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Setting the Context

Globalisation has changed the world and the conditions for global cooperation. Never before in history have so many people managed to work their way out of poverty.

The Millennium Development Goals (MDGs), which were agreed upon by governments in 2000, are due to expire at the end of 2015. Although significant achievements have been made on many of the goals worldwide, progress has been uneven across regions and countries, leaving significant gaps, particularly in conflict affected and fragile zones.

To fill these gaps, the Sustainable Development Goals (SDG) – a set of 17 new, universal goals, targets and indicators – were adopted by the UN General Assembly in September 2015. They will not only be used by UN member states but also by the UN agencies and development organisations to frame their agendas and political policies over the next 15 years.

The SDGs herald a paradigm shift: they call for sustainable transformation – change that transforms people, communities, and countries into informed, educated, healthy and productive societies; change that fosters social and economic development while respecting and promoting ecological sustainability; change that creates values such as equality, tolerance and respect for human rights.

The 17 goals are interconnected. Education, for example, is also included in goals on health, growth and employment, sustainable consumption and production, and climate change. Development is understood as a process that improves wellbeing for all human beings in several areas at the same time. Progress in education, for instance, builds on and contributes to sustainable economic growth.

The rights and wellbeing of children and youth are put at the centre of the post-2015 agenda, recognising them as the shapers and the shaped of future development. The SDGs acknowledge that sustainable development is only possible when we do everything in our power to protect and promote the rights of children and youth, and we ensure the participation of children and youth in the implementation of the SDGs.

The SDGs further recognize the link between sport and development. The #action2015 report ‘Transforming our world: The 2030 agenda for sustainable development’, therefore, complements Resolution 69/6 that underlines the role of ‘Sport as a means to promote education, health, development and peace’.

In comparison to the MDGs, the SDGs apply to all countries and will be the guiding principles for national and international policies and action – domestic politics will become a main driver for international cooperation.

The SDGs are also more comprehensive than the MDGs. Aid is no longer used to only address poverty but also a large variety of challenges, including climate change, inequality and insecurity, for which the SDGs have defined goals. Justice, an aspect that was not mentioned in the MDGs, has become a very strong argument in the post-2015 agenda building on the assumption that everyone has a right to a life in dignity no matter where on the globe. Access to justice and legal representation is, therefore, a prerequisite to global development.

On the national level, the message on Switzerland’s International Cooperation 2017-2020 is currently being drafted. For the first time, this message will be combined with the message on Switzerland’s promotion of peace and human security with the aim of coordinating the country’s activities better in the field of international cooperation. This parallel process reflects the global trend of dealing with development in combination with international security, the promotion of peace and human rights and environmental protection, issues that are seen as foundations to human wellbeing and social development.

Against this background, we, the Swiss Academy for Development, have defined our strategy for 2016-2019, which outlines how we contribute to sustainable transformation.

As a practice-oriented research institute, we have been promoting development opportunities for children and young people across 19 countries including Switzerland since 1991. We have positioned ourselves at the interface between science and practice. We have been pioneering the sport and play movement since 2003. We are known for pursuing solid monitoring and evaluation practises, and a participatory approach towards project planning and implementation. We are a member of a range of leading networks and initiatives and partner with reputable institutions.

The Strategic Framework 2016-2019 builds on these strengths while emaciating weaknesses and proactively responding to the requirements of the post-2015 environment. We are a centre of excellence for sport and play that sustainably transforms the lives of disadvantaged and marginalised young people enabling them to become engaged, healthy, educated and employed citizens. This approach recognises the close interconnection between the rights of children and youth, the protection of the environment and the SDGs.

This document creates a common and shared understanding for our foundation board, employees and supporters. It elaborates on **who we are**, before describing our Strategic Framework 2016-2019, divided into **three strategic objectives**: *Promote Healthy Lives and the Wellbeing of Children and Young People; Contribute to Inclusive and Equitable Quality Education; Create Opportunities for Productive Employment and Decent Work*; and **four organisational objectives**: *Raising our Profile and Growing our Influence; Growing our Income; Being Innovative and an Agent for Real Change; Being an Inspiring and Effective Organisation*.

Who We Are

Our Vision

Our vision is a world where children and youth are engaged, healthy, educated and employed citizens.

Our Mission

Our mission is to use sport and play to sustainably transform the lives of disadvantaged and marginalised young people, enabling them to flourish.

Our Theory of Change

Nearly half of the planet's population of 7 billion is under the age of 25, the largest number of children and youth in history. These children and youth are most affected by challenges such as poverty, conflict, environmental degradation, inequality and injustice. Youth and children are also the key to addressing the global challenges and therefore, need to be empowered to participate in and lead sustainable transformation processes as outlined by the SDGs.

Recognising the strong interdependency between sustainable development and the realisation of fundamental rights of children and youth (as spelled out in the Convention on the Rights of the Child), we have committed ourselves to facilitating sustainable transformation processes in low, middle and high income countries. This will enable 3-24 year old disadvantaged and marginalised children and youth to become engaged, healthy, educated and employed citizens in a variety of contexts ranging from industrialised countries to fragile zones; from children and youth fleeing from their countries to those at risk of being radicalised.

For our work, this means:

- We equip children and youth with the tools and life skills necessary to develop their full potential as human beings and become responsible citizens.
- We create opportunities for children and youth in the areas of health, education and employment and furnish them with the required technical skills to succeed.
- We integrate aspects of environmental sustainability into all our projects and pay particular attention to including environmental awareness and green skills training in general life skills curricula.
- We advocate that the rights of children and youth are considered in the implementation of the SDG agenda and that they are able to participate in a meaningful way. Our life skills programmes intentionally foster citizenship competencies and civic engagement skills.

Our Guiding Principles

In our work, we are guided by:

- **Inclusivity:** We include all children and youth regardless of gender expression and identity, race, age, religion, ethnicity, or disability.
- **Participation:** We take the rights of children and youth seriously. We involve them in our own activities in the planning, implementation and evaluation of activities.

- **Protection:** We apply protection principles aligning with the International Safeguards for Children in Sport developed by the International Safeguarding Children in Sport Working Group of which we are a founding member.

To live up to our mission of sustainably transforming the lives of disadvantaged and marginalised young people:

- We realise that sustainable transformation is only possible if initiatives and projects respond to the needs of the beneficiaries. Our projects are developed and implemented exclusively in partnership with local organisations. Local sustainability strategies are developed for each project.
- We acknowledge that our work interacts with the children and youths' families and communities as well as the wider political, security, social and economic environment and respective actors. Our interventions, therefore, are integrated into adequate local and, if appropriate, regional and international structures and systems.
- We believe that to productively contribute to the SDGs, live up to our vision, improve our effectiveness, and achieve transformative results, the following are essential: coordination, cooperation, partnerships and strategic alliances with governments, academic institutions, international organisations and civil society at the local, regional and international level.
- We are aware that the challenges of today and the future are only to be overcome through effective approaches and innovation. We rigorously monitor and evaluate whether we are effective at achieving anticipated outcomes and goals and improving ourselves. We conduct targeted research, often in partnership, to discern the components of effective interventions, build the evidence and promote the sharing and exchange of knowledge and reciprocal learning. Examples of our academic partners are the Universities of Berkeley, Tennessee, Munich and Kennesaw. We encourage ourselves and others to develop new tools and approaches to enhance the implementation of development intervention that consider the rights of children and youth as well as ecological sustainability.

Internally, we are guided by integrity and professionalism. We embrace challenges knowing that we are not always right, and we do not have all the answers, but we are always committed to finding innovative solutions that work for those concerned. We listen to and trust in people we work with, we respect local norms and values and enter into partnerships whenever possible.

Our Approach

Our catalyst for sustainably transforming lives is sport and play assuming that human beings are playful and willing to learn and adapt. Sport and play (often referred to as sport for development and peace) refers to the intentional use of sport, physical activity and play to contribute to physical fitness, mental wellbeing and social interaction and attain specific development objectives, including, most notably, the SDGs. Sport and play programs are traditionally used in the following seven areas: Education, child and youth development, peace-building, disability, disaster response, health, gender and economic development.

Sport and play is a powerful tool which appeals to children and youth, reflects the needs of child and youth development, and fosters life style changes and integrative solutions.

We systematically incorporate sport and play activities into our projects. We are members of networks and actively participate in sport and play related working groups to contribute to the development of tools and policies in this field. Examples are the International Working Group on Sport, Development and Peace of the United Nations Office on Sport for Development and Peace (UNOSDP) and the Commonwealth Advisory Board on Sport (CABOS). We cooperate with reputable organisations such as the Union of European Football Associations (UEFA), UK Sport and the Norwegian Olympic and Paralympic Committee and Confederation of Sports to promote and test the application of sport and play in the field.

We recognise that sport alone cannot ensure development, create peace or solve complex social problems. However, for us, sport and play is a practical, and cost-effective toolkit that has the power to nurture integrated solutions at the interface between social development, economic development and ecological sustainability when applied in a holistic, structured and integrated manner complemented by other interventions to achieve optimal results.

We use sport and play for promoting individual development, teaching life skills and values, enabling health and wellbeing, strengthening education, and encouraging entrepreneurial thinking and economic development. Sport and play interventions can also assist in preventing and reducing conflict and increasing social inclusion and cohesion.

We translate our approach into the following services that we offer:

- **Capacity Assessment:** We support third parties (governments, non-governmental organisations, charities and companies) in identifying adequate structures, partners and systems into which the desired sport and play based development interventions can sustainably be integrated.
- **Capacity Building:** We provide capacity building for both the general and customised needs of children, youth, organisations and partners, in the areas of sport and play, monitoring and evaluation, health, education, employment, and organisational and strategy development.
- **Project Management and Implementation:** We plan, support and implement sport and play based projects together with local partners.
- **Monitoring and Evaluation:** We strengthen the capacity of governmental, non-governmental and international organisations and partners to monitor and evaluate by developing customised systems, monitoring ongoing programmes and implementing mid-term, final and follow-up evaluations on outcomes and impact.
- **Applied Research:** We conduct applied research, which directly aims to answer practical questions and particularly includes the assessment (evaluation research) and development (intervention research) of concrete measures or interventions.

Strategic Framework 2016-2019

Our Strategic Objectives

We have identified three strategic and four organisational objectives that are interconnected.

Our strategic objectives contribute particularly to the Sustainable Development Goals:

- #3: Ensure healthy lives and promote wellbeing for all at all ages;
- #4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; and
- #8: Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.

Our objectives further promote ecological sustainability, the eradication of poverty, the social and economic inclusion of youth, their improved civic engagement, the measurability of outcomes, innovative solutions and effective global partnerships.

In terms of geography, we aspire having strong programmes in:

- The Middle East and North Africa, with a priority on ‘Inclusive and Equitable Quality Education’ and ‘Creating Opportunities for Productive Employment and Decent Work’.
- Asia, with a focus on ‘Inclusive and Equitable Quality Education’ and ‘Creating Opportunities for Productive Employment and Decent Work’.
- Africa, where the priority lies on ‘Promoting Healthy Lives and Wellbeing of Children and Youth’ and ‘Inclusive and Equitable Quality Education’.
- Switzerland, where we want to contribute to the national implementation of our strategic objectives as outlined in the SDGs by working on the policy level, with youth groups and through operational projects.

We remain flexible to seizing geographic and thematic opportunities arising on an ad hoc basis, for example in Europe or South America, or regarding gender-based violence.

For all strategic objectives, we aim to:

- 1) Use sport and play as a catalyst to attain development objectives.
- 2) Ensure that the rights of children and youth are explicitly considered in the implementation of the SDGs and that children and youth have opportunities for efficient participation.
- 3) Advocate for relevant governments, sport associations, and national and local organisations of all kind to increase their commitment and capacity to use sport and play for achieving development goals as defined in the SDGs.
- 4) Build and strengthen everyday life, civic engagement and ‘green’ skills.
- 5) Create evidence of the effectiveness of sport and play.

Strategic Objective 1: Promote Healthy Lives & Wellbeing of Children and Youth

Background

Many of the health problems young people will encounter as adults, particularly non-communicable diseases, have their genesis in habits developed in childhood and adolescent years, which makes this stage in their lives a crucial period for addressing health determinants.

Particularly in cases of rapid and contextual changes, traditional values or norms might lose their validity without being replaced with something new. Psychological insecurities and issues ranging from pessimism to mental health disorders are the result.

At the same time, every child and young person strives for physical, social and mental wellbeing wanting and deserving to live a healthy life. A healthy life and wellbeing is also a major factor in young people's development, if they are to fulfil their full potential, have success in education and employment and play an active part in society.

Aims

- 1) We promote a healthy lifestyle among children and youth (including their families, care takers and communities).
- 2) We raise awareness of related issues, such as malnutrition, with an emphasis on behaviour change.
- 3) We provide psychosocial support to individuals and groups including re-integration, rehabilitation and trauma work.

Action

To achieve our strategic objectives, we:

- Create opportunities for children and youth to improve their physical health and increase their awareness of health-related information.
- Design and implement programmes increasing the psychosocial wellbeing of children and youth through sport and physical activity.
- Design and implement trauma-informed interventions based on sport and play.
- Supplement our programmes with counselling activities, relevant life skills training and other support activities such as youth clubs, parents groups and awareness raising. Life skills are abilities for adaptive and positive behaviour that enable children and young people to deal effectively with the demands and challenges of everyday life. Depending on the context, these skills can include conflict resolution, empathy, problem solving and creative thinking.

Sport and play in this context is used to improve physical, social and mental wellbeing, provide access to health information, raise awareness about health issues, reduce stigma (e.g. HIV / AIDS), increase motivation and prevent chronic diseases.

This strategic objective aligns with Goal #3 of the Sustainable Development Goals: Ensure healthy lives and promote wellbeing for all at all ages.

Strategic Objective 2: Contribute to Inclusive and Equitable Quality Education

Background

Around 67 million children worldwide do not go to school and 250 million are not able to read, write or count well, even after spending at least four years in school. There are many reasons why this is happening: the lack of access to quality education is the most important one, followed by the lack of foundational education attainment. There is also a lack of well-qualified teachers while parents and pupils often have only limited awareness of the long-term benefits of higher education – resulting in little aspiration to participate – and of the financial, academic and personal support available once enrolled.

Getting quality education is critical for children and youth if they are to develop the necessary skills for life and work recognised by the UN as the best method of building the skills required for meeting labour market demands, lifelong learning and finding decent work.

Aims

- 1) Create education opportunities and enhance access to early childhood development programmes for disadvantaged children.
- 2) Create education opportunities and improve access to primary education for disadvantaged, out-of-school children.
- 3) Enhance their cognitive, social, emotional and mental development and facilitate their regular entry into the government school system.
- 4) Improve the quality of teaching and methods used for early childhood and primary education.
- 5) Equip children with the life skills necessary to flourish.
- 6) Create an enabling environment and support systems for children to develop.
- 7) Ensure children are protected from physical and emotional harm.

Action

To achieve our strategic objectives, we:

- Design and implement Early Childhood Development (ECD) programmes and Non-Formal Education (NFE) classes with fun learning opportunities and teaching that supports the children's physical, mental, emotional and social development and consequently their admission/readmission into mainstream primary schools.
- Supplement our programmes with supporting activities, such as a parental education, follow-up of ECD and NFE graduates who have transitioned into mainstream education, child and youth clubs, and small-scale income generating activities to empower parents to support their children's education financially.
- Build the capacity of local partners to systematically monitor and evaluate projects for their success and learnings.
- Develop and apply child protection systems.

Our education interventions are grounded upon our UNICEF Sport for Education Award winning, interactive sport and play-based approach (see. <http://www.beyondsport.org/project/m/move-4-new-horizons/>) and field-validated curricula developed in previous projects. The contribution of sport and play to education is manifold. It includes: motivating children and parents to enrol in school, improving academic performance, promoting cognitive, social, emotional and mental development, eroding stigma, preventing disadvantaged children from going to school and teaching basic education. In addition to sport and play, we incorporate the latest findings in pedagogy and interactive, motor skill schooling methods to meet set objectives.

Partnerships and cooperation with bodies such as the United Nations Educational, Scientific and Cultural Organization (UNESCO) or the Swiss Network for Education and International Cooperation (RECI) help us keep track of the latest developments in the field of education but also contribute to the objectives set by these organisations.

This strategic objective relates to Goal #4 of the SDGs: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Strategic Objective 3: Create Opportunities for Productive Employment and Decent Work

Background

Around 1.2 billion people are now aged 15 to 24 – more than ever before. They comprise some 75 million of the total 192 million people out of work, constituting almost half of the total unemployed global workforce. According to the ILO, by 2020 alone some 600 million additional jobs will need to be created for youth reaching working age in developing countries. Although many countries have acknowledged that youth employment is a central challenge, both appropriate solutions and efficient action remain few and far between.

The transition from child to youth is difficult and youth often do not get the necessary support during this period. There often is a mismatch between education and labour market requirements, or a situation of underemployment. For a young person, being unemployed or not in training (NEET - discouraged youth neither in education, employment or training) might generate frustration, depression and low self-esteem, which in turn can push the person to drugs, crime, violence and disease. Many youth become marginalised and excluded and are forced to work under bad circumstances in adverse conditions. They do not get a chance to prove their capacities on the job and if they get a job, it is predominantly a production job, often in the informal sector, with no rights and no challenges, but a lot of rules and employer-friendly regulations.

Aims

- 1) Create income opportunities for disadvantaged youth through social entrepreneurship programmes and short term vocational training.
- 2) Equip young people with the technical and life skills necessary to succeed in the labour market and in life.
- 3) Create an enabling environment and support systems for young people to develop.
- 4) Create support networks for young people.
- 5) Generate and present evidence to influence policy dialogue.
- 6) Improve living conditions through decent employment opportunities for young people.

Action

To achieve our strategic objectives, we:

- Design and implement short-term vocational training and youth entrepreneurship programmes.
- Develop curricula for general education classes and teaching materials to provide training on business fundamentals, impart employability and entrepreneurial skills and develop social competencies.
- Provide start-up funding and improve access to funding opportunities to support innovative business ventures and set up mentorship systems to help start-ups realise their business plans.

- Build up the capacity of local partners to monitor and evaluate their programmes and create evidence to take promising interventions to scale.

In all of this, we put particular emphasis on supporting young entrepreneurs to acquire skills to develop feasible green business ideas, optimise resource use and energy efficiency in their businesses and transform environmental challenges into profitable business opportunities.

To foster a generation of engaged citizens, our life skills programmes intentionally foster citizenship competencies and civic engagement skills to help youth acquire knowledge, skills and experience to participate confidently in the political, economic, social and cultural life of their living environment.

While we acknowledge that the link between sport and play and short-term vocational training and youth entrepreneurship programmes is not obvious, we believe that by bringing sport and play into entrepreneurship projects, they become more attractive for young people. This is especially true for young people who face hurdles in the job market, such as socio-economically disadvantaged young people or those who have only had a limited education.

Sport and play in this context is specifically used to foster experiential learning, life-skills, employability and motivation for life-long learning. Sport and play can also be used to develop local markets by means of hosting sports events, producing low-cost and affordable sporting goods, receiving athletes' remittances or directly creating jobs, for example, as coaches.

For this strategic objective, we partner with institutions such as the International Labour Organisation (ILO).

This strategic objective relates to SDG goal #8 of productive employment and decent work, for which employees need to have skills to make them employable, but also awareness of their rights and responsibilities.

Our Organisational Objectives

Organisational Objective 1: Raising our Profile and Growing our Influence

Background

We have been part of the sport and development discourse since 2003, and we operate the International Platform on Sport and Development (www.sportanddev.org).

We will continue working on positioning ourselves in a healthy and growing sector of the development industry. On sportanddev.org, 651 organisations are registered, which we enable to network, learn, and grow. These organisations constitute the core of the sport and development community. The spectrum of organisations can be aligned on the *sport for excellence – sport for all – sport for development* continuum. We service this community with our knowledge of global activities relevant for sport and development organisations.

In addition, with the SDGs that apply to all countries and will be guiding principles for national and international policies and action, domestic politics will become a main driver for international cooperation. The Swiss Academy for Development's direction of impact must be to become more visible in the sport and play sector and better connected in the national context while actively contributing to

relevant international networks to access funding sources but also to influence and shape development policy.

Aims

- 1) We position ourselves as a respected centre of excellence for sport and play in international cooperation.
- 2) We increase our visibility and improve our outreach capabilities in this field on the national and international level.
- 3) We raise awareness of our work.
- 4) We become more influential with policy makers.

Action

The best-known organisations raise the most income and have the most influence – it is a virtuous cycle. Becoming one of these leading organisations will not be easy. To raise our profile and increase our influence, we will:

- Develop a new communication, marketing and media strategy.
- Re-fine our brand & corporate identity.
- Communicate our unique identity and values we offer more proactively to our donors, partners and the public.
- Develop more strategic partnerships and alliances.
- Contribute to policy debates with the knowledge and evidence we have.
- Play a coordinative and facilitative role in policy initiatives.
- Build a better network with the Swiss government, politicians and civil society organisations.
- Campaign so that sport and play becomes an even better embedded element in the policies and programmes of the Swiss and other governments, sport federations, relevant international organisations and civil society organisations.

Organisational Objective 2: Growing our Income

Background

Fundraising has been a main challenge for the Swiss Academy for Development. Its funding is all earmarked and mainly comes from Swiss-based grant-making foundations. Fundraising will remain difficult because of the increasing number of actors that work in international cooperation but also due to the tendency of increasing bureaucratic and administrative hurdles put on non-governmental organisations.

Aims

- 1) Grow our grant income from the Swiss and other governments as well as multilateral sources.
- 2) Increase our income from public donations by a growing amount each year.
- 3) Increase our income from private sector partnerships and non-traditional funding avenues such as crowdfunding.
- 4) Maintain and nurture our existing donor base.

Action

To attract new donors and achieve a modest increase in financial income, we will:

- Develop a new fundraising strategy and professionalise our fundraising system.
- Invest more resources in fundraising and building fundraising capacity.
- Widen donor networks and improve our excellence in managing donor relationships and grants.

Organisational Objective 3: Innovation and Evidence of Real Change

Background

The SDGs are no longer about providing ‘aid only’ to reduce poverty but addressing a large variety of development challenges, including climate change, inequality and insecurity. To address these challenges, they call for developing new innovative ideas to existing and new problems, the development of suitable indicators, the improved sharing of gained knowledge and better cooperation between experts, the private sector, academia, governments and civil society.

We have to improve our ability to work in a multi-dimensional, interdisciplinary way, to effectively partner, learn and innovate so that we contribute most effectively to achieving the SDGs but also to demonstrate to our supporters that their funding is being used effectively and making a difference.

Aims

- 1) We build compelling evidence of the effectiveness of sport and play interventions and our projects.
- 2) We strengthen our own expertise and build new competences.
- 3) We facilitate the sharing of knowledge and practices.
- 4) We contribute to innovation through research partnerships.

Action

We are a small organisation and a small part of the complex system of international cooperation. We need to make sure that we measure and demonstrate the impact we have in our own projects and at the same time contribute to initiatives and policy processes in the wider international system through partnerships, sound monitoring and evaluation and research. Cooperation with academic institutions that combines research with our expertise in implementation is necessary for us to strengthen the transfer of innovation, our ability to provide scientifically based policy advice and to build the capacity of local partner organisations effectively. We will:

- Improve our existing system for monitoring and evaluation.
- Prepare relevant, insightful and well-analysed data and policy briefs and share them in appropriate fora and the media.
- Enter into selected research partnerships.
- Develop new and innovative approaches, together with research partners.

Organisational Objective 4: Being an Inspiring and Effective Organisation

Background

We have huge potential. We have highly engaged staff, committed to our vision and mission, and a vast network, expertise and knowledge in the field of sport and play. Our foundation board is composed of very knowledgeable and well-known members. However, we can do better and make our internal processes more efficient to achieve our strategic objectives cost-effectively and professionally.

Aims

- 1) We nurture and empower our staff.
- 2) We strengthen our accountability.
- 3) We adjust our approach to programming
- 4) We become a learning organisation.

Action

We are inspired by our work supporting children and youth, and we want to inspire others with the difference we make. To do this, we need to be professional, focused and effective in how we run our organisation and our projects. We must be accountable and be prepared to deal with risks emerging from our activities. We will:

- Develop new talent and increase the number of staff to strengthen our team.
- Offer our staff a clear path for career development.
- Provide advanced training on topics relevant to us.
- Improve our finance and project management system.
- Systematically use the resources of our foundation board for networking, outreach and fundraising.
- Move towards country programmes.
- Appoint thematic focal points for health, education, employment, sport and development, monitoring and evaluation, and knowledge management.
- Develop and implement a knowledge management strategy.
- Improve the IT environment.

Resources

The Strategic Framework we have set for 2016-2019 is ambitious and requires growth in terms of finances and manpower. We expect our annual income to grow from currently 1.9 Mio CHF to 3 Mio CHF, which would allow us to employ additional staff needed.

In addition to funding from Swiss based grant-making foundations, we rely on contributions from Swiss municipalities, governments, multinational agencies, international foundations, but also from the public and private sector. In addition to grants, we assume mandates from governments, international organisations and other relevant entities.

Strategic Controlling

By developing and publishing this strategy, we have embarked on a journey that will require time and patience to fully unfold.

We see this strategy as a living document that will influence our operations and direction of impact over time. We will continue refining this document as an internal working paper that will guide us to sharpen our focus even further and define key performance indicators. It will be reviewed at least once a year during our annual review. The results are presented to our foundation board and reported about in our annual report. In 2019, we will evaluate the practical implications of this strategy paper and assess what we have achieved as a basis to define our future direction.

We would like you to be an active partner throughout this process as this will not only makes us more efficient, but also ensures the most effective use of your contributions and investments in us.