multiplier role. Professionals on assignment, as well as representatives of partner organisations, are involved in campaigns in Switzerland on sustainable development issues. Since Covid, MOs have also made extensive use of digital tools, particularly social networks, although a number of them also maintain publications in paper format.

An important element that is very specific to MOs is the creation of support groups around people on assignments. Family members, villagers, former colleagues, etc. all come together to support and follow an assignment. These people are regularly informed of development issues through circular letters or events, and they can then act as multipliers. This is particularly interesting, as it broadens the circle of people reached beyond those already interested in development issues.

MOs also regularly appear in media articles, particularly in the regional press. The fact that people with a strong link to Switzerland or the region are involved is a factor that facilitates publication at a time when this type of topic is struggling to find space in the media.

Lessons learned

The end of SDC funding for awareness-raising work in Switzerland has been a challenge for MOs. The resources available for this work have decreased, and the MOs have had to adapt. For some organisations, the drop in the number of people on assignment from Switzerland means that they can no longer rely as heavily on the circular letter and support group model as before. In this context, the Covid pandemic and the development of digital tools for raising awareness have provided less costly partial alternatives for holding public events. The presence of MOs on social networks has been considerably strengthened (Twitter, Facebook, Instagram and LinkedIn) and offers new potential for reaching a wider audience than the communities close to MOs. One example is the high number of hits on YouTube for the recording of a conference on development cooperation, held in December 2022, which had around 350 users.

4.1.6. Cross-cutting issues

4.1.6.1. SDG 5: Achieve gender equality and empower all women and girls

Gender equality has always been a basic principle of Unité and its MOs, anchored in the statutes, internal regulations, strategies and practices. In previous programmes, numerous projects aimed at gender equality have been implemented, particularly in the context of targeted support for women and girls. In the field of health, these have focused on women's and children's health, with the prevention and treatment of gynaecological cancer, neonatology and support for migrant women and their children. In the field of education, several partner organisations in Zambia and Kenya were supported in the development of child protection guidelines, including the implementation of protection measures as well as training for teachers, children, and parents.

Another example is the support provided in Uganda to GWED-G (Gulu women economic development & globalization), which were supported by three successive assignments to strengthen the fight against gender-based violence thanks to the training of 215 people in new skills and the implementation of an internal strategy, the strengthening of advocacy activities and the joint creation of audiovisual communication material with the help of a film-maker.

Other examples include support for the Panzi rehabilitation centre for sexually abused women in the Democratic Republic of Congo, the Tsigereda project for unwanted pregnant women in difficult living conditions in Ethiopia, and programmes to prevent female genital mutilation (FGM) in Guinea, Egypt, and Ethiopia.

Several MOs have also introduced measures in Switzerland, such as comparative salary assessments, the adoption of inclusive writing and a focus on women in communications.

In terms of PSEAH, a great deal of joint work has been carried out between Unité and its MOs. Unité developed a policy co-signed by its MOs in 2019 and has since developed various tools to ensure its implementation. Since 2021, the external Safe Call service has been contracted, in order to provide a whistleblowing reporting system regarding cases of abuse that may concern Unité and its MOs. In parallel, awareness-raising webinars in 5 languages (English, French, Spanish, Portuguese, and German) have been organised for employees of MOs, their staff on assignment, as well as employees of their partner organisations in the Global South. A case management model has been adopted for Unité and shared with MOs, and two annual learning and experience sharing events have been organised each year since 2022 in spring and autumn. As a result of these initiatives, several cases of abuse have been detected and managed over the last two years, and these have been dealt with appropriately.

Lessons learned

Despite significant progress, women remain extremely under-represented in all spheres of political and public life, particularly in decision-making bodies almost everywhere - including in Switzerland. Gender inequality is a major obstacle to development, and the MOs have demonstrated that PDC can help to achieve equal opportunities for women and girls. It therefore seemed appropriate to better formalise and systematise this commitment within the Unité programme by including a cross-cutting objective and a specific indicator in the 2025-2028 programme. This will involve leading and supporting discussions with partner organisations on gender equality, to promote it and identify the factors that facilitate or, on the contrary, restrict it.

About PSEAH, a survey of MOs has enabled to assess the state of implementation within MOs. While there are disparities between MOs, considerable progress has been made and the synergies developed within Unité are essential, even if insufficient on their own. Nevertheless, certain challenges remain, and on this basis, Unité's action plan has been adapted, with the following objectives in particular: that all partnerships for 2025-2028 include a PSEAH clause; that all 2025-2028 programmes include PSEAH in the risk analysis; that by 31.12.2024, all MO partner organisations have been made aware of PSEAH, including the Safe Call service; that all MOs have a complaints handling plan by 31.12.2024.

4.1.6.2. SDG 13.3: Improve education, awareness and individual and institutional capacities for climate change adaptation, mitigation and impact reduction, and early warning systems

The issue of global warming has gained in importance over the last ten years, with its repercussions increasingly felt across the globe. The issue is marked by climate injustice, with the countries of the global North bearing the responsibility of global warming while the countries of the global South suffer most

from its repercussions¹⁴. In response to this challenge, several initiatives have been taken in recent years as part of Unité's MO programmes.

There are already all the agroecology programmes and projects, which in essence promote sustainable management of resources (water, soil) and strengthen resilience to the consequences of climate change.

About environmental protection, in El Salvador, in partnership with the University of El Salvador, 533 students received training in water monitoring systems and environmental toxicology. Another example is Peru, where a project has helped to increase public access to information on human rights and environmental issues, and to strengthen environmental awareness. Young activists have been trained to defend and assert their rights. Six young people trained as part of a partner organisation's training programmes, for example, drew up proposals that they presented to members of Congress and to three ministries in Lima.

In terms of sustainable energy management, we can mention the installation of solar cells on the roof of the paediatric haemato-oncology department of the La Mascota hospital in Managua in 2022. The support for the PROMOSOL project in Chad has made it a key player in renewable energy in the country. In 2022, 708 solar devices, including 693 ovens and 15 dryers, were sold, with most orders coming from the formal sector (NGOs, associations, etc.).

Lessons learned

Given the injustice of climate change, a commitment to raising awareness in Switzerland is an appropriate complement to projects and programmes in the global South. In this context, it is also necessary to question one's own practices. This is why a sustainability policy was drawn up in 2023 for Unité and its MOs.

4.1.7. Specific approaches

Localisation

The issue of local ownership has been integrated into Unité's 2021-2024 programme and is a central element of it. The professionals on assignment are subordinate to the managers of local organisations and respond primarily to partner organisations who have themselves identified the profiles of the professionals sought. MOs' projects and programmes also include participatory approaches, including the promotion of citizenship. Examples include the support for CRESFED in Haiti in training young leaders of grassroots community organisations in the South department, or the support to Balai Citoyen in Burkina Faso in raising citizenship awareness among 3,000 young boys and girls.

The qualitative and participatory impact analysis methodology also strengthens localisation as they ensure an accountability to local stakeholders and also enables feedback from stakeholders in the global South to be incorporated into the planning of MO programmes.

Since 2021, Unité has been an active participant in the SDC's learning process on localisation. In 2022, Unité also devoted an edition of its magazine Praxis to the theme of country ownership. It included an

¹⁴ ["Der Klimawandel ist einseitig verursacht und doppelt ungerecht"](#) Praxis no. 13, Unité, June 2023.

interview with the co-chair of the Global Partnership for Effective Development Cooperation on the occasion of the World Summit in Geneva¹⁵.

Recommendations were also made following a study of the phasing-in and phasing-out processes for partnerships or countries, which resulted in criteria that took local ownership into account¹⁶.

Within Unité, the main challenges concerning localisation lie in the gradual phasing-out of former projects in the fields of education and health in fragile contexts where the state is not able to take over, particularly in terms of financial support. The new criteria defined thanks to Unité's study of phasing-in and phasing-out processes should make it easier to anticipate these cases in the future.

Conflict-sensitive management and the Triple Nexus (humanitarian - development - peace)

Almost half of the Unité programme is implemented in fragile countries, according to the list drawn up by the OECD¹⁷. In addition, many of the programme's contexts have deteriorated in recent years because of conflicts, health crises, economic crises, socio-political tensions and natural disasters, which have necessitated emergency humanitarian measures such as food aid.

Conflict-sensitive programme and project management is therefore essential. This is why all MOs implement conflict-sensitive project management based on the *Do no harm* principle. Conflict-sensitive management is one of the requirements of Unité's quality standards and is also taught to the professionals engaged in the field during preparation for assignment. A study carried out for Unité following the Covid-19 pandemic¹⁸ demonstrated that the robustness of the partnerships between MOs and their local partners gave them the capacity to remain and act in fragile contexts when this was no longer possible for other foreign development actors.

In recent years, the concepts of the double nexus of humanitarian aid and development, and then of the triple nexus including peace, have emerged in donor countries, particularly in the face of long-term crises and conflicts. In the context of programmes and projects in the global South, the triple nexus has little or no formalisation, but is a reality that has often already been in place for many years. For example, all the MOs in Unité's programme have or have had projects in two or three areas (development, peace, humanitarian) of the triple Nexus as part of their response to the needs of partner organisations, particularly with emergency aid in the context of Covid, conflicts or natural disasters. The networking of partner organisations within their own contexts is also supported. Some of these experiences were shared by Unité in issue 11 (June 2021) of its magazine Praxis¹⁹.

The desire to work as closely as possible with the most vulnerable people should lead us to strengthen these aspects, which are closely linked to working in fragile contexts. In this context, the triple nexus needs to be better formalised and systematised within the organisations' programmes. Consequently,

¹⁵ [Country Ownership stärken. Renforcer l'appropriation par les pays](#), Praxis, December 2022.

¹⁶ [Phasing-in et phasing-out dans la Coopération au développement par l'échange de personnes. Critères et stratégies](#), Jean-Eudes Beuret, Daniele-Enrico Fino, 2022.

¹⁷ [States of fragility 2022 report](#), OECD, 2022.

¹⁸ [The impact of Covid-19 on the Unité international volunteering network](#), Helene Perold (Helene Perold and associates, South Africa), Cliff Allum (University of Birmingham, Great Britain), Ben Lough (University of Illinois Urbana-Champaign, USA), Jacob Mwathi Mati (Sol Plaatje University, South Africa), December 2020.

¹⁹ [Der Dreifach-Nexus, Le triple nexus](#), Praxis, No. 11, June 2021,

Unité has decided to strengthen this theme in its standards, so that the three dimensions are systematically included in the analyses and mapping of contexts.

Human rights-based approach and *Leave no one behind*

In addition to the commitment to gender equality mentioned above, all MO programmes have included support for vulnerable populations and the fight against discrimination. These include, for example, women in rural areas, migrants, indigenous populations, people with disabilities, members of the LGBTQIA+ community, religious minorities, street children, former child soldiers, etc.

Support for the Kigoma School Centre in Tanzania means that children from Congolese families who have been driven from their homes by war and violence can be offered the full range of basic school education based on the Congolese curriculum. The children can obtain their school-leaving certificate in the diaspora and return to their country of origin when it is pacified. The school has also become attractive to Tanzanian and Burundian children and contributes to understanding between peoples.

One example is the promotion of inclusive access to education in Namibia, Kenya and Zambia, which has led to an increase in the number of disabled pupils integrated into schools. In Burkina Faso, the support to partner organisations has ensured that 953 children with physical or mental disabilities were cared for, and that their parents were supported. In El Salvador, cooperation with the Los Angelitos association contributed to the adoption of a national law on the inclusion of people with disabilities in 2020. Assignments to support the inclusion of children with disabilities in schools have enabled dozens of them to go to school and strengthened the skills of the teaching staff, as well as helping to strengthen the self-determination of dozens of young people with disabilities in the rural area of Cuscatlán, five of whom have been able to find a job in a company. In the Guéra region of central Chad, support for the Mongo Braille school provides the only access to basic education for visually impaired young people in the region, so that they are not marginalised in society.

In Ethiopia, support for the Misrach Centre (MC) for people with physical disabilities has enabled it to be certified on several occasions as a recognised quality training course. The integration of apprentices with disabilities into the labour market has been actively encouraged through work experience contracts with industrial companies and the authorities.

Cooperation with local organisations that fight discrimination, defend the rights of marginalised people and provide them with services is as central as ever at a time when contexts are becoming more fragile, and inequalities remain high.

Reciprocity and partnerships

Reciprocity has become a fundamental approach in PDC. It represents a break with the unidirectional and paternalistic view of development cooperation. Within the MOs, this reciprocity is reflected in the development of South-South, South-North and national staff assignments. These assignments make it possible to recognise and make the most of skills from the South that can contribute to the development policies and processes of other countries in the South, as well as to those of Switzerland. For example, four South-North assignments were implemented in 2022. An envoy from Cameroon shared his expertise and experience in agroecology in French-speaking Switzerland with farmers and three school headmasters from Rwanda experienced the daily life of three school headmasters from the canton of Vaud.

South-South assignments include the technical support provided by Tanzanian experts from SAT (Sustainable Agriculture Tanzania) to the Nono project in Ethiopia, which aims to ensure that the local population has enough food throughout the year, and several assignments by an agrotechnician from Benin to Chad.

South-North and South-South assignments are very promising for MOs and have a major impact. Tools have been developed by Unité²⁰ to implement them, and an international meeting was organised in 2020 to capitalise on experience in this field. Reciprocal assignments are gaining in interest. However, they require a great deal of effort to implement and still face major obstacles in terms of visas, availability of professionals in the South and funding. The burden is significant for the MOs and the strategic place of reciprocity in the programmes should be strengthened - as opposed to opportunities - to facilitate and make its implementation more efficient.

The PDC also plays an essential role in facilitating collaboration between the global South and Swiss institutions in the field of education or other professional sectors. Examples include collaboration in the education sector with schools and colleges, in the health sector with Swiss hospitals (particularly university hospitals), in the field of agroecology with Swiss farmers' associations, in the field of the defence of women's rights with the ETHZ for the mapping of human rights, and with the EPFL for access to e-learning in contexts with poor internet connectivity.

4.1.8. SDG 17: partnerships for sustainable development

Quality management

The quality standards for Unité's PDC were brought together in 2018 in a single manual that can be easily used by MOs or assessors from outside Unité. In 2021-2022, the standards have been updated, with particularly notable changes being a revision of the quality criteria for programmes, an adaptation of the minimum amounts of allowances for people on assignment to changes in the cost of living around the world, the obligation to carry out a participatory and qualitative impact assessment for institutional programmes co-funded via Unité, the revision of the code of conduct for people on assignment, in line with recent developments concerning PSEAH. Unité is also engaged in the development of standards for Volunteering for Development at the global level, which were completed in 2019 and adopted by the Forum.

Regarding qualitative impact analysis, Unité carried out four studies in 2021-2022, in Nicaragua, twice in Chad, and in Peru and Colombia, for which Management Responses were produced each time by the MOs concerned, followed by recommendations from the quality management commission.

Unité has developed guidelines to facilitate the implementation of the new contractual requirements for co-financing by the SDC and concepts for implementing the instructions on communication and financial reporting. In addition, Unité has strengthened its tools for monitoring the financial sustainability of MOs by commissioning an expert from HEG - Haute Ecole de Gestion Arc. In 2021, 2022 and 2023, 7, 8 and 9 programme dialogues were conducted with the MOs co-funded by Unité on their reports for the previous year. These dialogues are used to check that the programmes are being properly implemented, and to monitor the implementation of the recommendations made by the quality management commission.

²⁰ [Guide méthodologique sur les échanges de personnes dans le cadre de la coopération Sud-Sud et Sud-Nord](#), Daniele-Enrico Fino, Les cahiers du CEAS, 2015.

In 2023, the 9 MO programmes included in this international programme were evaluated on the basis of Unité and SDC criteria with a view to co-financing for 2025-2028.

Best practices and innovation

Since 2019, Unité has organised several exchanges with MOs on good practice in development cooperation, including reciprocity, PSEAH, Covid-19 crisis management, partnership phasing-in and phasing-out, and e-learning in fragile contexts. These exchanges are often the fruit of studies or research that have also been carried out by Unité and published. One study developed criteria for establishing or ending partnerships, particularly when they are triggered by a deterioration in the local situation. Another study looked at PDC for agroecology in the fragile contexts of the Sahel region²¹. One study also showed that, in an international comparison, Unité members were particularly resilient in maintaining a high percentage of professionals in the field during the Covid-19 crisis²².

Fragile contexts have also been the focus of collaboration with the École Polytechnique Fédérale de Lausanne, with which innovative solutions have been developed to facilitate distance learning in regions where the internet or electricity are scarce or unstable²³.

Sharing the insights of PDC

Eight issues of Unité's magazine, Praxis, containing reflections on development cooperation from PDC were published between 2019 and 2022. They were devoted to the themes of country ownership, food security in the Sahel, the triple nexus, reciprocity, commitment to Agenda 2030, inclusive education, reciprocity in development cooperation and innovation. Three public conference-debates have been organised since 2021 on the themes of agroecology in fragile contexts, inclusive education in development cooperation and peace.

Four videos were produced in 2022 based on the testimonies of people returning from postings, also to encourage people to commit to the 2030 Agenda.

4.2. Contexts

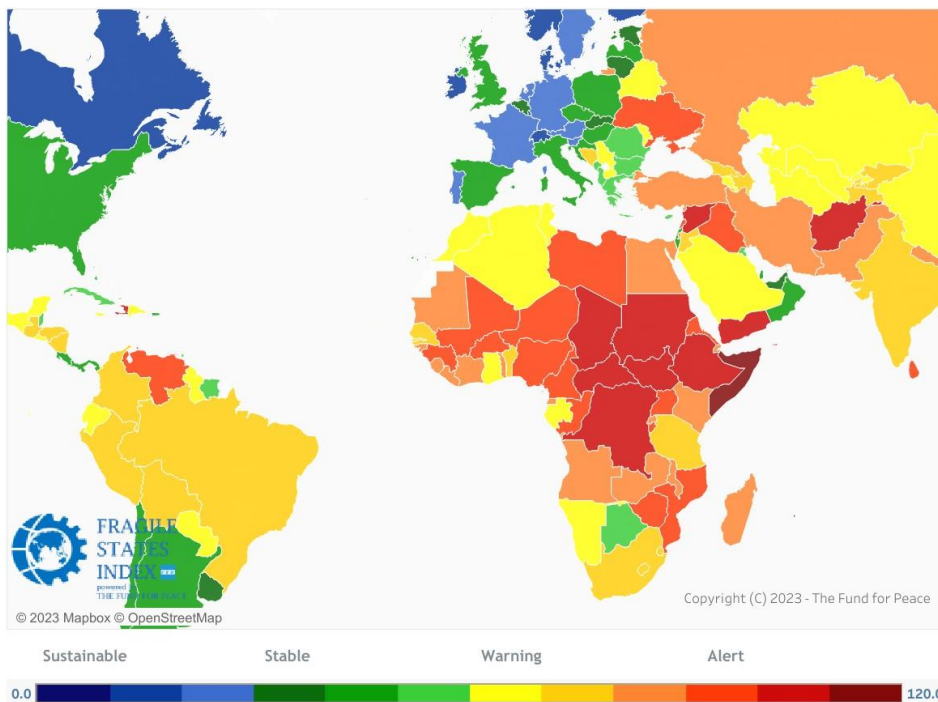
The programmes of the nine MOs included in Unité's international programme cover some thirty countries. The organisations' programmes are based on a contextual analysis of the country and region in which their partner organisations are active. In the Unité programme, the countries involved have been grouped into eleven regions based on their interdependence and/or similarities in context. The main trends in these regions are set out below. Almost half of the countries where MO programmes are implemented are considered by the OECD to be fragile countries according to its multidimensional fragility framework, which considers economic, environmental, human, political, security and societal dimensions. 15 of the 17 countries in Africa and 4 of the 8 countries in Central America and the Caribbean where the MOs are active are considered fragile, or even extremely fragile in the case of the DRC, Eritrea, Chad, Sudan and Haiti.

²¹ [Phasing-in and phasing-out in Personnel Development Cooperation](#), Jean-Eudes Beuret, Daniele-Enrico Fino, 2022.

²² [The impact of Covid-19 on the Unité international volunteering network](#), Helene Perold (Helene Perold and associates, South Africa), Cliff Allum (University of Birmingham, Great Britain), Ben Lough (University of Illinois Urbana-Champaign, USA), Jacob Mwathi Mati (Sol Plaatje University, South Africa), Unité, 2020.

²³ [Projet E-learning dans les contextes fragiles. Final report](#), Centre Excellence in Africa, EPFL, 2023.

Figure 9: Fragile States Index Heat Map



The Andean region and Brazil are facing socio-environmental conflicts caused by mining, deforestation, mega-projects and the privatisation of resources. These conflicts deprive many groups, particularly indigenous and local populations, of their rights and control over their land and resources and hamper their socio-cultural practices.

In Central America and the Caribbean, after a decade of economic growth, the current situation is marked by shrinking space for civil society, gang violence, economic stagnation, growing inequality, threats to women's rights and increased vulnerability to climate change, all of which are generating strong migratory flows.

In West Africa, insecurity is growing because of military overthrows and Islamist attacks. The effects of climate change are exacerbating the vulnerability of populations, particularly in Sahelian regions, seriously affecting food security and incomes.

In the Great Lakes region, conflicts, massive population displacements, sexual violence and economic and social problems are undermining the region. Displaced populations, young people facing unemployment and women are among the worst affected.

In Southern Africa, climate change and natural disasters are having a major impact on insecurity, as is high inflation, particularly on fuel prices. High youth unemployment, especially among women, is a huge challenge, while access to quality education relevant to the labour market is difficult.

In South and South-East Asia, social fragmentation between elites, ethnic groups, religions or castes hinders equality of opportunity, including between genders. The region is vulnerable to climate change and natural disasters. Large-scale migration of young people leads to a brain drain that weakens basic services.

The context analyses below are a summary of the descriptions included in the MO programmes. They focus on the regions and themes in which the MOs are active. They include data on fragility from the Fragile States Index. As there are several classifications of fragility, we have also highlighted the states considered fragile by the OECD (in yellow) and those considered extremely fragile (in orange).

4.2.1. Andean countries (1) and Brazil (2)

The Andean countries and Brazil are marked by socio-environmental conflicts due to mining, deforestation, the construction of mega-projects, the privatisation of resources, legal and illegal monocultures and acts of violence committed by armed groups (mainly in Colombia). As a result, many communities are deprived of their right to equal treatment, freedom of decision, control over their territory and natural resources, and the maintenance of their socio-cultural practices and production activities.

Inequalities in Colombia are very high. Despite many advances, a number of obstacles to development remain: stagnating productivity, informal work, regional disparities, limited access to basic services, violence from armed groups, the illicit economy, lack of transparency, the need to strengthen the judicial system, vulnerability to disasters and climate change. 28% of its population live below the poverty line, particularly in rural areas and indigenous communities. Violence and crime persist, especially in rural areas and the poorer neighbourhoods of large cities, with armed groups, gangs and drug cartels the main culprits. Despite the peace agreements, the Colombian population continues to suffer violence, linked in particular to land disputes, the exploitation of natural resources and drug trafficking. This has led to numerous evictions and expropriations and to increased concentration of land, which in turn increases social and economic inequalities. People who defend the rights of their community or ethnic group are increasingly under attack.

Bolivia is a country rich in natural mineral, agricultural and hydrocarbon resources, as well as great cultural diversity. The population in the areas where the resources are located benefits only marginally from these activities, especially when the land is polluted or degraded. Politically, the country has experienced a series of episodes of tension and violence around elections and changes of power. The country is highly vulnerable to the consequences of global warming, with net losses of water for drinking and irrigation and extreme weather events (floods, landslides, drought, frost, hail). The economic model based on the exploitation of forestry, mining and agricultural resources is detrimental to the Amazon and Chaco forests, biodiversity, water and soil quality and the health of the population. According to the World Bank, the country's moderate poverty rate has risen from 28% to 36% by 2022. Against this backdrop of growing insecurity, social and trade union struggles have intensified, particularly in the public services sector (education, health, pension management), while the State has taken a number of measures that give it de facto control over civil society. In Bolivia, many children are still suffering from chronic malnutrition, particularly the children of indigenous peoples in the Andes, but also an increasing number of children whose families have moved to the outskirts of towns in search of better prospects.

In **Peru**, the livelihoods of indigenous groups are under severe pressure. The extraction of raw materials is seen as an important driver of economic growth, despite its sometimes devastating effects on the environment and people's health. At the same time, rapid and informal urbanisation processes are leading to further destruction of the environment. These situations give rise to numerous conflicts and protests, which are generally violently repressed by the state. Peru is also dependent on agriculture, which increases

its vulnerability to climate change. Many regions are threatened by water shortages and extreme weather events. The general population is not aware of environmental problems.

Brazil is one of the most unequal countries in the world. According to the latest data from the World Bank, around 30% of the population lives in poverty, including 8% in extreme poverty, with a particularly high incidence among Afro-descendants. Around 60% of the population is food insecure. The COVID-19 pandemic has worsened living conditions in Brazil, with a rise in the cost of living, a fall in average income, growing inequality, and an increase in poverty. Indigenous peoples, in particular the Yanomami, have experienced a humanitarian crisis due to the explosion in illegal mining, encouraged by the Bolsonaro government. Brazilian society is highly polarised, in a climate of threats, intimidation and murders of journalists and activists. After several years of undermining democracy and the gradual crumbling of social policies during the period 2019-2022, the new government offers more space for democratic dialogue. Brazil could see its temperatures rise by 5.3°C by the end of the century, particularly in the poorest regions, such as the north-east. This rise threatens agriculture and access to water and is leading to population migration. Deforestation, although down by 30% in the first half of 2023, already affects more than a third of the Amazon rainforest. Human rights organisations have come under intense pressure in recent years, with threats reported in response to reports of enforced disappearances.

Figure 10: Fragile States Index 2022 data for the Andean countries and Brazil

Country	Rank	Total	C1: Security Apparatus	C2: Factionalized Elites	C3: Group Grievance	E1: Economy	E2: Economic Inequality	E3: Human Flight and Brain Drain	P1: State Legitimacy	P2: Public Services	P3: Human Rights	S1: Demographic Pressures	S2: Refugees and IDPs	X1: External Intervention
Colombia	060th	78,4	6,6	7,6	7,6	5,5	6,3	4,8	5,6	6,3	7,2	8,1	7,7	5,1
Bolivia	072nd	73,4	5,6	8,2	6,1	6,0	7,9	5,9	6,7	6,6	6,0	7,2	2,9	4,3
Peru	087th	69,8	5,8	7,4	8,3	4,3	6,1	5,9	6,9	7,1	3,7	7,9	4,4	2,0
Brazil	071st	73,9	6,5	6,2	7,4	6,1	6,9	3,7	6,7	7,5	7,6	9,0	3,0	3,3

4.2.2. Central America and the Caribbean (3)

After a decade (2010-2019) of growing political and economic stability, the current situation in Central America and the Caribbean is characterised by reduced space for political and social participation, economic stagnation, rising poverty, income inequality, ungovernability and the intrusion of drug trafficking in some regions. In addition, the region has been affected by the destruction of natural resources and the effects of climate change, which have made the population more vulnerable to extreme weather events. The region has also been hit hard by the rise in commodity prices following Russia's aggression against Ukraine and by the rise in interest rates worldwide. Women's rights, particularly sexual and reproductive rights, are threatened and restricted by pressure from ultraconservative and traditionalist religious groups. Faced with socio-economic and political problems in Central America, many people are forced to seek better opportunities in other countries by migrating. All the countries in the region are heavily affected by migration, particularly to the United States.

Over the last decade, **Nicaragua** has seen significant economic growth and social development. Despite this, it remains one of the poorest countries in Latin America. Poverty particularly affects children under 17 and rural populations. Food security remains precarious due to natural disasters, climate change (crops suffer devastating losses of up to 90%), poverty, and economic and social fragility, particularly in rural and

remote areas. 30% of the population lives below the poverty line. The conflicts and multiple crises that have taken place in Central America in recent years make women extremely vulnerable to violence, poverty, loss of work and lack of social, economic and health cover. Migration is a phenomenon that has hit the country hard, particularly among young people, due to unemployment, debt, and lack of prospects. Violence, exacerbated by a macho culture, remains one of the main problems in Nicaragua, particularly gender-based violence, which affects vulnerable population groups such as children, adolescents, and women. The political situation has been very demanding since 2018, with an increase in state control and restrictions on civil society and organisations (among other things, the law on foreign agents).

In **El Salvador**, a third of the population lives below the poverty line. A quarter of Salvadorans live outside the country, mainly in the United States. 38% of the working-age population has no formal or informal employment. 88.7% of the country is at risk from drought, hurricanes and seismic activity, and 95.45% of the population lives in these areas, according to the INEMA report. Since the introduction of the state of emergency in March 2022, serious human rights violations, including torture, arbitrary arrests, and deaths in custody, have been reported, raising concerns about the social consequences of criminalising people living in poverty. The country has the highest percentage of imprisoned people in the world (4.2% of the adult population) and has been in a state of emergency for almost two years. According to Solidar, 7 out of 10 women suffer gender-based violence and a femicide is committed every 24 hours, making it one of the countries with the highest femicide rate in the world. The lives of people with disabilities are also precarious, affecting various aspects of their lives, including housing, education, accessibility, and employment.

In **Cuba**, the Covid pandemic, the collapse of the tourism sector, a structural energy crisis and the strengthening of US sanctions against Cuba by the then Trump administration have further aggravated the social and economic situation. The lack of foreign currency for urgent imports and the restrictions imposed by the US trade and economic blockade have seriously undermined the population's stable access to basic goods and services (food, medicines, etc.). In 2022, at least 600,000 people left the country through legal and illegal channels. The exodus of health professionals to other countries has led to significant losses in essential services. The exemplary health system is suffering from an acute shortage of supplies and medicines, permanent power cuts and the emigration of specialists.

In **Guatemala**, exclusion and poverty are mainly marked by racial discrimination against the indigenous majority. The right to health of the population, particularly those without access to private or social insurance, is in a deplorable state. Despite efforts to improve the situation, there are significant political obstacles, such as the restriction of women's rights.

Honduras has made significant progress in its quest for greater justice and democracy. Nevertheless, the country is heavily affected by corruption and hampered by a clientelist bureaucracy. These factors severely limit the government's ability to promote development and carry out meaningful reforms. There is a growing threat from banditry, often linked to drug trafficking, which has led to calls for authoritarian solutions. Honduras is also particularly vulnerable to climate change, which is having major consequences, including waves of forced migration that are worsening the country's already fragile socio-economic situation.

Haiti is classified as an "extremely fragile state", with an extreme poverty rate of 24.5%. Since the assassination of the President in 2021, socio-economic and security conditions have deteriorated drastically. Almost half the population needs humanitarian aid and protection. Food insecurity is

particularly alarming, with the country having one of the highest levels of food insecurity in the world in proportion to its population. Gangs control around 80% of the capital Port-au-Prince and the main roads linking it to the north and south of the country. Cholera resurfaced in October 2022 in poor neighbourhoods of the capital and quickly spread to the country's ten departments. Tensions with the neighbouring Dominican Republic have risen sharply because of the "migrant hunt" and the deportation of hundreds of thousands of people. Public services are virtually non-existent, and the net school enrolment rate is around 60%.

In the neighbouring **Dominican Republic**, 30.5% of the population live below the poverty line. The country, which is enjoying greater economic and social development thanks to tourism, is pursuing a populist anti-Haitian policy, affecting even Dominicans of Haitian descent. According to local NGOs, 200,000 of them have been stripped of their nationality and rendered stateless since the TC 168-13 sentence. In addition, mass and violent raids and deportations targeting only Haitian migrants have been carried out since then, separating families in dramatic situations. In February 2022, the construction of a 164-kilometre wall along the Haitian-Dominican border was launched, supposedly to reduce migration and prevent Haitian gangs from expanding their activities on Dominican territory.

In **Mexico**, 2022 was marked by a sharp increase in violence perpetrated by organised crime in various parts of the country, particularly around the southern border. Social disparity persists in indigenous communities, with limited access to healthcare, education, drinking water and sanitation, maintaining conditions of poverty that are compounded by the rising tide of violence affecting communities and families. Mexico now has a more tolerant policy, which has simplified the procedure for applying for and obtaining refugee status for many migrants and enables them to obtain work permits, but the social and human tragedies of migration persist. This is partly due to the increasingly restrictive rules of the US government, which force people to take increasingly costly and risky routes and intermediate steps.

Figure 11: Fragile States Index 2022 data for Central America and the Caribbean

Country	Rank	Total	C1: Security Apparatus	C2: Fractionalized Elites	C3: Group Grievance	E1: Economy	E2: Economic Inequality	E3: Human Flight and Brain Drain	P1: State Legitimacy	P2: Public Services	P3: Human Rights	S1: Demographic Pressures	S2: Refugees and IDPs	X1: External Intervention
Haiti ²⁴	011st	99,7	6,3	9,6	5,4	8,6	9,3	8,2	9,8	9,7	7,4	8,7	7,2	9,5
Honduras ²⁵	058th	78,7	6,7	7,0	4,8	6,0	6,7	6,9	7,1	7,3	7,5	6,8	5,3	6,6
Nicaragua	063rd	77,7	5,9	7,1	5,7	5,7	6,9	7,6	8,9	6,6	7,4	5,3	4,1	6,5
Guatemala	064th	77,5	6,5	7,1	9,3	4,6	6,8	6,8	6,6	6,9	7,3	7,0	4,9	3,7
Cuba	117th	60,1	3,7	7,0	2,5	5,1	4,1	5,6	7,5	4,8	6,6	5,8	2,7	4,7
El Salvador	082nd	70,8	6,3	4,8	5,6	5,6	5,1	8,4	4,9	6,5	5,6	7,1	5,6	5,3
Mexico	084th	70,3	8,6	5,9	6,4	4,5	5,4	4,6	6,0	6,6	5,5	7,2	5,3	4,3
Dominican Republic	110th	62,8	5,8	6,2	4,6	4,8	4,8	6,7	5,7	6,7	4,4	6,7	2,5	3,9

²⁴ Countries shown in orange are considered "extremely fragile" according to the OECD list, which combines several lists including the Fund for Peace's Fragile States Index.

²⁵ Countries shown in yellow are considered "fragile" according to the OECD list, which combines several lists including the Fund for Peace's Fragile States Index.

4.2.3. West Africa (4)

In West Africa, there is growing insecurity marked by military regimes and attacks by Islamist groups. Traditional alliances and partnerships with the West are being called into question, with the strengthening of collaboration with China and Russia in particular. In terms of climate, the countries of the Sahel region are particularly vulnerable to climate change, which is having a major impact on agricultural production, which plays a vital role in providing healthy food and income for local populations.

Burkina Faso's economy is based on agriculture, although gold exports are growing. More than 40% of the population lives below the poverty line. Since 2015, numerous armed groups have been active, causing insecurity and major internal displacements of people, exacerbating the fragilities already present. Farmers who have been forced to move no longer have access to their land and more than one million pupils are affected by the closure of 6,149 schools. Diplomatic relations with Paris and the European Union have been severely damaged. Insecurity combined with the crisis in Ukraine has led to inflation of 14% in 2022. The ecosystem is extremely sensitive to climate change and natural disasters such as the downward trend in the volume and quality of rainfall, rising temperatures, floods, droughts, and violent winds. These disruptions, combined with inappropriate farming practices, are at the root of the serious degradation of natural resources and are worsening the ecological profile. At all levels of social life, people living with disabilities face discrimination, which is a source of vulnerability, while women remain the poorest demographic segment, the most dispossessed: deprived of land, unemployed and often having to work in the informal sector. They are widely exposed to early marriage, genital mutilation, and economic and socio-cultural discrimination, particularly in rural areas where traditions and customs continue to prevail over the law.

In **Guinea**, public services are weak, and corruption is rife. There is a strong need for training for teachers, while young people who have been trained struggle to find employment opportunities and often turn to migration. As for the situation of women and girls, it is very difficult. The country has the second highest rate of female circumcision in the world (97%). Civil society is weak, with few resources and divided churches.

Chad faces similar challenges to Guinea, with very high levels of poverty. According to the Human Development Index (HDI), Chad is ranked 187 out of 189 countries in the world. It is one of France's last partners in the region, but political stability is threatened by conflicts in neighbouring countries and an increasingly dissatisfied population. The wars in the region are creating a large influx of refugees. 90% of the population make their living from agriculture, which is being severely affected by climate change.

Cameroon is unstable due to the activities of terrorist organisations in the North and internal conflicts in the English-speaking region in the South-West. Social inequalities are high, and agriculture has suffered crop losses because of disasters caused by climate change.

Benin is facing growing security risks due to instability in the Sahel, which is spreading into the country mainly via its northern border with Burkina Faso. The security situation is also deteriorating in **Togo**, with armed gangs from Burkina Faso and Benin increasingly committing attacks on Togolese soil. In the province of Savanes, certain regions are under a state of emergency and/or curfew, and in the province of Kara, there is a very real risk of demonstrations due to the restrictions on freedom of assembly and movement imposed on the population by the army.

Figure 12: Fragile States Index 2022 data for West Africa

Country	Rank	Total	C1: Security Apparatus	C2: Factionalized Elites	C3: Group Grievance	E1: Economy	E2: Economic Inequality	E3: Human Flight and Brain Drain	P1: State Legitimacy	P2: Public Services	P3: Human Rights	S1: Demographic Pressures	S2: Refugees and IDPs	X1: External Intervention
Chad	009th	105,7	8,6	9,5	8,4	8,7	8,8	8,0	9,4	9,7	8,3	9,6	9,1	7,6
Guinea	012th	99,6	9,0	10,0	9,7	7,9	7,6	6,4	10,0	9,7	7,0	9,1	6,5	6,7
Cameroon	017th	96,0	8,4	9,3	8,4	6,5	7,7	7,2	8,7	8,3	7,6	8,8	8,4	6,7
Burkina Faso	029th	90,5	8,7	7,8	5,5	6,9	8,1	7,1	6,4	8,8	6,5	8,4	7,7	8,6
Togo	042nd	83,6	6,1	7,6	6,3	7,0	8,2	6,8	7,9	8,2	6,5	7,4	6,0	5,6
Benin	076th	72,5	5,0	6,7	2,5	6,7	7,9	6,2	5,3	8,4	5,2	8,0	5,4	5,2

4.2.4. The Great Lakes (5)

Except for Rwanda, all the countries in Unite’s Great Lakes programme are considered fragile. The region faces major challenges such as conflict, population displacement, insecurity, sexual and gender-based violence, and significant economic and social problems (high inflation, youth unemployment, inequality).

In **Uganda**, local populations suffered atrocities and forced displacement during the civil war, while human rights were frequently violated. This is compounded by regional instability, as well as international issues such as the Islamic State and the presence of international paramilitary groups. Armed conflicts have seen the brutal recruitment of children as soldiers. The country is struggling with HIV/AIDS. Although the pandemic has stabilised somewhat in recent years, its prevalence remains significant. Young adults with the disease are no longer able to contribute to the workforce or provide services. As a result, a growing number of children are orphaned, while the elderly are forced to look after their own children’s children. On the health front, it is also imperative to mention that sexual and gender-based violence (SGBV) is a major concern. 51% of girls aged between 15 and 19 say they have already experienced SGBV.

In the **Democratic Republic of Congo**, power struggles, ethnic rivalries and abundant natural resources have fuelled devastating civil wars involving various local armed groups and foreign powers. These conflicts have resulted in massive population displacements, considerable loss of life and widespread sexual violence. Conflicts between the Congolese security forces and armed groups, in particular the “M23” group, continue to intensify. Since the end of 2021, this militia has taken control of several regions on the border with Uganda and Rwanda. The Allied Democratic Forces (ADF), attributed to the Islamic State, are also active and are stepping up attacks on the civilian population. The systematic use of sexualised and gender-based violence as a weapon in conflict regions is particularly worrying. Large parts of the country are beyond the control of the state, particularly in the east. It is one of the most corrupt countries in the world.

Since the genocide in 1994, **Rwanda** has made significant progress in terms of political stability and economic development, but despite economic progress and the efforts made by the Rwandan government to support its population and initiate a process of reconciliation, psychosocial insecurity remains a cause for concern, particularly in the country’s disadvantaged regions, especially within prisons. An alarming rise in domestic violence is a major public health problem. Ethnic cleavages also persist as sources of tension, particularly regarding the restitution of property looted during the genocide. These tensions

complicate the task of restoring a climate of peace and trust. Finally, the regional situation continues to be tense, particularly following the activities of the Rwandan authorities in the DRC.

In **Tanzania**, freedom of expression and public opinion has been severely restricted, and many NGOs have been closed down. Although the country is considered calm, there is a high threat of crime. Inflation is high. The population is on average very young and suffers from high unemployment.

Young people in **Kenya** often lack the knowledge they need to enter the job market, with youth unemployment estimated at over 40%. Most Kenyan schools face major challenges that complicate access to education, such as a shortage of teachers, overcrowded classrooms and a lack of teaching materials. Children from urban slums and rural areas, as well as children with mental disabilities, are particularly affected by this situation.

Figure 13: Fragile States Index 2022 data for the Great Lakes

Country	Rank	Total	C1: Security Apparatus	C2: Factionalized Elites	C3: Group Grievance	E1: Economy	E2: Economic Inequality	E3: Human Flight and Brain Drain	P1: State Legitimacy	P2: Public Services	P3: Human Rights	S1: Demographic Pressures	S2: Refugees and IDPs	X1: External Intervention
Congo Democratic Republic	006th	107,3	8,7	9,6	9,3	8,3	8,4	6,7	9,3	9,5	9,3	9,7	9,7	8,8
Uganda	025th	92,1	6,6	8,9	7,9	6,2	7,1	6,4	8,5	8,3	7,1	8,9	9,2	7,0
Kenya	033rd	88,2	7,1	8,6	8,0	6,3	7,1	6,7	7,3	8,3	6,2	8,4	7,6	6,6
Rwanda	041st	83,7	5,5	8,0	9,3	6,1	7,7	6,4	6,7	7,0	6,1	7,3	7,6	6,0
Tanzania	061st	78,2	4,9	6,5	5,1	5,9	7,0	6,7	7,4	8,4	5,9	8,9	5,2	6,3

4.2.5. The Horn of Africa (6)

The Horn of Africa region faces challenges related to ethnic tensions, political instability, human rights and corruption. There are shortcomings in access to quality healthcare and education, especially in rural areas.

Ethiopia, Africa's second most populous country, suffers from internal political challenges such as ethnic tensions, political instability, human rights problems, and corruption, as it makes the transition from an authoritarian regime to a democratic and federal system. Ethiopia has also applied to become a member of the BRICS countries. The war between the central government and the Tigray region has largely been resolved. However, tensions between the various tribes persist. While Ethiopia has made considerable economic progress, poverty, unemployment and the need for a diversified economy and energy supply remain. Medical care, particularly in rural areas, is still inadequate.

For years, **Eritrea** has been classified as a very fragile state. Although the country is rich in natural resources, they do not benefit the population. The labour market is difficult and offers few prospects, with a high level of emigration, particularly of well-educated young people.

Figure 14: Fragile States Index 2022 data for the Horn of Africa

Country	Rank	Total	C1: Security Apparatus	C2: Factionalized Elites	C3: Group Grievance	E1: Economy	E2: Economic Inequality	E3: Human Flight and Brain Drain	P1: State Legitimacy	P2: Public Services	P3: Human Rights	S1: Demographic Pressures	S2: Refugees and IDPs	X1: External Intervention
Ethiopia	013th	99,3	8,5	9,2	9,2	6,0	7,0	6,3	8,5	8,6	8,7	9,7	9,2	8,4
Eritrea	018th	95,9	5,9	8,7	8,6	7,4	8,2	8,5	9,6	8,0	9,0	8,0	7,1	6,9

4.2.6. Middle East and North Africa (7)

The countries of North Africa and the Middle East have very different profiles but face similar difficulties, such as high unemployment, stagnant economies, and strong migratory flows. The region is also being destabilised by the conflict between Israel and the Gaza Strip, which is creating a great deal of unrest among Arab populations, in addition to the risk of an influx of refugees, particularly in Egypt.

In **Egypt**, freedom of the press or the work of the radio, press and other media is severely restricted because of threats, intimidation, or coercion by the authorities. In Upper Egypt, the Copts, an often-disadvantaged Christian minority, have become the target of terror and racketeering by radical Muslims. The provinces of Upper Egypt are affected by neglect, tribal customs, and economic challenges. The result is extreme poverty, unemployment, and a lack of infrastructure. Historical neglect by different regimes has led to widespread corruption, inequality, and social problems. Public services, including education, health and water supply, are in sharp decline, undermining human dignity. Egypt has ratified the United Nations Convention on the Rights of Women only with reservations and has not signed the Additional Protocol to the Convention on the Rights of Women. Following the constitutional referendum in 2012, a paragraph on women's equality was removed from the Constitution.

Since mid-April 2023, civil war has been raging in **Sudan**. There is a shortage of food and infrastructure, and the authorities and banks are either not functioning or functioning only to a limited extent. Even medical care is almost at a standstill, with hospitals and clinics under attack. Over the last five years or so, the population has suffered from a massive increase in the cost of all aspects of basic services. This has included fuel and therefore the entire trade, transport and value chains.

After a strong post-COVID-19 rebound in 2022, **Morocco's** economy suffered a severe drought coupled with soaring commodity prices, which also fuelled inflation. Low-income and vulnerable households have suffered most from the impact of rising food prices. The earthquake that recently hit the Marrakech region and the High Atlas Mountains highlighted the worsening general situation for the country's poorest people.

Inflation is reaching unprecedented levels in **Lebanon**, forcing even more people to leave the country. The population seems to have lost all hope of any improvement in the situation, and of changes within the political institutions, which are completely blocked. The inability to carry out reforms is keeping foreign investors away, while renewed fighting between Israel and Hezbollah in the south is raising fears for the country's security and reawakening internal tensions. Despite its small size, Lebanon is home to large numbers of Palestinian and Syrian refugees, who are also weighing on the political climate.

Figure 15: Fragile States Index 2022 data for the Middle East and North Africa

Country	Rank	Total	C1: Security Apparatus	C2: Factionalized Elites	C3: Group Grievance	E1: Economy	E2: Economic Inequality	E3: Human Flight and Brain Drain	P1: State Legitimacy	P2: Public Services	P3: Human Rights	S1: Demographic Pressures	S2: Refugees and IDPs	X1: External Intervention
Sudan	007th	107,1	8,2	9,6	9,6	9,2	8,4	7,8	9,3	8,9	9,1	9,1	9,5	8,4
Lebanon	027th	91,3	7,6	9,6	8,0	9,1	6,3	6,3	7,8	6,7	7,1	5,7	8,5	8,6
Egypt	042nd	83,6	7,3	9,1	8,0	7,0	4,8	5,1	8,6	5,0	9,5	7,0	5,8	6,4
Morocco	085th	70,1	4,6	6,6	8,6	5,9	4,9	7,4	6,8	5,4	5,3	4,7	5,0	4,9

4.2.7. Southern Africa (8) and Madagascar (9)

In the Southern African region, climate change and natural disasters have taken their toll on Madagascar and Mozambique, creating social insecurity as well as high inflation, particularly in fuel prices. In Namibia and Zambia, high youth unemployment, particularly among women, is accompanied by challenges in terms of quality education and its relevance to the needs of the labour market.

By the end of 2022, **Mozambique** was hosting more than 30,000 refugees and asylum seekers, while more than a million people are still internally displaced due to violence perpetrated by non-state armed groups in the north of the country and the devastating impact of the climate crisis. At national level, the pandemic has led to a slowdown in the economy and increased social insecurity. In addition, social tensions remain high, particularly in the major cities, exacerbated by inflation of almost 11% in 2022 and price increases of up to three times on certain products, such as petrol, linked to the conflict in Ukraine.

At the beginning of 2022, cyclones Batsirai and then Emnati hit **Madagascar**, devastating the South-East region, where three of the nine schools in the programme are located. This situation has jeopardised the ability of pupils to stay in school due to increased food insecurity. Furthermore, while the crisis in Ukraine has had an impact on food security through higher food prices, it has also had a major impact on fuel prices. In July 2022, the government decided to increase the price of fuel at the pump by 34%. This will severely hamper travel.

In **Namibia** and **Zambia**, there are major challenges in terms of the quality of educational provision, learning outcomes, access to practical vocational training and the inclusion of marginalised children (girls, pupils with disabilities or learning difficulties, or children from ethnic minorities or urban slums). As a result, young people often lack the essential skills to enter the labour market.

Figure 16: Fragile States Index 2022 data for Southern Africa and Madagascar

Country	Rank	Total	C1: Security Apparatus	C2: Factionalized Elites	C3: Group Grievance	E1: Economy	E2: Economic Inequality	E3: Human Flight and Brain Drain	P1: State Legitimacy	P2: Public Services	P3: Human Rights	S1: Demographic Pressures	S2: Refugees and IDPs	X1: External Intervention
Mozambique	021st	94,3	7,3	6,3	6,9	8,0	9,1	7,4	6,8	9,6	7,5	9,5	7,8	8,1
Zambia	042nd	83,6	4,2	5,9	5,6	8,7	9,2	6,8	7,2	7,8	7,2	9,3	5,2	6,5
Namibia	109th	62,9	4,5	3,5	4,3	7,1	7,3	6,1	3,1	7,5	2,3	8,4	3,9	4,9
Madagascar	052nd	80,4	6,0	7,8	3,6	7,6	9,1	5,8	7,0	8,8	5,9	9,5	4,0	5,3

4.2.8. South Asia (10) and South-East Asia (11)

In South Asia and South-East Asia, the context is characterised by elites fragmented into clans, ethnic groups, religious groups or castes. This fragmentation of society has a negative impact on equality of opportunity, particularly between the sexes. The region is also particularly vulnerable to climate change, with regular natural disasters, notably floods and landslides. This is strengthened by the seismic terrain in some areas. Economically, there is a heavy dependence on remittances from abroad and from the major states in the region, i.e., India and China. There is often great migratory pressure among young people, creating a brain drain which weakens the basic services within the countries.

Sri Lanka is still feeling the effects of the civil war. The transitional government is weak, and the population discontented. The economy is highly dependent on China, while the highly restrictive measures taken during the pandemic have long paralysed tourism. Handicrafts are underpaid, and office and administrative jobs are in demand. The good English skills of the population offer good opportunities to find work in exile, which generates a brain drain while the Sri Lankan economy is weak, and instability dissuades foreign investors. Jobs are insecure and mainly located in the cities.

Nepal is one of the poorest countries in Asia. It has few natural resources and, as a landlocked country, is heavily dependent on India and China. Its economy is weak, with high unemployment (13% in 2020) and heavy dependence on remittances (officially 23% of GDP in 2021, unofficially more than 1/3), resulting in migratory pressure among young people. Agriculture and food production are difficult, with 40% of the area above 3,000m. The high altitude also means greater sensitivity to climate change, which leads to natural disasters.

In **India**, the Unité programme focuses geographically on the poorest regions of the country, where there is an extreme contrast between rich and poor, as well as between castes. Pressure on Christians is increasing, with attacks on this religious minority becoming more and more frequent. The weak economy in rural areas and the lack of educational opportunities are leading to an exodus to the cities, where there is strong demographic pressure. The promotion of gender equality is hampered by the cultural understanding of the position of women.

Unité's programme in **Cambodia** focuses on poor rural areas. The civil war has delayed the country's development and it is one of the most corrupt countries in South-East Asia. The rural population is disadvantaged, with a much weaker education system, and is facing an exodus. As far as the environment and climate are concerned, there is heavy deforestation.

Figure 17: Fragile States Index 2022 data for South Asia and South-East Asia

Country	Rank	Total	C1: Security Apparatus	C2: Fractionalized Elites	C3: Group Grievance	E1: Economy	E2: Economic Inequality	E3: Human Flight and Brain Drain	P1: State Legitimacy	P2: Public Services	P3: Human Rights	S1: Demographic Pressures	S2: Refugees and IDPs	X1: External Intervention
South Asia														
Nepal	049th	80,6	5,0	8,8	9,1	5,6	5,6	6,1	6,1	7,4	6,0	8,4	6,9	5,6
Sri Lanka	056th	79,3	6,5	9,1	8,1	5,5	5,6	6,6	6,0	5,0	7,9	6,7	6,9	5,4
India	069th	75,3	6,3	7,3	8,1	6,5	6,1	5,2	4,4	7,6	7,4	8,4	3,8	4,2
Southeast Asia														
Cambodia	050th	80,5	6,1	8,4	5,8	5,5	6,3	6,3	8,8	7,9	7,8	6,9	4,2	6,5

4.3. Strategic orientation

The strategic orientation of Unité's 2025-2028 programme is in line with that of the 2021-2024 programme. It is now widely recognised that poverty is multi-dimensional, as is the fragility of countries. This is why the Unité programme and its MOs are working on different dimensions to combat poverty and improve people's living conditions.

Supporting local organisations that are relevant in their context so that they can provide quality services to local populations and influence systems remains at the heart of the strategic orientation of Unité and its MOs for 2025-2028, but new emphases are being placed on responding to changing contexts. Over the last four years, the Covid crisis has highlighted the vulnerability of health and education systems in countries in the global South and has significantly slowed down the implementation of the Agenda 2030 sustainable development goals. Strengthening basic services must remain a priority in this context.

At the same time, climate change and its repercussions have intensified, putting pressure on food systems, which play a vital role in feeding people, generating income and providing shelter. Global warming is exacerbating poverty and hunger in previously vulnerable areas. We need to strengthen the resilience of these systems as part of a sustainable approach. In this context, the fight against global warming must be a priority everywhere. The increasing number of natural disasters and the resurgence of conflicts mean that we need to adopt more flexible approaches, as part of the triple nexus, within our cooperation programmes with partner organisations.

The shrinking of space for civil society and the decline of democracy call into question the gains made in terms of the human rights of the most vulnerable populations, in particular the rights of women and girls. We must therefore pursue our commitment to inclusive and peaceful societies, allowing the participation of all and rejecting all forms of discrimination.

The crisis of confidence between the global South and the global North, and towards international institutions, is undermining the global partnership for sustainable development. We need to strike the right balance in international relations and promote local approaches, horizontal partnerships and reciprocal cooperation.

4.3.1. Support for the development of local partner organisations

A strong, functional civil society, representing in particular the voice of people who are discriminated against or victims of inequality, ensures the long-term accountability of decision-makers at the various levels of power. In terms of development, it must be able to initiate projects and provide quality services for the most vulnerable in the long term (*leave no one behind*) and be able to influence the system in the long term (*accountability of duty bearers to rights holders*).

That's why we need to take an approach that takes account of local needs and circumstances, using organisations that are relevant in their own context. Given the multiple dimensions of poverty, it is necessary to strengthen the multiple capacities of partner organisations. In this context, one-off interventions are not enough. It is necessary to be able to provide continuous, varied and specific support to local partner organisations, according to their specific needs, within the framework of long-term partnerships that extend over several programme phases. PDC is a particularly relevant instrument, as it focuses on the development of skills within the framework of an interprofessional, interpersonal and intercultural exchange. Working together on an ongoing basis, directly on site, facilitates the development

of new methodologies or technologies that are fully adapted to the context and inclusive. Putting your own practices into perspective as part of the exchange also generates innovation.

4.3.2. Contributing to high-quality, sustainable services for local communities

By strengthening their capacities, partner organisations are more autonomous and can provide local communities with high-quality, context-specific services. They can implement inclusive programmes as part of a human rights-based approach shared with the Swiss organisation. By sharing the living conditions of the local population as closely as possible, the professionals assigned as volunteers are better able to perceive the realities of marginalised or excluded populations, as well as the social, economic and political dynamics at work, which can be sources of inequality.

4.3.3. Policy dialogue with stakeholders at systemic level

Networking and advocacy work also make it possible to influence interactions at regional, national and international levels, so that changes in behaviour or policy at systemic level improve the framework conditions for implementing sustainable development. Through their voluntary commitment in the field, professionals enjoy a particularly high level of credibility and trust, which encourages horizontal dialogue with all stakeholders, whether from civil society, the economy or linked to the state.

This political dialogue enables good practices to be shared and the relationship between duty bearers and rights holders to be strengthened (*accountability of duty bearers to rights holders*), through advocacy in favour of human rights.

4.3.4. Coherence with our commitment in Switzerland

As part of a systemic approach, we must also consider the role that Switzerland plays in the international system and promote its effective contribution to sustainable development in all aspects of its society by raising public awareness and fuelling public debate with information derived from cooperation with partner organisations.

The Agenda 2030 concerns the entire world population. Political, economic, environmental, migration and health crises know no borders, and when stability is threatened anywhere, everyone's long-term well-being is at risk. At the same time, everyone can act and influence the system. PDC is a powerful tool for raising awareness. Returning professionals have a great deal of credibility when it comes to recounting the realities they have experienced and mobilising their close circle of family, friends, and work. By reinvesting their sustainable development skills on their return, they can have a positive influence on different sectors of Swiss society: social, private, and public.

4.3.5. Stakeholders

MOs work with a wide variety of players, depending on their context and objectives. First and foremost, they cooperate with civil society organisations in the global South that are firmly rooted in their context and with local populations. These organisations have specific expertise and commitment to sustainable development, whether they are local NGOs, social movements, cooperatives, churches or networks of development players. MOs also cooperate intensively with public institutions in the fields of health and education, whether at local, regional or national level. The MOs also support exchanges with public institutions in other areas, in order to promote policy dialogue and systemic effects. Initiatives supporting

the private sector in the global South are also included in the programme, particularly in the areas of professional training and access to decent jobs.

In Switzerland, we often work with other NGOs to raise awareness, but also with training institutes, corporate associations or public institutions on South-North assignments to exchange skills or raise awareness.

4.3.6. Cooperation within an umbrella organisation

As an umbrella organisation, Unité contributes to strengthening the quality of PDC. By setting standards, evaluating the MO programmes, analysing the annual reporting of the MOs and their impact studies from a learning perspective, and making recommendations, the quality management Commission contributes to the proper implementation of the programmes from an external and independent perspective. Unité also promotes the exchange of experience and the development of good practices through studies and seminars, providing valuable lessons and effective strategies for MOs. In particular, by looking at new and emerging thematic areas in development cooperation, Unité enables MOs to adapt and innovate. Unité also facilitates international networking through exchanges with agencies in other countries, as well as at the level of the United Nations. Finally, Unité communicates the reflections of PDC and its contribution to the 2030 Agenda through its communication media.

4.4. Objectives and expected results

Unité's 2025-2028 programme therefore focuses on the dimensions of poverty for which the MOs have developed skills and recognised expertise through sustainable partnerships, i.e. SDGs 2, 3, 4 and 16. The new 2025-2028 programme includes cross-cutting objectives on gender equality (SDG 5) and climate (SDG 13). The Unité programme is based on the co-financing of nine MO institutional programmes, all of which have a geographical and thematic focus and an impact orientation, linked to their profile, their partner organisations and their specific skills, including quality management.

Unité's 2025-2028 programme aims to strengthen the capacity of partner organisations to fight multidimensional poverty in the Global South with and for local populations and to improve, at a systemic level, the framework conditions for the SDGs, by achieving the following objectives:

- SDG 2: Strengthening sustainable food production systems and resilient agricultural practices
- SDG 3: Ensure good health for all and promote well-being for all at all ages
- SDG 4: Ensure inclusive and equitable quality education for all
- SDG 16: Promoting peaceful and inclusive societies for sustainable development
- SDGs 4.7: Raising awareness of sustainable development among the Swiss public

To achieve these objectives, Unité will also focus on the following two cross-functional objectives:

- SDG 5: Achieve gender equality and empower all women and girls
- SDG 13.3: Improve education, awareness and individual and institutional capacities for climate change adaptation, mitigation and impact reduction, and early warning systems.

Unité's role as an association will be to

- SDG 17: Strengthen the partnership for sustainable development through the development of synergies and mutual learning between MOs (SDG 17).

A total SDC contribution of CHF 31,298,399 is requested for the period 2025 to 2028, representing 35.49% of a total budget for the international programme of CHF 88,196,933. Compared with previous programmes, the objectives of strengthening food systems and education systems are gaining slightly in importance, at the expense of raising awareness in Switzerland.

As far as targets are concerned, the year 2022 has been taken as the baseline. The targets for the years 2025 to 2028 have been set based on current knowledge of the context, but as the MO are very much present in fragile and volatile contexts, it will be necessary to take account of changes in the context when assessing them. In this context, it is above all the qualitative indicators that take precedence for verifying the impact of the programmes and the changes observed and perceived at local or systemic level.

4.4.1. SDG 2: Strengthening sustainable food production systems and resilient agricultural practices

Strengthening sustainable food production systems and resilient agricultural practices enables the beneficiary population to increase production efficiency and resilience to environmental and climatic phenomena. It also enables farmers to earn an income and provide healthy, nutritious and sufficient food for themselves and their families all year round. Their know-how and good practices influence the framework conditions for achieving change at system level.

In most of the areas covered by the Unité programme, food security is not guaranteed. Population growth, climate change, inefficient farming methods, soil erosion and the security situation are the main reasons for this. With this in mind, MOs are committed to achieving sustainable improvements in agricultural self-sufficiency by supporting small-scale farmers in adopting agroecological practices. As well as increasing productivity and providing healthy food, sustainable farming practices are needed to prevent soil impoverishment and strengthen resilience to climate change. Diversification of production also strengthens this resilience and promotes a balanced diet. Current food consumption habits also have a considerable environmental impact, throughout the life cycle of products (production, transport, distribution, consumption). The aim is therefore to support educational programmes on sustainable food, particularly for young people. The partner organisations are also supported in the areas of water management and infrastructure, and in the development of business models that give better access to the market and thus higher incomes. This should help to reduce the precariousness of producers and reduce the rural exodus. Reforestation and the preservation of biodiversity are important elements in increasing the resilience of agriculture to climate change. Strengthening sustainable food production systems does not only concern the countryside, and the MOs also support local initiatives in cities, for example setting up urban vegetable gardens, which contribute to social integration and food security.

By highlighting the successes achieved by projects at local level, it is possible to generate multiplier effects at regional level. The aim is also to support the advocacy work of partner organisations in support of agrarian sector reforms.

The MOs COMUNDO, DM, E-CHANGER, Eirene Suisse, MET, Mission along the Nile and SAM global will be active on this objective. This commitment will cover Central America and the Caribbean, the Andes region, Brazil, Southern Africa, West Africa, the Middle East and North Africa, the Horn of Africa, South Asia and South-East Asia.

By 2028, they will aim to have 87,127 people (nearly 60,000 more than 2022), 55.8% of them women, engaged in more sustainable production with more resilient farming practices. At the same time, the aim

will be for 94,007 people (around 54,000 more than 2022), 51.7% of whom will be women, to have improved their access to safe, nutritious and sufficient food throughout the year.

Between 2025 and 2028, around seven partner organisations will be supported each year through between 54 and 60 assignments of professionals. Between 621 and 652 employees of these partner organisations will be able to receive training during this period thanks to the support of the MOs. Up to a hundred exchanges per year with regional, national, or international players should lead to around seventy changes in behaviour or public policy over four years.

Figure 18: SDG 2 Results Framework 2025-2028

Output indicators	Baseline 2022	Target 2025	Target 2026	Target 2027	Target 2028
Number of partner organisations strengthened/year	60	66	71	76	80
Number of assignments of professionals for capacity development/ year	38	54	56	60	60
Number of partner organisations staff trained / year	728	621	640	652	649
Number of training courses/ year	202	338	442	499	547
Number of methodologies or tools better adapted to goals and needs/ year	80	99	103	111	111
Number of events, trainings or formal meetings addressing gender inequalities within the context of the project or the partnership/ year	23	100	130	150	166
Number of events, trainings or formal meetings addressing climate change and its impacts within the context of the project or the partnership/ year	40	91	99	110	115
Number of meetings or exchanges with stakeholders from the regional, national or international level/ year	57	89	101	111	111
Outcome indicators	Baseline 2022	Target 2025	Target 2026	Target 2027	Target 2028
Number of people (m/ f) who engaged in a more sustainable food production or more resilient agricultural practices	27293	25365	45078	65956	87127
<i>Number of men</i>	13198	11507	19967	28992	38415
<i>Number of women</i>	14095	13858	25111	36764	48512
<i>Share of women</i>	51,6%	54,6%	55,7%	55,9%	55,8%
Number of people (m/f) who have improved their access to safe, nutritious and sufficient food all year round	39843	45578	58351	77284	94007
<i>Number of men</i>	19291	22293	28377	37464	45443
<i>Number of women</i>	20552	23185	29974	39820	48564
<i>Share of women</i>	51,6%	51,0%	51,4%	51,5%	51,7%
Policy or behavioural changes identified at regional/national level	15	24	45	64	87

4.4.2. SDG 3: Enable everyone to live in good health and promote well-being for all at all ages

The objective of enabling everyone to live in good health and promoting the well-being of all people at all ages is aimed in particular at improving access for the most vulnerable populations to high-quality care and prevention infrastructures and measures. Health is considered here in relation to all the determinants of health. Education, food security or access to drinking water or hygiene measures, for example, have a considerable influence on health. Support for prevention should enable people to adapt certain behaviours to improve their health, for example in terms of hygiene or self-diagnosis.

Strengthening health establishments includes improving or maintaining equipment, providing medical training and treatment, as well as strengthening management (personnel policy, finance, etc.). Particular attention is paid to mother and child health, and to migrant women, who are particularly vulnerable. In emergency situations such as natural disasters or humanitarian crises, the MOs support their partners in the immediate post-disaster reconstruction phase to improve healthcare in the affected communities. This may include the distribution of medical supplies, the operation of mobile clinics or support for refugees.

Cooperation with health ministries also enables us to influence public health policies in the long term.

The MOs AMCA, mediCuba-Suisse, MET, Mission along the Nile and SAM global will be active in this area. This commitment will cover Central America and the Caribbean, West Africa, North Africa and the Middle East, the Horn of Africa and South Asia.

By 2028, they will aim to give 543,200 people (almost 325,000 more than 2022) access to better or new services in the fields of health, prevention and healthcare facilities, almost two-thirds of whom will be women (65.6%). Over the same period, they will contribute to 186,862 (almost 30,000 more than 2022) medical and health interventions.

Between 2025 and 2028, some forty partner organisations will be strengthened each year, thanks in particular to an average of 55 assignments per year. Between 800 and 900 employees of these partner organisations will be helped to strengthen their skills each year thanks to the support of the MOs. Around forty meetings with stakeholders at regional, national or international level will be organised each year. At the same level, around sixty meetings and exchanges will take place each year. Taken together, these initiatives should lead to 29 behavioural or political changes in the various areas by 2028.

Figure 19: SDG 3 Results Framework 2025-2028

Output indicators	Baseline 2022	Target 2025	Target 2026	Target 2027	Target 2028
Number of partner organisations strengthened/year	43	48	48	48	48
Number of assignments of professionals for capacity development/ year	50	54	56	56	56
Number of partner organisations staff trained / year	698	813	867	875	879
Number of training courses/ year	140	93	95	95	95
Number of methodologies or tools better adapted to goals and needs/ year	66	58	57	57	56
Number of events, trainings or formal meetings addressing gender inequalities within the context of the project or the partnership/ year	20	24	25	25	25
Number of events, trainings or formal meetings addressing climate change and its impacts within the context of the project or the partnership/ year	13	18	18	18	18
Number of meetings or exchanges with stakeholders from the regional, national or international level/ year	44	41	41	41	41
Outcome indicators	Baseline 2022	Target 2025	Target 2026	Target 2027	Target 2028
Number of people (m/f) who obtained access to better or new health and prevention services or facilities	218663	223915	317850	424275	543200
<i>Number of men</i>	75361	77095	107305	144510	186815
<i>Number of women</i>	142824	146820	210545	279765	356385
<i>Share of women</i>	65,5%	65,6%	66,2%	65,9%	65,6%
Number of medical and/or treatment interventions performed	155514	156587	165256	175014	186862
Policy or behavioural changes identified at regional/national level	22	22	33	43	51

4.4.3. SDG 4: Ensure inclusive and equitable quality education for all

By strengthening national education systems, everyone can equip themselves with the tools they need to make lasting improvements to their own quality of life.

The MOs support their partner organisations in the management and administration of schools, as well as in improving the pedagogical and methodological skills of teachers. This includes supporting education for children with special needs, teaching life and citizenship skills, promoting girls' education, and implementing child protection measures. It also involves supporting people who are excluded from the normal education systems or who are socially marginalised, for example because of a disability, so that they can find a suitable education provision.

The MOs' support for partner organisations in developing quality professional training promotes access to employment by enabling people to acquire skills that are useful on the labour market. By offering better prospects for employment, income and skills development, improved access to quality education should also help to provide alternatives to migration. In addition to acquiring knowledge and skills, education plays a vital role in shaping the personalities of children, young people and adults.

Education systems must be well coordinated with the labour market and society's expectations. The Swiss experience with dual training is often a useful source of inspiration in contexts where manual training is

not highly valued, even though it is suitable for better access to the labour market and decent jobs. Initial funding and micro-credits can be made available. Creativity and a spirit of innovation are also encouraged through specific continuing education courses and individual coaching.

The MOs COMUNDO, DM, MET, Mission along the Nile and SAM global will be active on this objective. This commitment will cover Southern Africa, Madagascar, West Africa, the Great Lakes, the Horn of Africa, South-East Asia and South Asia.

By 2028, they will aim to ensure that 41,404 children (around 34,000 more than 2022) will have completed a primary or secondary education that is of better quality or more inclusive. Over the same period, they will also aim to ensure that 25,009 people (around 22,000 more than 2022) - 47.8% of whom will be women - will have been able to upgrade their skills to access the labour market, decent work and entrepreneurship.

Between 2025 and 2028, each year more than eighty partner organisations will be strengthened thanks to an average of 93 assignments per year. Between 1,000 and 1,400 employees of these partner organisations will be able to receive training each year thanks to the support of the MOs. Each year, more than 200 meetings will be held with regional, national and international stakeholders to influence the system. By 2024, these interventions should lead to around sixty changes in behaviour or policy between the different regions.

Figure 20: SDG 4 Results Framework 2025-2028

Output indicators	Baseline 2022	Target 2025	Target 2026	Target 2027	Target 2028
Number of partner organisations strengthened/year	80	81	81	87	87
Number of assignments of professionals for capacity development/ year	88	88	94	95	98
Number of partner organisations staff trained / year	1474	1092	1175	1278	1346
Number of training courses/ year	192	235	257	271	284
Number of methodologies or tools better adapted to goals and needs/ year	70	133	137	139	140
Number of events, trainings or formal meetings addressing gender inequalities within the context of the project or the partnership/ year	3	85	95	101	107
Number of events, trainings or formal meetings addressing climate change and its impacts within the context of the project or the partnership/ year	2	44	52	55	55
Number of meetings or exchanges with stakeholders from the regional, national or international level/ year	148	227	233	243	244
Outcome indicators	Baseline 2022	Target 2025	Target 2026	Target 2027	Target 2028
Number of people (m/f) that complete more inclusive and/or better quality primary or secondary education	7340	10400	20720	31060	41404
<i>Number of men</i>	4200	5682	11339	16855	22677
<i>Number of women</i>	3109	4663	9381	14205	18727
<i>Share of women</i>	42,5%	45,1%	45,3%	45,7%	45,2%
Number of people (m/f) that increased their relevant skills, including technical and vocational skills, for employment, decent work or entrepreneurship	2469	5890	11969	18339	25009
<i>Number of men</i>	1187	3040	6201	9539	13052
<i>Number of women</i>	1266	2850	5768	8800	11957
<i>Share of women</i>	51,6%	48,4%	48,2%	48,0%	47,8%
Policy or behavioural changes identified at regional/national level	12	26	49	69	94

4.4.4. SDG 16: Promoting peaceful and inclusive societies for sustainable development

Promoting peaceful and inclusive societies for sustainable development reduces the number of victims of violence, strengthens social cohesion and gives everyone access to sustainable development. Peace-building is not limited to contributing to the cessation of hostilities during conflicts, but also to the prevention of violence, particularly in fragile states. This includes working towards reconciliation, strengthening skills in non-violent conflict management, dealing with trauma and promoting understanding between cultures, social classes, ethnic groups, nationalities and religions. Action must be taken against all forms of violence, including gender-based violence, which is very widespread.

The defence of human rights is also essential to the promotion of inclusive societies, given that the root causes of conflict are often inequalities and violated rights. This is particularly the case when people's homes are expropriated and their living environment is polluted or deforested by illegal mining and oil activities. A human rights-based approach is crucial to sustainable development and social change, to ensure that *no one is left behind*. The MOs and their partners are committed to the rights of many discriminated groups: women and girls, people with disabilities, migrants, internally displaced, religious

or ethnic minorities, indigenous peoples, street children, children in general, elderly people, the LGBTQIA+ community. etc. Women are too often under-represented in political decision-making and leadership processes. It is important to strive to promote the active participation of women at all levels of society,

Strengthening the rule of law and promoting human rights go hand in hand to ensure the active participation of people, including the most vulnerable, in building a peaceful society. This involves supporting mobilisation and advocacy against restrictions on freedom of movement, forced evictions and expropriations of entire communities, for example, and strengthening the skills of the civil society organisations concerned so that they are able to claim their rights, take care of the environment, develop local development plans, create alliances and make their voices heard in the political sphere. The aim is also to highlight breaches of human rights. With the space for civil society shrinking, it is essential to support the networking of local organisations and to commit to citizenship for all.

All MOs except mediCuba-Suisse will be active in this area. This commitment will also concern all the regions of the Unité programme.

The aim is that by 2028, 142,178 people (around 115,000 more than 2022), 79.3% of whom are women, will have benefited from prevention or protection measures that have led to a reduction in violence. They also aim to ensure that more than 199,133 people from discriminated groups (around 115,000 more than 2022) benefit from improved inclusion and/or participation.

Between 2025 and 2028, an average of 85 to 95 partner organisations will be strengthened each year thanks to an average of 81 assignments. More than 1,000 employees of these partner organisations will be able to undergo training each year thanks to the support of the MOs. Over 150 meetings and exchanges will take place each year with stakeholders at regional, national or international level. Between 2025 and 2028, all these initiatives should lead to around twenty changes in behaviour or policy between the various regions.

Figure 21: SDG 16 Results Framework 2025-2028

Output indicators	Baseline 2022	Target 2025	Target 2026	Target 2027	Target 2028
Number of partner organisations strengthened/year	50	85	88	92	95
Number of assignments of professionals for capacity development/ year	52	79	81	82	84
Number of partner organisations staff trained / year	397	1048	1065	1101	1118
Number of training courses/ year	170	251	255	264	270
Number of methodologies or tools better adapted to goals and needs/ year	83	177	180	183	187
Number of events, trainings or formal meetings addressing gender inequalities within the context of the project or the partnership/ year	72	181	197	217	233
Number of events, trainings or formal meetings addressing climate change and its impacts within the context of the project or the partnership/ year	20	42	42	45	46
Number of meetings or exchanges with stakeholders from the regional, national or international level/ year	61	155	163	169	176
Outcome indicators	Baseline 2022	Target 2025	Target 2026	Target 2027	Target 2028
Number of people (m/f) that benefit of prevention and/or protection measures that lead to the reduction of violence	26545	38054	69087	104045	142178
<i>Number of men</i>	7017	9704	15579	22318	29417
<i>Number of women</i>	19530	28350	53508	81727	112761
<i>Share of women</i>	73,6%	74,5%	77,5%	78,5%	79,3%
Number of people from discriminated group (m/f) benefiting of an increase of inclusiveness or participation	41471	64308	108588	153033	199133
<i>Number of men</i>	14915	28715	48186	67396	87822
<i>Number of women</i>	26528	35534	60403	85037	111311
<i>Share of women</i>	64,0%	55,3%	55,6%	55,8%	55,9%
Policy or behavioural changes identified at regional/national level	33	19	29	40	57

4.4.5. SDGs 4.7: Raising awareness of sustainable development among the Swiss public

Raising awareness of sustainable development among the Swiss public helps to make society aware of its role in the dynamics that influence sustainable development, both in Switzerland and around the world. The MOs have a wide range of information and awareness-raising tools. It includes conferences, printed and electronic publications, media work, videos, awareness-raising trips, presentations and personal contacts. The organisations also work in the education sector with pupils and students of all ages. This awareness-raising work relies in particular on people on assignment or returning, but also increasingly on South-North assignments of employees of partner organisations. Collaborations with networks or other organisations active in the field of development, humanitarian aid, peace or the defence of human rights are also set up to increase the impact of awareness-raising.

A particularly important aspect is also the preparation of staff for assignments, which enables people from other sectors to be trained for a commitment to development cooperation.

The nine MOs co-financed by Unité will be active in raising awareness in Switzerland. Between 2025 and 2028, they will seek to raise awareness through more than a thousand publications a year to nearly 2.9 million people, including 58,8% women. More than 600 events a year will be organised throughout Switzerland, with the aim of having a total of more than 77'000 participants per year. Through training courses linked to a professional or personal commitment, the MOs will aim to get more than 2,400 people involved in promoting sustainable development.

Awareness-raising work is distinct from fundraising and political work, which are not included in the Unité programme. Awareness-raising in Switzerland is not funded by SDC contributions.

Figure 22: Results framework 2025-2028 for SDGs 4.7 in Switzerland

Output indicators	Baseline 2022	Target 2025	Target 2026	Target 2027	Target 2028
Number of publications per year	1199	1118	1124	1133	1142
Number of events per year	680	638	622	613	617
Number of trainings in Switzerland in relation with a personal or professional commitment to the 2030 Agenda abroad or in Switzerland	82	104	104	104	104
Outcome indicators	Baseline 2022	Target 2025	Target 2026	Target 2027	Target 2028
Number of people (m/ f) reached by publications	740275	790752	1562312	2217271	2874325
<i>Number of men</i>	334865	385199	655451	916270	1183022
<i>Number of women</i>	415810	523203	916861	1301001	1691303
<i>Share of women</i>	55,4%	57,6%	58,3%	58,7%	58,8%
Number of participants (m/ f) in sustainable development awareness events	25306	25098	42896	60259	77287
<i>Number of men</i>	11403	11525	19741	27707	35449
<i>Number of women</i>	13903	13573	23155	32552	41838
<i>Share of women</i>	54,9%	54,1%	54,0%	54,0%	54,1%
Number (m/ f) of people actively promoting or implementing sustainable development (training completion, support groups or other initiatives with direct involvement)	1318	1462	1825	2183	2455
<i>Number of men</i>	635	709	890	1068	1209
<i>Number of women</i>	683	748	925	1104	1236
<i>Share of women</i>	51,8%	51,3%	51,0%	50,8%	50,6%

4.4.6. Cross-cutting objectives

4.4.6.1. SDG 5: Achieve gender equality and empower all women and girls

In its new 2025-2028 programme, Unité has defined a cross-cutting objective to achieve gender equality and empower all women and girls. An output indicator has therefore been incorporated into the first four objectives of the programme. This indicator will make it possible to encourage and monitor the consideration of gender equality within the context of projects and programmes. Around 1,800 meetings, training courses or formal exchanges are planned over the four-year period. By broadly addressing equal opportunities in the contexts in which programmes and projects are implemented, it will be possible to better identify the factors that facilitate it or constitute an obstacle. In particular, this means addressing the power relationships between women and men within these contexts.

In addition, gender-specific data is collected for all the programme Outcome indicators. With the exception of SDG 4, women are always in the majority among the populations concerned by the programmes implemented by the MOs and their partner organisations.

Unité develops and implements a gender policy that also applies to its MOs, as well as a policy to combat abuse of power and for PSEAH. The PSEAH policy is accompanied by an action plan between Unité and its MOs. Finally, the MOs have set targets for the representation of women on governing bodies in Switzerland, with a minimum threshold of 40%.

Figure 23: Gender markers for 2025-2028

What is the share of women in the organisation's board						
Organisation	Baseline 2022	if baseline is less than 40%, please explain	Target 2024	Target 2026	Target 2028	if target 2028 is less than 40%, please explain
AMCA	55%	0	45%	50%	50%	
Comundo	57%		50%	50%	50%	
DM	55%		45%	50%	50%	
E-Changer	45%		45%	50%	50%	
Eirene Suisse	45%		43%	43%	43%	
mediCuba-Schweiz	30%	Unfortunately, no female candidate could be found for the last vacancy on the mCS Board (2021). mCS is making every effort to appoint women to fill the next vacancies.	40%	40%	40%	mCS is making every effort to recruit at least one more woman to the board when the next change occurs.
MET	60%	0	50%	50%	50%	
Mission am Nil	13%	it was not yet possible to find another woman, vacant seat will be replaced during 2024 by a woman	25%	38%	43%	
SAM global	25%	Women were deliberately approached for a position on the Executive Board.	38%	38%	38%	
Unité	29%	The member organisations determine their representatives on the Unité board in accordance with the organisation chart and the member organisation's internal terms of reference.	17%	50%	50%	
What is the share of women in the organisation's senior management positions (Director, programme managers)?						
Organisation	Baseline 2022	if baseline is less than 40%, please explain	Target 2024	Target 2026	Target 2028	if target 2028 is less than 40%, please explain
AMCA	60%	0	50%	50%	60%	
Comundo	47%		50%	50%	50%	
DM	60%	0	60%	60%	60%	
E-Changer	80%	0	80%	80%	80%	
Eirene Suisse	44%		50%	50%	50%	
mediCuba-Schweiz	30%	ithin the programme management (which consists of 3 Team members) the percentage is 30%. When the coordination posts in Switzerland were being reassigned in 2017, there was taken care to award the two vacancies to one man and one woman each. The Co- Presidency of the Board is shared by a male and a female member of the board.	30%	30%	30%	Due to the small number of employees and the low turnover of staff (all three current team members have been with mC- S since at least 2017), it is difficult to specifically increase the proportion of women in this area. When making new appointments in the future, mC- S will ensure that a woman is considered whenever possible.
MET	80%	0	50%	50%	50%	0
Mission am Nil	0%	MN transforms it's organizational model from hierarchical to distributed authority (teal organization) per 01.01.2024	43%	43%	43%	0
SAM global	25%	Previously, the divisional management included the country managers and the divisional managers. At SAM global, these positions are associated with high- percentage positions. Many women are unable or unwilling to fulfil this requirement. Most of our female employees therefore work part- time at their own request.	40%	40%	40%	
Unité	33%	The secretariat is made up of just three people, each with their own area of responsibility (general secretariat, quality and communications). At the moment there are two men and one woman. The last two people hired were women	33%	66%	66%	if one of the three positions is to be replaced, applications from women will be particularly encouraged.

4.4.6.2. SDG 13.3: Improve education, awareness and individual and institutional capacities for climate change adaptation, mitigation and impact reduction, and early warning systems

Unité has also decided to include a cross-cutting objective in its new 2025-2028 programme concerning urgent action to combat climate change and its repercussions. As with gender equality, an output indicator has been incorporated into each of the first four objectives. Over 800 meetings, training courses and formal exchanges are planned over the four-year period within the context of the projects and programmes.

In this context, the impact of projects and programmes on the climate and the mitigation measures that can be implemented and supported can be addressed. These may include the use of renewable energy, energy efficiency, recycling or changes in behaviour. In this context, climate injustice and the responsibility of Northern countries such as Switzerland must also be addressed. As such, it is a subject that forms an integral part of awareness-raising work in Switzerland, where changes in behaviour can help mitigate the repercussions of climate change on the countries of the global South.

4.5. MO strategic orientations

4.5.1. Association for Medical Aid to Central America (AMCA)

Regions: Central America and Caribbean, Switzerland

Outcomes of Unité's international programme: (Outcome 2) Enabling all people to live in good health and promoting well-being for all at all ages (SDG 3); (Outcome 4) Promoting peaceful and inclusive societies for sustainable development (SDG 16); (Outcome 5) Raising public awareness of sustainable development in Switzerland (SDG 4.7).

Total budget for the 2025–2028 international programme: CHF 3,970,000

Total SDC contribution requested for 2025–2028: CHF 1,560,000

AMCA focuses on improving access to healthcare and developing healthcare systems in the countries of Central America and the Caribbean (Nicaragua, El Salvador, Guatemala, Honduras, Mexico and Cuba). In particular, AMCA is committed to contributing to:

- Reduce the difficulties of access to preventive and basic health services, particularly for the poorest sections of the population;
- create better conditions for sustainable economic development thanks to a healthier population;
- protecting the environment and combating climate change by launching projects that include the WASH (water, sanitation and hygiene) sector and promoting the use of renewable energies such as solar power for healthcare institutions;
- build an inclusive and just society, and promote peace and respect for human rights through targeted projects aimed at facilitating family reunification and providing support for migrants.

In this context, AMCA is helping to reduce the vulnerability of disadvantaged groups in Central America and the Caribbean, by applying the principle of equality and inclusion (leave no one behind). The projects proposed in this programme focus on health promotion and disease prevention for disadvantaged groups,

which include women, the rural population and migrants. Ultimately, AMCA will continue to promote diversity, coexistence and respect, with the aim of remaining a point of reference for a wide audience, particularly in Italian-speaking Switzerland.

4.5.2. COMUNDO

Regions: Central America and Caribbean, Andean countries, Southern Africa, Great Lakes, Switzerland

Outcomes of Unité's international programme: (Outcome 1) Strengthening sustainable food production systems and resilient agricultural practices (SDG 2); (Outcome 3) Ensuring inclusive and equitable quality education for all (SDG 4); (Outcome 4) Promoting peaceful and inclusive societies for sustainable development (SDG 16); (Outcome 5) Raising public awareness of sustainable development in Switzerland (SDGs 4.7).

Total budget 2025-2028 for the international programme: CHF 33,750,000

Total SDC contribution requested for 2025-2028: CHF 13,500,000

A strategic decision was taken to focus Comundo's interventions on three topics, with the aim of making (even) better use of synergy potential. Comundo contributes to achieving the Agenda 2030 through these three thematic priorities:

- Education in Kenya, Namibia and Zambia (SDG 4): By promoting the quality of education, including all children ("leave no one behind") and strengthening pre-vocational and vocational training, Comundo is tackling the problem of high youth unemployment in these countries and helping to reduce poverty.
- Food security in Bolivia and Nicaragua (SDG 2): By encouraging agro-ecological farming methods, entrepreneurial initiatives and access to local markets, as well as strengthening environmental education and climate change resilience, Comundo is making a contribution to food security for socially disadvantaged people.
- Human rights in Colombia and Peru (SDG 16): by committing itself to greater environmental and territorial justice, more sustainable management of natural resources, citizen participation and a culture of peace, Comundo is contributing to human rights and to the prospects for sustainable development.

In all the countries where it operates, Comundo ensures that particularly vulnerable or disadvantaged groups and multiple forms of discrimination are taken into account in accordance with the "leave no one behind" principle. Comundo works to strengthen them with different types of partner organisations such as NGOs, civil society movements and their networks; specific interest groups (e.g. indigenous populations, small farming families, cooperatives, etc.); churches and/or ecclesiastical organisations (faith-based); educational institutions at all levels; and state actors at local, regional and national level. In order to promote innovation and exploit new potential, Comundo also wants to create new partnerships with the private sector and with other training institutions (university level).

Comundo's commitment focuses on the following target groups: children, young people and older people. Comundo follows a holistic approach that involves collaboration with different stakeholders working for example with the target group of children and adolescents, with parents, teachers or community leaders.

4.5.3. DM

Regions: Central America and Caribbean, Southern Africa, Madagascar, Great Lakes, West Africa, Middle East and North Africa, Switzerland

Outcomes of Unité's international programme: (Outcome 1) Strengthening sustainable food production systems and resilient agricultural practices (SDG 2); (Outcome 3) Ensuring inclusive and equitable quality education for all (SDG 4); (Outcome 4) Promoting peaceful and inclusive societies for sustainable development (SDG 16); (Outcome 5) Raising public awareness of sustainable development in Switzerland (SDGs 4.7).

Total budget for the 2025–2028 international programme: CHF 11 350 804

Total SDC contribution requested for 2025–2028: CHF 2,600,000

DM's international programme is a continuation of the 2021-2024 programme. The three sectors of DM's commitments for 2021-2024 have been renewed, with a refinement of the definition and delimitation of the "Peace and Community Life" sector (formerly "Theology: Faith and Community Dynamics") in order to give greater visibility to the objectives of promoting peace and inclusiveness, and to give partners in the North a better understanding of the distinction between which activities of DM's institutional programme can be co-financed with public funds and which cannot. The Agroecology and Education sectors have been retained.

Geographically, activities are continuing in Central America/Caribbean (Mexico, Cuba), West Africa (Benin, Cameroon, Togo), Great Lakes (Rwanda, Democratic Republic of Congo), Southern Africa (Mozambique), Indian Ocean (Madagascar) and Middle East/North Africa (Egypt, Morocco and Lebanon).

The knowledge and analysis of contexts, carried out in close collaboration with partners on the ground prevent the risk of leaving groups of people behind, with, for example, special support for internally displaced people in Cameroon, discriminated populations in Egypt or communities in isolated areas affected by climatic disasters in southern Africa.

DM favours measures that support the initiatives and efforts of local actors who are recognised and rooted in the social fabric. DM works with Protestant institutions, organisations and churches, supporting their training and community development activities. DM maintains balanced and dynamic partnerships, based on the principles of reciprocity, good governance and strengthening the role of women in particular. DM is also a member of multilateral networks, including ecclesial networks, which are essential for global exchange. DM and its partners work actively with local communities, both rural and urban, that are active in civil society. In certain favourable circumstances, they also collaborate with state actors, particularly in the fields of agriculture and education.

DM encourages development that pursues a transformation of structures based on a transformation of people in terms of their priorities and their initiatives at community level as an expression of an "inner transition".

4.5.4. E-CHANGER

Regions: Andean countries, Brazil, West Africa, Switzerland

Outcomes of Unité's international programme: (Outcome 1) Strengthening sustainable food production systems and resilient agricultural practices (SDG 2); (Outcome 4) Promoting peaceful and inclusive societies for sustainable development (SDG 16); (Outcome 5) Raising public awareness of sustainable development in Switzerland (SDGs 4.7).

Total budget 2025-2028 for the international programme: CHF 5,301,254

Total SDC contribution requested for 2025-2028: CHF 1,987,223

E-CHANGER's strategic orientations for the period 2025-2028 are based on continuity and flexibility. The strategic axes are:

- Food sovereignty, seen as a means of developing resilience, particularly in the face of the consequences of global warming, over-exploitation of the land and the abusive use of harmful products;
- Promoting the rights of vulnerable groups, particularly young people, girls and women, and people with disabilities.
- Raising awareness of international solidarity and global issues, and encouraging collective action.

The cross-cutting themes are considering gender inequalities, climate change and ecocide in all spheres of E-CHANGER's activities. The third cross-cutting theme is citizen participation by the groups concerned, both internationally and in Switzerland.

E-CHANGER's approach is to work with civil society and social movements in the countries where it operates, to support local or national initiatives working towards the two thematic axes. It promotes links between civil society players, at national and international level, to help strengthen them and increase their impact in defending the rights of the most vulnerable and issues linked to food sovereignty. State actors are also central partners, for example in consultations on strategy development (partner organisations take part in focus groups for the drafting of new laws). Governments are also partners in the measures through the local representations that have been developed in the countries of the Global South. Several partner organisations work directly with the private sector, in particular those that provide a link between producers of agroecological products and the market (restaurants, private customers on a subscription basis, etc.).

The populations concerned vary from one context to another, depending on needs and programme priorities. In Brazil, the focus on Food Sovereignty is on groups of small-scale producers, farmers and craftsmen, the landless and homeless rural workers. In the area of Promoting human rights, target groups are women, Afro-descendants and other groups in vulnerable situations and minorities (e.g.: landless workers, domestic workers, LGBTQIA+), as well as indigenous peoples.

The populations concerned in Bolivia under the Food Sovereignty axis are local producers, processors and consumers, as well as marginalised groups (e.g., senior citizens). In the area of Promoting human rights, target groups are people in vulnerable situations and/or minorities (e.g., women, LGBTQIA+, people deprived of their freedom, etc.).

In Burkina Faso, the populations concerned in the Food Sovereignty area are small family farms, producers and processors, cooperatives and production groups, particularly with women, internally displaced persons (IDPs) and/or communities hosting IDPs. In the area of Promoting human rights, target groups are women/girls, young people, people with disabilities, IDPs and host populations (particularly disadvantaged).

4.5.5. Eirene Suisse

Regions: Central America and Caribbean, Andean countries, Great Lakes, Switzerland

Outcomes of Unité's international programme: (Outcome 4) Promotion of peaceful and inclusive societies for sustainable development (SDG 16); (Outcome 5) Raising public awareness of sustainable development in Switzerland (SDGs 4.7).

Total budget 2025-2028 for the international programme: CHF 5,365,958

Total SDC contribution requested for 2025-2028: CHF 2,146,383

The main objective of Eirene Suisse is to strengthen the capacities of partner organisations in southern countries as civil society players, particularly in fragile or unstable contexts, while contributing to the development of supportive, responsible and proactive behaviour among the Swiss population. The aim is to enable these players to contribute more effectively and sustainably to building and defending peace and human rights. The partners strive to achieve these objectives through popular education, empowerment and advocacy activities, aimed at equipping their beneficiaries with the tools they need to claim their rights, access justice and take charge of their own destiny.

In its development cooperation, the organisation focuses on promoting peace and human rights as essential conditions for sustainable development. The guidelines are in line with the 2030 Agenda, in particular SDG 16. The 2025-2028 programme therefore aims to strengthen the defence of human rights and the preservation of peace by taking direct action in the areas of citizenship, participation, formal and informal education and mediation. Strengthening citizenship has a lasting impact on the development of the rule of law. It also translates into access to food (SDG2), promoting the health and well-being of vulnerable populations (SDG3), and guaranteeing quality education (SDG4). This mission is accomplished by the populations concerned through the projects thanks to the knowledge of the context of Eirene Suisse's local partners and their needs in this area, the knowledge contributed by the professionals on assignment and the training provided to local collaborators and the beneficiaries themselves. In all projects, Eirene Suisse seeks to promote the inclusion of socially, economically, politically and culturally vulnerable people and/or minority groups, applying the Leave No One Behind principle. The principle of non-exclusion is therefore at the heart of activities that Eirene Suisse carries out with its partners.

Eirene Suisse focuses its activities on actors such as local NGOs, academic circles and on strengthening state structures such as ministries, when a very detailed analysis of the risks makes this possible. It also encourages its local partners to take part in existing thematic networks and to seek alliances with other civil society players, including the private enterprise sector.

Eirene Suisse works particularly with vulnerable communities, people without access to basic services, excluded minority groups such as ethnic minorities and people with disabilities. Working in contexts that are becoming increasingly fragile and volatile, Eirene Suisse has taken the decision, during the 2021-2024 four-year programme, to balance these fields of action with countries considered less fragile. As a result, the strategy adopted was to open a Dominican Republic programme to balance the risks associated with the Haitian context. On the other hand, to balance the risks associated with the increasingly hostile environment for NGOs in Nicaragua and El Salvador, the organisation has decided to open a programme in Colombia.

4.5.6. mediCuba-Suisse

Regions: Central America and Caribbean, Switzerland

Outcomes of Unité's international programme: 2. Enable everyone to live in good health and promote well-being for all at all ages (SDG 3); 5. In Switzerland, raise public awareness of sustainable development (SDGs 4.7).

Total budget for the 2025–2028 international programme: CHF 2,386,000

Total SDC contribution requested for 2025–2028: CHF 940,000

With its programme, mediCuba-Suisse aims to help Cuba maintain and develop its healthcare system, so that all Cubans can benefit fully from its services. The global South also benefits from the successes of the Cuban healthcare system, for example through the training of medical students in Cuba, the exchange of Cuban knowledge and medical developments (for example, the medicines developed by Cuba during the Covid-19 pandemic) or international missions by Cubans.

The mediCuba-Suisse programme focuses on technological and methodological modernisation and innovation. This involves financing infrastructures and equipment, training and further training for Cuban specialists, and medico-technical exchanges between Swiss and Cuban professionals. To achieve this, mediCuba-Suisse relies on the strategies of the Cuban Ministry of Health and on the initiatives of national, regional or local partner organisations which, as a significant part of a whole, aim to improve their own services.

mediCuba-Suisse has long-standing partnerships with regional hospitals, medical reference centres and research institutes. Civil society actors play only a marginal role in Cuba, but there is some cooperation with them, for example with meeting places and contact points for young people, women, the elderly, drug addicts and the marginalised, or with a faith-based NGO as part of humanitarian aid and a joint project in medicine for the elderly.

In the 2025-2028 programme, there are 5 axes for reaching specific target groups, such as the elderly, women, children and young people, HIV-positive people, etc. Axis 1 "Chronic and non-communicable diseases" focuses mainly on the field of oncology. Axis 2 "Paediatrics" is aimed at the 0-18 age group and focuses mainly on neuropaediatrics, pneumology (cystic fibrosis), child psychiatry and children with hearing problems (cochlear implant). Axis 3 "Geriatrics/Gerontology/Elderly people" is devoted to the over-65s. Area 4 "Communicable diseases, infectious diseases" mainly covers the fields of HIV/AIDS and molecular diagnostics. Axis 5 "Exchange between Cuban and international health professionals" functions as a cross-cutting axis that includes a series of measures such as professional exchanges, international scientific events, publications, knowledge management and project management.

4.5.7. Mission Evangélique au Tchad (MET)

Regions: West Africa, Switzerland

Outcomes of Unité's international programme: (Outcome 1) Strengthening sustainable food production systems and resilient agricultural practices (SDG 2); (Outcome 2) Enabling all people to live in good health and promoting well-being for all at all ages (SDG 3); (Outcome 3) Ensuring inclusive and equitable quality education for all (SDG 4); (Outcome 4) Promoting peaceful and inclusive societies for sustainable

development (SDG 16); (Outcome 5) Raising public awareness of sustainable development in Switzerland (SDGs 4.7).

Total budget 2025–2028 for the international programme: CHF 2,188,116

Total SDC contribution requested for 2025–2028: CHF 870,792

The 2025-2028 programme is a continuation of previous programmes. It is in line with the priorities of Chad's partners, the Chad National Development Plan and the 2030 Agenda for Sustainable Development.

It focuses on the same 2 Chadian partners, maintaining a supportive, results-oriented stance and encouraging change to have a lasting impact on the partners, the people involved and the communities. Strengthening the skills of individuals and partners remains a priority.

During this programme, the emphasis will be on strengthening what has been achieved, in order to support and provide partners with the skills they need to ensure the sustainability of their projects themselves. It will also be a question of facilitating synergies and greater coherence in the global South, for example with synergies between the 2 polytechnic training centres supported or greater coherence between projects in the fields of "climate change", "agroecology", "small-scale agricultural mechanisation", "food security", "renewable energies", "food packaging and nutrition" and "income-generating activities".

The Chadian partners of the MET are the Assemblées Chrésiennes au Tchad and the Assemblées Evangéliques au Tchad, members of the Entente des Eglises et Missions Evangéliques du Tchad (EEMET), which has around 3,000,000 Evangelical Protestant Christian members.

For the period 2025-2028, the quantitative results expected will mainly concern infrastructure, services and skills, with the vision of strengthening what has already been achieved during the previous programme. The expected qualitative results are mainly behavioural changes, such as better use of solar energy, adoption and application of agroecological techniques, integration of disabled people, gender equality, etc.

4.5.8. Mission along the Nile (MN)

Regions: North Africa, Horn of Africa, Great Lakes, Switzerland

Outcomes of Unité's international programme: (Outcome 1) Strengthening sustainable food production systems and resilient agricultural practices (SDG 2); (Outcome 2) Enabling all people to live in good health and promoting well-being for all at all ages (SDG 3); (Outcome 3) Ensuring inclusive and equitable quality education for all (SDG 4); (Outcome 4) Promoting peaceful and inclusive societies for sustainable development (SDG 16); (Outcome 5) Raising public awareness of sustainable development in Switzerland (SDGs 4.7).

Total budget 2025–2028 for the international programme: CHF 11,262,937

Total SDC contribution requested for 2025–2028: CHF 3,000,000

To combat poverty and conflict, Mission along the Nile focuses on food, health, education and peace. The aim is to achieve a sustainable improvement in the quality of life and prospects of peripheral regions and marginal groups with low levels of social and economic development. In the priority area of Food, it supports partners and projects aimed at sustainably improving agricultural self-sufficiency. In the Health priority area, it supports partners and projects aimed at sustainably improving people's health and living conditions. In the area of Education, it supports partners and projects that provide sustainable education,

training and continuing education for children, young people and adults. Finally, in the area of Peace, Mission along the Nile supports partners and projects that promote peace and reconciliation.

In terms of partner organisations, Mission along the Nile works with village boards as part of community health programmes and with parents' councils in schools.

The projects' target groups are marginalised groups such as disadvantaged women and men, children, people with disabilities, refugees, social classes and ethnic groups seeking peace, as well as other minorities in need of support. The choice of target groups is guided by the "leave no one behind" principle. What all the groups have in common is that they live in peripheral regions with little economic development, or that they are marginal groups who are not in the line of sight of other actors.

4.5.9. Global SAM (SAM)

Regions: South Asia, South-East Asia, West Africa, Switzerland

Outcomes of Unité's international programme: (Outcome 1) Strengthening sustainable food production systems and resilient agricultural practices (SDG 2); (Outcome 2) Enabling all people to live in good health and promoting well-being for all at all ages (SDG 3); (Outcome 3) Ensuring inclusive and equitable quality education for all (SDG 4); (Outcome 4) Promoting peaceful and inclusive societies for sustainable development (SDG 16); (Outcome 5) Raising public awareness of sustainable development in Switzerland (SDGs 4.7).

Total budget for the 2025–2028 international programme: CHF 10,621,864

Total SDC contribution requested for 2025–2028: CHF 3,000,000

SAM global pays particular attention to those on the margins of society, the vulnerable, the excluded, those affected by poverty, exclusion and injustice. The hungry must be satisfied (SDG 2 - no hunger), the sick must be healed (SDG 3 - health and well-being), the poor must be helped (SDG 4 - quality education) and justice must be delivered to all (SDG 16 - peace, justice and strong institutions).

Geographically, SAM global has a long-standing presence in Guinea, Chad and Cameroon. It intends to develop its partnerships in Nepal, Northern India and Cambodia by 2028, and has recently included the promotion of agriculture in Burkina Faso in its programme.

Contributing to the promotion of decent jobs (SDG 8) plays a central role in this international programme. SAM global tries to respond to the relevance of this theme with professional training projects. The aim is to improve people's lives to such an extent that they commit themselves with hope to their country instead of wanting to leave it.

SAM global works with local partners such as small associations operating at local level or large church associations operating at national level. As part of a multi-stakeholder approach, local organisations are encouraged to set up several partnerships from the North in order to broaden their scope of action financially, thematically and strategically. As part of the development of SDG 8 projects, decent work and economic growth, cooperation with the private sector in the North and South is encouraged.

SAM global distinguishes between three target groups: employees or members of the partner organisation, groups who benefit directly from a work or project, for example, sick people who receive treatment or

pupils who receive education regardless of gender, ethnicity, religion or any other characteristic, and leaders with greater influence on the church, politics or the economy.

4.6. Specific approaches

Localisation

The contribution to strengthening the partner organisation's capacities is based on the principles required by Unité's Quality Standards Manual, such as the expression of a need on the part of the southern partner as a trigger for the assignment, the subordination of the person assigned to the southern partner organisation or the limitation of the assignment in time. This promotes local ownership and relevance to the country's development system. Unité and its MOs intend to further strengthen the principle of localisation in the 2025-2028 programme. Indeed, PDC is proving to be able to play a key role as a facilitator in reconciling, on the one hand, the governance requirements of donor countries in order to obtain funding for development projects and programmes and, on the other hand, the need to have development cooperation projects that are led directly by local stakeholders. Making Swiss professionals available to partner organisations for training or support in areas such as financial management, administrative processes, human resources management, fundraising or, for example, annual reporting, enables them to acquire the key skills needed to obtain funding and run projects independently.

To strengthen the sharing of good practices in this area, Unité will produce a bi-annual publication on its contribution to local ownership, analysis of these issues - including success stories from the MOs, as well as relevant statistical data from the programmes. Emphasis will be placed on partner organisations. The added value of South-South, South-North assignments and project funding for localisation will also be addressed. The publication will be accompanied by a short video and a dedicated event.

Unité and its MOs will also be taking part in the debates on the decolonisation of development cooperation.

Conflict-sensitive management and the triple nexus (humanitarian - development - peace)

Almost half of the MOs' programme budget is spent on fragile countries, as defined by the OECD, i.e. a total of CHF 41,355,909 over four years, or around CHF 10.3 million per year. All MOs implement conflict-sensitive project management based on the *Do No Harm* principle. Conflict-sensitive management is one of the requirements of Unité's quality standards and is taught in the training modules used by MOs to prepare assignments. The MOs are becoming strategically more flexible in order to deal with the increasing fragility of their contexts. The range of support they can provide to partner organisations has been broadened to include the assignment of Swiss or national professionals on a long-term or short-term basis, support for the salaries and training of local staff, South-South or South-North exchanges, and project funding. On-site coordination is an essential pillar for the implementation of development programmes in fragile contexts.

In this context, work in the Nexus will be strengthened in the 2025-2028 programme, in the light of the increased commitment to SDG 16. The implementation of this SDG will concern all the regions of the 2025-2028 programme, including an indicator with targets to measure the number of people who will benefit from a reduction in violence thanks to prevention or protection measures.

The MOs are also active in humanitarian aid. They have had to adapt in recent years, particularly with the pandemic and the resurgence of conflicts in Africa. On the basis of these experiences, they have acquired new skills or established new cooperative ventures, on which they can draw if need be.

In terms of standards, a new obligation has been included, requiring all MOs to include in their context analyses a mapping of the relevant humanitarian and peace work actors in their contexts.

A human rights-based approach and *leave no one behind*

All MOs have adopted human rights as a key principle to guide their actions, with non-exclusion principles enshrined in their partnership contracts with local organisations. As indicated in the strategic orientations, many MOs work with very vulnerable people in their contexts (migrants, children, women, the elderly, rural populations, people with disabilities, etc.). In the context of SDG 16, an Outcome indicator is specifically dedicated to the number of people from discriminated groups who benefit from greater inclusion or participation.

In addition to those mentioned in relation to the cross-cutting objective of gender equality, there are numerous projects in the field of inclusion of people with disabilities (special education, care and health, professional training, etc.). On this basis, Unité will adopt a policy on the inclusion of people with disabilities in 2024, with a view to the 2025-2028 programme.

Reciprocity and partnerships

The Unité Handbook requires that partnerships be based on respect for human rights (standard 4.3.2) and that partner organisations have an equal role in determining clearly defined and recognised development objectives (standard 4.3.5). As part of the effort to strengthen the localisation principle of development cooperation, Unité's MOs will continue in 2025-2028 to develop reciprocity in PDC by promoting South-North and South-South assignments. For example, Comundo, the largest MO, has sharpened its focus on South-South and South-North interventions in its 2025-2028 programme.

4.7. SDG 17: Strengthening the partnership for sustainable development by developing synergies and mutual learning between MOs

By developing synergies and mutual learning between its MOs, Unité enables them to improve their effectiveness. In particular, it acts as a quality guarantor by ensuring that the programmes are well run and that the MOs have good institutional governance. It also helps to develop best practices based on the experience and know-how of its MOs and/or partners in Switzerland and abroad. It promotes the communication of PDC findings to other development cooperation stakeholders in Switzerland.

4.7.1. Quality management: monitoring and assessment

Unité is accountable to the SDC for the proper implementation of the programmes of the MOs included in the umbrella organisation's programme. Unité's quality management commission assesses whether the MOs' programmes comply with quality standards. It monitors the implementation of these programmes through an annual dialogue with the individual organisation on the basis of a reporting form based on the programme, the MO's public report, impact analyses, the audited financial report and the aggregate reference indicators included in the programme.

The implementation of the recommendations arising from the programme dialogue or analyses will also be monitored. On average, each organisation will implement one recommendation per year, for a total of 36 over the four years. If necessary, the QMC can demand measures, give formal notice to the MO or terminate the co-financing contract if the MO's obligations under the co-financing contract are not met.

The aggregated results and those of the association's own activities are published annually in a public annual report.

Between 2025 and 2028, Unité will update its quality standards for PDC once a year in line with developments in the field and the needs of MOs. The participatory and qualitative measurement method will be applied once for each MO throughout the programme. By 2028, these applications should have demonstrated the impact of the nine programmes co-financed by Unité.

Finally, a fund totalling CHF 25,000 over four years will be set up to promote innovative initiatives with the MOs.

4.7.2. Learning and good practice

In the context of capitalising on experience and promoting mutual learning between MOs, Unité will continue its research and exchanges on the impact and good practices of MOs with a working group of MO representatives in 2025-2028. Two large-scale studies will be carried out, involving several MOs and possibly other cooperation actors concerned by the issue. They should result in methodologies or tools that can be directly applied by MOs. An annual training seminar will be organised in Switzerland to capitalise on the results of this work carried out by Unité or to share the experience and know-how of MOs.

Regarding PSEAH, two exchanges per year will also be organised between the Focal Points of the MOs.

At national and international level, Unité will also participate actively in the learning processes and sharing of good practices of its networks, to put Swiss PDC practices into perspective and develop synergies. These include the processes set up by the SDC, the working groups of Alliance Sud or the NGO platform on the practice of international cooperation, or the conferences of the Agenda 2030 platform.

At the international level, Unité will also actively participate in the annual global and European meetings of the International Forum of Volunteering for Development, as well as in the research carried out by this network. Unité will also participate in the advocacy work of the *Volunteer Groups Alliance* within the United Nations *High Level Political Forum*.

4.7.3. Accountability and sharing of PDC insights

Unité is accountable to local communities and partners through participatory and qualitative impact assessments, during which results and planning are discussed with local stakeholders. The SDC also receives an extended annual report, a specific form on the annual implementation of the programme and an audited financial report.

Unité also shares the results of its programme and work through its communication channels and at events. Unité will publish its Praxis magazine twice a year - eight issues - between 2025 and 2028, with a print run of 500 copies. These will include the main results of studies or pilot projects carried out by Unité, its main positions and will highlight the experience and know-how of the MOs on a current development cooperation theme. Unité will also contribute to other media interested in the issues it deals with. In addition, a special report on localisation will be published every two years.

A public conference-debate will also be organised each year on a topical theme in development cooperation. These events will bring together around thirty people from Unité's MOs and other

development cooperation stakeholders. The Unité website will also be regularly updated with the most important information, which will also be relayed on the Twitter and LinkedIn accounts.

Finally, Unité will be taking a stance during consultations in Switzerland on development cooperation.

Figure 24: SDG 17 Results Framework 2025-2028

Outputs indicators † Number per year	Baseline 2022	Target 2025	Target 2026	Target 2027	Target 2028
Updates of Unité standards/ year	1	1	1	1	1
Number of program dialogues conducted/ year	9	9	9	9	9
Number of studies on best practices or innovatives projects carried out and published/ year	2	1	1	1	1
Number of training/ learning seminars on best practices held in Switzerland/ year	1	1	1	1	1
Number of training/ learning events on PSEAH/ year	2	2	2	2	2
Number of copies of Unité magazine distributed/ year	1000	1000	1000	1000	1000
Number of relevant participants in conference-debates organised by Unité/ year	20	30	30	35	35
Number of positions taken in consultations on development cooperation/ year	1	1	1	1	1
Outcomes Indicators † Cumulative	Baseline 2022	Target 2025	Target 2026	Target 2027	Target 2028
Number of independent impact assessments that demonstrate the impact of member organisation's programme work.	n/a	2	4	6	9
Number of priority recommendations from dialogue programmes, impact assessments or studies implemented by MOs for their 2025-2028 programmes	n/a	9	18	27	36
Number of MO reports that confirm the successful implementation of Unité PSEAH policy and action plans for 2025-2028	n/a	9	18	27	36

5. Programme risks

5.1. Contextual risks

Conflict and crime

The main contextual risks relate to the outbreak of armed conflicts or an increase in criminality that restricts movement or endangers the lives of local communities, employees of partner organisations or staff assigned. The Sahel, Sudan, Ethiopia, the DRC and Haiti, in particular, have faced an upsurge in violence in recent years. To mitigate the risks of these crises, MOs are required to have clear rules on security and risk assessment, including context analysis and measures to be taken. Those should include a monitoring of the contexts with partners, on-site coordinators and other relevant local stakeholders. Close contacts with organisations rooted in the context are essential, including Swiss representations and local authorities. MOs also apply conflict-sensitive project management. Each MO has a risk matrix with mitigation measures. In the most fragile contexts, strategically flexible means of intervention are implemented. This involves strengthening work in the triple nexus. Unité has also developed criteria and strategies for the temporary phasing-out of contexts. The MOs who are particularly exposed to fragile contexts have also undertaken to diversify their areas of involvement.

Unité standards require MOs to have financial provisions for emergencies (repatriation, evacuations, health measures, etc.). They can also benefit from Unité's mutual aid fund, which amounts to CHF 379,186.

Shrinking space for civil society

Another major contextual risk is the shrinking space for civil society. This is particularly noticeable in Central America. It takes the form of obstacles - often for political reasons - to the work of civil society organisations or human rights defenders. The latter may even be persecuted, imprisoned or subjected to physical violence. In response, MOs often apply mitigation measures similar to those used during armed conflicts. Particular attention is paid to communication and it is often appropriate to adopt a low profile. The strengthening of civil society and the human rights-based approach at the heart of MO programmes are particularly important here. Strict compliance with local regulations is also essential.

MOs are strategically flexible in their support to partners in terms of budgets and procedures (without compromising transparency and good governance) and maintain partnerships even if activities have to be frozen for a period of time. They also raise awareness of the shrinking space for civil society and support measures that strengthen the resilience of partner organisations in these contexts, such as their networking, communications work and good governance.

Natural disasters and health crises

The third major contextual risk is that of natural disasters and health crises, which can impact infrastructure, restrict the supply of basic services to the population or cause major losses in agricultural production. Lessons have been learned from the response to the Covid crisis to strengthen the resilience of programmes to natural events or health crises. This includes the particular need to develop complementarity with humanitarian work through networking or by developing our own capacity to provide emergency aid. The MOs are also committed to raising awareness of global warming and to building resilience to its repercussions into their projects and programmes. a specific cross-cutting objective has been included in all MO programmes. This also includes raising awareness in Switzerland. The MOs also support agroecological practices and the development of renewable energies.

5.2. Programmatic risks

Obstacles to the assignment of people

The main programmatic risks for MOs concern obstacles to the assignment of people due to security or health risks (violence, illness, accidents, abuse, etc.), but also administrative elements such as visas, local work permits or tax requirements. They can either prevent the assignment from taking place or interrupt it. To counter this risk, the MOs are making their means of intervention more flexible, and the types of assignment (South-South, short-term, national staff, etc.). They also pay particular attention to risk management in their pre-assignment preparations, as well as on-site support from MO coordinators. Unité standards also require MOs to have the necessary insurance cover, as well as special funds for emergency situations and if necessary, repatriating people. To meet the challenges of administrative hurdles, MOs develop and maintain relationships with local administrations and relevant embassies.

Abuse

Another programmatic risk is that of abuse within the framework of the programme or project, such as sexual abuse, corruption or embezzlement. These can damage the mental or physical health of those

involved, reduce the efficiency of the programme or project and damage the organisation's reputation. In line with Unité standards, all MOs have a code of conduct and a PSEAH policy. An anonymous reporting system is in place and Unité has developed a complaints mechanism. On the other hand, MOs raise awareness among their employees and partners about the risks and behaviours to adopt. The MOs also all have internal control systems and have their accounts audited, as well as those of their partner organisations when this is necessary or provided for above a certain amount of funding. Specific clauses are included in partnership contracts concerning abuse, and the MOs also support their partner organisations in strengthening their governance.

Recruitment

Some MOs are finding it difficult to recruit at a time when the profiles sought by partner organisations are increasingly specialised and the job market in certain sectors, such as education, is very tight. Faced with this situation, the MOs are adapting their recruitment strategies and launching new campaigns to position themselves on the job market, exploiting social networks in particular. They are also cooperating with other organisations on recruitment and taking part in forums for job seekers in international cooperation. Where appropriate, the MOs also offer other forms of support to partner organisations.

5.3. Institutional risks

Financing

The main institutional risk concerns the funding of programmes. Today, there is a risk that public contributions to development cooperation will fall because of Covid-related debts, the high asylum costs and the desire to increase military spending. On the other hand, inflation following the crisis in Ukraine, as well as a possible recession, could also have a negative impact on private donations, by reducing their total or redirecting them to certain humanitarian crises. Faced with this situation, the MOs are keeping a close eye on their financial statements. Unité has developed indicators for reserve ratios and accumulated losses, so that it can act quickly if there are any signs of financial difficulties. In addition, all the MOs have the Zewo label, which guarantees responsible financial management. The MOs also adopt strategies to diversify their sources of income (foundations, international donors, etc.) and maintain relationships with their regular donors. They also develop scenarios for the eventuality of having to reduce expenditure levels rapidly.

Data protection

Data protection has become essential today. It is a question of responding to the legitimate demands of citizens, as well as to new legal obligations. Moreover, the recent past has shown that non-profit organisations can become targets for hackers. Unité has therefore adopted a data protection policy. This includes limiting the data collected to what is necessary. Unité and its MOs are also equipped with anti-virus protection and rely on specialist service providers to manage their IT security. External back-ups are in place and data protection measures are regularly reassessed.

Aging of the MOs base

Several MOs are facing the problem of an ageing membership base. Faced with this, they are seeking to widen the circle of their supporters beyond the close communities that have always supported them. To do this, they rely on the members of their boards, and in particular seek to reach out to the younger generation by modernising their communications (social networks, crowdfunding, etc.). They are also

incorporating new topical issues into their portfolio such as migration and climate change. Finally, they are trying to strengthen links with people returning from the field by creating networks of 'alumni' who could mobilise new circles.

6. Resources

6.1. Human resources

Unité has a general secretariat with a total of 240% posts, divided into 3 functions: general secretary (80%), quality manager (80%) and communications manager (80%). Accounting is carried out on a mandate basis with an equivalent of 10%. The work of the secretariat is supported by the quality management commission, a PDC exchange group and meetings of the MOs' managers of communications, which include representatives of the MOs and, for the most part, independent experts for the quality management commission. Independent experts are also commissioned to carry out work and studies.

Other working groups may also be set up on specific topics. The Bureau, comprising the Chairman and Vice-Chairmen, also supports the operational work.

In 2021 and 2022, the MOs had a total of 85 full-time equivalent posts to carry out their programmes.

6.2. Finances

6.2.1. Budget 2025-2028

The total budget for Unité's international programme (nine MOs and secretariat) for the 2025-2028 phase is CHF 88,196,933. For this, Unité is requesting co-financing from the SDC of CHF 31,298,399, i.e. an average of CHF 7,824,599 per year. This amount is slightly higher by 4.5% than that for 2023-2024, against a backdrop of a sharp rise in the consumer price index (+4.4% between January 2022 and November 2023 in Switzerland).

97.7% of this budget is devoted to the co-financing of the nine MO programmes and 1.7% to the costs of the association directly linked to the programme, in particular for the management of the quality of the programmes, good practices and the sharing of PDC's reflections in Switzerland. 0.6% of the budget is devoted to the structural costs of the association not directly linked to the programme (office, secretariat, etc.).

Outside the international programme, CHF 60,000 is spent on position papers for national discussions on development policy, which may be of a political nature and not eligible for co-funding. Unité has no other not co-financeable costs and no fundraising activities.

As an umbrella organisation, Unité centralises a wide range of quality management services, helping to minimise the transaction costs involved in drawing up standards, measuring their impact, carrying out studies into best practices, organising continuing education courses and capitalising on experience.

With a contribution of CHF 31,298,399, the Unité programme would be co-financed to a maximum of 35.5%.

Figure 25: Unité 2025-2028 budget

TITLE	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2025-28
Total Costs International Program (1 til 3), 100%	21 741 340	21 974 449	22 139 639	22 341 506	88 196 933
Total direct+support+admin Program Costs *)	21 241 340	21 474 449	21 639 639	21 841 506	86 196 933
% Total Direct Program Costs	97,70%	97,72%	97,74%	97,76%	97,73%
Total Outcome 1: Sustainable food systems and resilient agricultural practices are strenghtened	3 789 481	3 837 544	3 884 512	3 925 880	15 437 417
Central america & the Caribbean (Nicaragua, El Salvador, Guatemala, Honduras, Cuba, Mexico, Haiti, Dominican Republic)	1 191 519	1 211 519	1 231 519	1 251 519	4 886 074
Andes region (Bolivia, Colombia, Peru)	1 132 290	1 166 451	1 200 283	1 234 731	4 733 756
Brazil	147 392	151 219	155 189	159 279	613 079
Southern Africa (Namibia, Zambia, Angola, Mozambique)	54 432	54 432	54 432	54 432	217 726
Western Africa (Burkina Faso, Chad, Guinea, Benin, Cameroon, Togo)	971 708	962 606	931 187	896 882	3 762 383
Middle East & Northern Africa (Lebanon, Egypt, Sudan, Morocco)	54 432	54 432	54 432	54 432	217 726
Horn of Africa (Ethiopia, Eritrea)	126 507	107 684	115 469	116 204	465 864
South East Asia (Cambodia)	45 240	51 040	54 540	61 540	212 360
South Asia (India, Nepal, Sri Lanka)	65 962	78 162	87 462	96 862	328 448
Total Outcome 2: Healthy living and the promotion of well being for all at all ages are strenghtened	3 571 033	3 584 038	3 575 696	3 622 426	14 353 192
Central america & the Caribbean (Nicaragua, El Salvador, Guatemala, Honduras, Cuba, Mexico, Haiti, Dominican Republic)	1 442 000	1 442 000	1 432 000	1 447 000	5 763 000
Western Africa (Burkina Faso, Chad, Guinea, Benin, Cameroon, Togo)	542 761	548 835	623 350	674 650	2 389 596
Middle East & Northern Africa (Lebanon, Egypt, Sudan, Morocco)	1 049 085	1 044 665	975 310	949 998	4 019 058
Horn of Africa (Ethiopia, Eritrea)	523 787	531 038	525 236	528 577	2 108 638
South Asia (India, Nepal, Sri Lanka)	13 400	17 500	19 800	22 200	72 900
Total Outcome 3: Ensure inclusive and equitable quality education for all	6 704 469	6 761 789	6 723 414	6 790 895	26 980 567
Southern Africa (Namibia, Zambia, Angola, Mozambique)	2 010 000	2 050 000	2 080 000	2 120 000	8 260 000
Madagascar	478 461	478 461	478 461	478 461	1 913 842
Western Africa (Burkina Faso, Chad, Guinea, Benin, Cameroon, Togo)	1 232 317	1 228 263	1 206 809	1 205 858	4 873 245
Great lakes region (Kenia, Uganda, Tanzania, DR Congo, Rwanda)	1 979 330	1 986 969	2 039 489	2 049 245	8 055 034
Horn of Africa (Ethiopia, Eritrea)	463 713	464 548	344 107	347 582	1 619 950
South East Asia (Cambodia)	361 303	376 503	382 303	394 003	1 514 112
South Asia (India, Nepal, Sri Lanka)	179 346	177 046	192 246	195 746	744 384
Total Outcome 4: Peaceful and inclusive societies for sustainable development are promoted	5 315 379	5 424 784	5 529 258	5 620 850	21 890 270
Central america & the Caribbean (Nicaragua, El Salvador, Guatemala, Honduras, Cuba, Mexico, Haiti, Dominican Republic)	1 137 133	1 062 389	1 076 510	1 096 929	4 372 961
Andes region (Bolivia, Colombia, Peru)	2 308 622	2 430 071	2 477 725	2 530 589	9 747 007
Brazil	299 250	307 021	315 080	323 384	1 244 736
Southern Africa (Namibia, Zambia, Angola, Mozambique)	57 415	57 415	57 415	57 415	229 661
Madagascar	41 287	41 287	41 287	41 287	165 150
Western Africa (Burkina Faso, Chad, Guinea, Benin, Cameroon, Togo)	714 277	720 110	723 951	727 909	2 886 246
Great lakes region (Kenia, Uganda, Tanzania, DR Congo, Rwanda)	506 529	547 130	572 484	571 016	2 197 159
Middle East & Northern Africa (Lebanon, Egypt, Sudan, Morocco)	151 799	151 856	152 270	152 474	608 399
Horn of Africa (Ethiopia, Eritrea)	28 966	32 803	33 235	33 446	128 451
South East Asia (Cambodia)	65 400	67 700	70 000	74 700	277 800
South Asia (India, Nepal, Sri Lanka)	4 700	7 000	9 300	11 700	32 700
Total Outcome 5: Awareness to sustainable development has raised among the public in Switzerland	1 860 978	1 866 295	1 926 759	1 881 456	7 535 487
Sw itzerland	1 860 978	1 866 295	1 926 759	1 881 456	7 535 487

2. Total Costs Program Support (direct program-related *)	377 500	377 500	377 500	377 500	1 510 000
% Costs Program Support	1,74%	1,72%	1,71%	1,69%	1,71%
Quality Management	202 000	202 000	202 000	202 000	808 000
Quality standards	3 000	3 000	3 000	3 000	12 000
Impact assessment	35 000	35 000	35 000	35 000	140 000
Program dialog	16 000	16 000	16 000	16 000	64 000
Human resources & quality commission	138 500	138 500	145 000	145 000	567 000
Fund to promote innovative initiatives	9 500	9 500	3 000	3 000	25 000
Bestpractices	62 000	62 000	62 000	62 000	248 000
Research, Studies	8 000	8 000	8 000	8 000	32 000
Exchange of experience and seminars in Switzerland	6 000	6 000	6 000	6 000	24 000
Exchange of experience and seminars international	7 000	7 000	7 000	7 000	28 000
Human resources	41 000	41 000	41 000	41 000	164 000
Sharing of insights from IV4D	113 500	113 500	113 500	113 500	454 000
Production and dissemination of information on IV4D	26 000	26 000	26 000	26 000	104 000
Human resources & communication commission	87 500	87 500	87 500	87 500	350 000
3. Total Transaction Costs (indirect program related *)	122 500	122 500	122 500	122 500	490 000
% Transaction Costs	0,56%	0,56%	0,55%	0,55%	0,56%
Structure	122 500	122 500	122 500	122 500	490 000
4. Total Costs not-financed by SDC *) (communication & fund raising, related to intern. program)	15 000	15 000	15 000	15 000	60 000
Statement during national consultations or discussions	8 500	8 500	8 500	8 500	34 000
Other	4 000	4 000	4 000	4 000	16 000
Structure costs not-financed by SDC	2 500	2 500	2 500	2 500	10 000

Each of the MOs will also have a co-financing rate of less than 40%, as set out in the SDC's co-financing rules.

Figure 26: Co-financing rate for MO in 2025-2028

	AMCA	Comundo	DM	E-CHANGER	Eirene Suisse	mediCuba-S.	MET	Mission along the Nile	SAM global
Total costs IP	3 970 000	33 750 000	11 350 804	5 301 254	5 365 958	2 386 000	2 188 116	11 262 937	10 621 864
SDC contribution	1 560 000	13 500 000	2 600 000	1 987 223	2 146 383	940 000	870 793	3 000 000	3 000 000
%SDC	39,3%	40,0%	22,9%	37,5%	40,0%	39,4%	39,8%	26,6%	28,2%

6.2.2. Financing

Unité does not engage in fundraising and only receives membership fees directly from its MOs. These cannot come from SDC co-financing. Unité's own funds for the 2025-2028 programme are therefore raised primarily by the MOs.

The MOs plan to raise more than CHF 56 millions over the four years. 45.1% of this amount will come from private donations. Significant contributions are also expected from municipal and cantonal authorities (11.4%) and non-governmental institutions (17.5%). The churches are expected to finance more than 7% of the equity and legacies 10%. 3% should come from the MOs' own capital and 4.7% from income linked to services, sales, capital income or property. This diversity is a guarantee for the security of Unité's international programme.

Figure 27: Financing plan for Unite's 2025-2028 budget

Unité	2025	2026	2027	2028	2025-2028
TITLES	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2025-28 Budget
Total costs & incomes International Program	21 741 340	21 974 449	22 139 639	22 341 506	88 196 933
Total Contribution SDC	7 746 344	7 828 066	7 818 135	7 905 854	31 298 399
% Contribution SDC in relation to International Programme	35,63%	35,62%	35,31%	35,39%	35,49%
Total Own Income/Revenues	653 200	653 284	698 370	653 457	2 658 311
% Own Income/Revenues	3,00%	2,97%	3,15%	2,92%	3,01%
Service deliveries	76 500	76 530	76 561	76 592	306 182
Financial income	80 200	80 204	80 208	80 212	320 824
Sale (products, etc)	106 500	106 550	156 601	106 653	476 304
Property income	375 000	375 000	375 000	375 000	1 500 000
Other	15 000	15 000	10 000	15 000	55 000
Total Others Income/Revenues	13 341 795	13 493 099	13 623 134	13 782 195	54 240 224
% Others Income/Revenues	61,37%	61,40%	61,53%	61,69%	61,50%
Other public institutions (cantons, municipalities)	1 600 000	1 617 500	1 617 605	1 642 331	6 477 436
Other NGOs donations	2 441 325	2 477 396	2 499 576	2 546 770	9 965 067
Private donations	6 206 719	6 319 972	6 498 157	6 641 215	25 666 064
Churches donations	1 012 701	1 012 701	1 002 701	1 002 701	4 030 804
Membership fees	79 000	79 080	79 162	79 245	316 486
Legacies	1 450 000	1 450 000	1 450 000	1 400 000	5 750 000
Use of the organisation's capital	475 550	459 950	399 433	393 433	1 728 366
Other	-	-	-	-	-
Unité memberships fees	76 500	76 500	76 500	76 500	306 000

6.2.3. Assets and reserves

All MOs meet Zewo's strict reserve ratio criteria. Standard 11 requires that: "The organisation is not overindebted, the organisation's capital is positive. The organisation's capital covers the organisation's total expenses for at least 3 months and at most 18 months. If the organisation's capital is outside this range, the organisation sets reserve targets that it considers appropriate for the situation. The organisation's capital plus the fund capital must cover the organisation's total expenses for at least 3 months and at most 24 months. If the organisation's capital falls outside this range, the organisation shall define reserve targets that it considers appropriate to the situation.

All MOs meet these criteria. By the end of 2022, the MOs will have a total capital of more than CHF 30 million, of which 59% will be free capital and 41% tied-up capital.

7. List of appendices

Appendix 1: Organizational Chart Unité

Appendix 2: Policy: Gender equality in international volunteering for development

Appendix 3: Table of results achieved

Appendix 4: Results framework Unité 2025-2028

Appendix 5: Budget of Unité 2025-2028

Appendix 6: Risk management template



About us

Since 1964, Unité, the Swiss Association for the Exchange of Personnel in Development Cooperation, has been ensuring the quality of voluntary commitments by professionals-s through standards, evaluations, institutional support, studies and training. It is made up of 13 MOs. In partnership with the Swiss Agency for Development and Cooperation (SDC), they are committed to effective, sustainable and equitable cooperation with partners in the South.

Unité

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