

Strategy

2025–2028

**solidar
suisse**

- 03 Who We Are – Introduction**
- 04 Review of 2020–2024 Strategy**
- 06 Strategy 2025–2028 – Development Process**
- 07 Analytische Grundlage unseres Engagements**
- 12 Vision, Mission and Values**
 - Our Vision
 - Our Mission
 - Our Values
 - Our Approach –How We Translate Our Values into Practice
- 16 Our Strategic Fields of Action – Theory of Change**
- 17 Organizational Management**
 - Human resources management
 - Information and communication technology (ICT)
 - Financial Management
- 20 International Programmes**
 - Geographical Focus
 - Thematic Focus
 - Development Cooperation
 - Humanitarian Action
- 24 Awareness-raising campaigns**
 - Awareness-raising campaigns in Switzerland and abroad
- 25 Marketing and Communication**
 - Positioning
 - Fundraising
 - Media and Communication

Who We Are

Introduction

Solidar Suisse is a Swiss non-profit organization (NPO) that is committed to working worldwide for fair working conditions and democratic participation and engages in humanitarian cooperation. Solidar Suisse was founded in 1936 by the Swiss Trade Union Federation and the Social Democratic Party (SP) as Swiss Labour Assistance (SAH). As an NPO, we have been involved in international cooperation for more than 80 years. We build on many years of experience and institutional expertise in both development cooperation and humanitarian cooperation, as well as in raising awareness among the Swiss public. We remain committed to our historical roots and our fight for a more just world.

We experienced significant growth during the 2020–2024 strategy period and doubled our annual turnover from about CHF 17 million to the current figure of CHF 35 million. Stability is even more important to us than growth in order to achieve a long-term impact with projects in more than 20 countries. We are currently operating about 80 projects, which are coordinated by around 200 staff in Solidar’s offices in 10 countries.

We are organized as an association, run by a lean and efficient administration and a professional management. Our organization consists of collective members and several thousand single members. Solidar Suisse is a member of SOLIDAR, a European network of more than 60 Civil Society Organizations working to advance social justice in Europe and worldwide. We are a member of Alliance Sud, the Swiss alliance of many of the largest NGOs active in International Cooperation.



Palm oil worker Phat Sam Ath on a plantation in Cambodia.

Review of 2020 – 2024 Strategy

The 2020-2024 strategy stated: “The strategic period ahead will be characterised by an increasingly challenging context and market conditions as well as the continuing digital transformation of the world of work. Market conditions and requirements in the non-profit sector are becoming more and more demanding and less stable. In a competitive environment, cost-effectiveness, accountability and the ability to adapt and keep up with the external world will be key drivers of success. Solidar’s organizational structures, processes and skills must therefore undergo constant adaptation and improvement in order to keep up with the requirements and expectations of our clients and donors.”

During that strategy period, multiple crises such as the Covid-19 pandemic, the Russian war of aggression against Ukraine, but also other upheavals and crises around the world have made the livelihoods of many people more difficult.

We believe that Solidar’s work proved its value over the last strategy period. We, as an organization, also experienced upheavals at various levels in these turbulent times. We grew strongly over the last strategy period. Solidar Suisse’s turnover doubled and the number of employees in Switzerland and in the coordination offices in the countries increased due to additional projects. Following the pandemic, we radically adjusted our work culture in the Swiss offices. The Management revised its

management philosophy and reorganized team structures to enable efficient collaboration between the departments. The digital transformation also continued in all divisions.

Our international programmes achieved significant progress on the most important strategic goals:

- **Geographical realignment**

There is now a greater focus on Sub-Saharan Africa and Asia. We have regionalized our approach within the programmes. The two programmes in Serbia and Nicaragua were phased out and our offices there closed.

- **From national to regional**

Several programmes have been repositioned and now operate across countries, particularly in Asia, Central America and South-East Europe.

- **An increased focus on poverty and low-income countries**

We have successfully expanded our programmes in the least developed countries significantly, focusing on Sub-Saharan Africa. Solidar Suisse has grown strongly thanks to its programmes in West and Southern Africa.

- **Nexus**

In the International Programmes department, the two teams Development Cooperation and Humanitarian Cooperation are working more closely together now. In many programmes, the two approaches have been combined and are increasingly merging into a single “nexus approach”. Although much remains to be done, great progress has already been made.

- Although the last strategic phase was successful and the scope of Solidar’s programmes was further consolidated and even expanded, the **internal links between programmes and projects remains** weak. Only a few programmes offered genuinely holistic approaches. Our different teams at the various levels and our approaches remained too disconnected. Innovative and cross-team initiatives linking development cooperation, disaster prevention and campaigns were tested and piloted. These will

now be scaled up in the upcoming strategic phase. As the world of work is set to continue to change dramatically (due to globalization, ICT, automation, etc.), our programmes will need to develop new, **innovative approaches**.

This outline only covers selected shifts and changes. Solidar Suisse continuously takes on the new challenges of the “VUCA world” (which is characterized by volatility, uncertainty, complexity and ambiguity) with determination in its daily work.

The past strategy period was the most successful one to date for us. Building on this, we developed our guiding principle for the next strategy period: to stabilize, refine and further develop the goals achieved to date.

Strategy 2025–2028

Development Process

We held various workshops under the supervision of an external moderator (Rayk Sprecher, kriteria¹) to establish the success factors, challenges and expectations of the employees and members of the Board of Trustees.

- 1** In March 2023, the Board of Trustees formulated the scope of the new strategy based on success factors, organizational characteristics and upcoming challenges.
- 2** During the subsequent Solidar conference, the International Programmes team laid down Solidar Suisse's key success factors in the three domains of Human Resources, Organization and Cooperation/Partnerships. The insights gained were incorporated in particular into the domains Programme (partnerships) and Organizational and Human Resources Management.
- 3** A workshop was held in July 2023 with the entire Swiss workforce, including 6 members of the Board of Trustees. Organizational aspects such as work culture, leadership and the future of international cooperation were discussed. The results of this discussion were incorporated into the new strategy. Strategic issues such as the climate crisis and the shrinking space available to civil society were also discussed and incorporated into the strategy.
- 4** The core of the strategy, with three strategic fields of action and five objectives for change, was defined at a closed-door meeting in September, based on all three workshops.
- 5** In October, the definitive draft strategy was presented to all employees, including the programme managers in the countries. The feedback was provided via a Survalizer survey and in the form of an open Word document that could be commented on.
- 6** In November, the entire Swiss team reviewed the strategy one last time and prepared it for practical implementation.
- 7** The Board of Trustees confirmed the definitive version at its final meeting in 2023.



Analytical Basis of Our Commitment

Our programmes are strongly influenced and shaped by the following developments:

Social inequality

The world has suffered the worst setback seen in the fight against poverty in recent decades with Covid-19 and the Russian war of aggression against Ukraine. Income and wealth inequality in

individual countries – but also between countries – has increased significantly in recent years. Access to means of production, basic social services, opportunities, markets and information is unequally distributed. Social inequality affects not only countries with low per capita income, but also increasingly middle-income countries – that is, the majority of Solidar Suisse's focus countries, especially in Latin America. Social inequality also

includes the severe disadvantage women face in the workplace, as well as political power imbalances caused by the rise of elites and the threat to democracy. Without equal opportunities and access to basic services, the goal of sustainable poverty reduction cannot be achieved in any of Solidar's focus countries.

Gender inequality

Gender inequality means discriminating against people on the basis of their gender or sexual orientation. In various regions of the world, gender-specific differences and inequalities continue to exist or are even being exacerbated. Women, and communities who are marginalized due to their sexual orientation, face systemic discrimination in areas such as education, work and social participation. Women continue to have fewer resources, less power and less influence than men. As a result, they are more vulnerable to extreme poverty, informal labour and exploitative working conditions, including modern slavery. Gender-based violence affects women and children disproportionately more often and exacerbates these inequalities. Following the numerous crises (wars, Covid-19, forced migration, etc.), the current trend is towards an increase in inequalities. Intersectional inequalities have also increased. This term refers to discrimination on several levels, such as gender, ethnicity, sexual orientation, disabilities, income, occupation, etc.

Climate change

The regions with the world's highest levels of poverty are those most affected by climate change, although they have contributed the least to it. It is therefore essential that Switzerland participates nationally and internationally in combating the causes and coping with the consequences of climate change. Climate justice means that Switzerland must reduce its own climate-damaging activities while also supporting the countries most affected to mitigate the negative impacts of global warming, adapt to current and future consequences, better manage the effects of climate change, and develop in an environmentally friendly

manner. In all its projects, Solidar Suisse is committed to an ecologically sustainable world in which all economic activities contribute to social justice, no environmental damage is caused and people's access to water, food and natural resources is ensured.

Humanitarian crises

About 1.5 billion people in the world live in precarious conditions and suffer from conflicts, war, displacement, insecurity, weak governance and the consequences of the climate crisis. In the event of crises and disasters, the people affected suffer not only from the event itself, but also from the social, political, economic and cultural factors that often exacerbate the effects. Solidar therefore no longer distinguishes between natural disasters and disasters caused by humans, but uses the terms crisis and disaster instead.

Decolonialization

Colonialism is a practice of domination that results in the subjugation of one people to another.² Colonialism encompasses the policy and practice of gaining control over another country and exploiting it economically.³ Conversely, decolonialization is the intellectual process of combating the legacies of colonialism and deconstructing continuing colonial ideologies with regard to the privileges and superiority of western approaches.⁴ Applied to development cooperation, decolonialization means breaking down the deeply-rooted hierarchies, asymmetrical power structures, the universalization of western knowledge, the preferential treatment given to white people and the fact that the otherness of the majority of the world is taken for granted.⁵ Colonial structures remain effective in today's world. Colonial patterns of thinking and behaviour persist in international cooperation, often reinforced by unequal power relationships between donors and partners. Cooperation as equals can only be achieved if existing patterns are questioned, roles and attitudes are reflected upon and decisions are genuinely taken jointly. This complex learning process takes place in the

entire domain of international cooperation – of both development cooperation and humanitarian cooperation.

Localization

The global network of more than one hundred NGOs, ICVA, (International Council for Voluntary Agencies) defines localization as the process through which a diverse range of humanitarian actors are attempting – each in their own way – to ensure local and national players are better engaged in the planning, delivery and accountability of humanitarian action.⁶ At the same time, the aim is to ensure that humanitarian needs can be met swiftly, effectively and responsibly. The Organization for Economic Cooperation and Development (OECD) defines localization as a process that drives effective development cooperation by recognizing, respecting and strengthening the individual responsibility, autonomy and knowledge of local – governmental and non-governmental – actors in order to achieve sustainable, locally-led and inclusive development results.⁷ Other concepts – such as locally-led, participatory, bottom-up and community-led development – relate to similar goals.

Forced migration, displacement and labour migration

The number of people fleeing war, displacement, poverty, human rights violations or the consequences of the climate crisis has increased in recent years. This trend is set to be further accentuated in the coming years. While migration in principle affords potential for sustainable development, it also harbours considerable risks for migrants, both during the migration process and in the host countries. We must advocate for migrants' rights, so as to make globalization fairer and to uphold our own democratic principles.

Precarious forms of work

Dynamic liberalization and deregulation continue to dominate economic policy worldwide. Added to this is the inadequate, often complete lack of international regulation of transnational companies. For international development cooperation, it is still necessary to limit the precarious consequences of global deregulation. Marginalization, exclusion, and poverty have intensified among individuals who lack economic integration, both in metropolitan regions and in industrialized areas worldwide. Widespread unemployment, underemployment, and limited opportunities – especially affecting young people and migrants – are compounded by significant gender inequality, the rise of informal and precarious work, and declining purchasing power due to real wage decreases, which are also evident in emerging economies.

Digital transformation and “Uberisation” of the economy

Industrialization, mechanization and digitalization create new, but often precarious jobs. In addition, this rapid transformation triggers migration patterns that often exacerbate pressure on local labour markets. For instance, mechanization in agriculture is pushing more people toward towns and cities, but there are too few new jobs being created in these areas. Although digitalization has improved connectivity and direct communication, it has not resulted in economic convergence: digitalization and the development of the platform business model (“Uberization”) enable employers around the world to bypass the payment of minimum social-security entitlements and to exclude workers from the scope of labour laws.

Civil society under pressure

Today, only 3.2% of the world's population live in countries that provide space for an open civil society.⁸ The erosion of the rule of law and the lack of democratic participation are the main causes of misguided development, persistent poverty and increasing inequality. The international community has recognized these shortcomings and, in many



People affected by the 2023 earthquake in Adiyaman, Turkey, who were able to rebuild their livelihoods with the support of Solidar partner organization Sard.

countries, supports the development of knowledge about how to implement democratic principles and procedures. All too often however, the focus is on technical and administrative aspects rather than on principles of good governance, resulting in the neglect of citizens and local civil society structures. To make matters worse, civil society organizations and NGOs around the world already face growing problems. According to the international civil society alliance Civicus, civil society organizations are under attack in 117 out of 197 countries. Many governments are resorting to violence and repression to suppress civil society engagement for human rights, justice, democracy and environmental protection. Organizations are banned, assemblies are not approved or are broken up, human rights lawyers and NGO employees are arrested, visas and travel permits are not granted or activities are prohibited. The number of countries in which harassment is used against defenders of fundamental human rights has ris-

en from 65 in 2018 to at least 106 in 2022. Strategic Lawsuits against Public Participation (SLAPPs) filed by public authorities or private companies are on the rise and aim to further restrict critical civil society engagement. The systematic erosion of democratic foundations in the workplace and the violent repression of strikes and protests threaten peace and stability. This makes it increasingly difficult to promote an independent and critical civil society.

Demographic change and youth unemployment

While societies in industrialized countries are already facing an aging population, this trend is also occurring in the Global South, albeit with a time lag. The majority of young people worldwide (almost 90%) live in low-income countries due to the population growth of recent decades. More than 73 million young people worldwide are unemployed. The

Covid-19 crisis has further exacerbated the numerous challenges that young people face in the labour market. As a result, the already high number of young people who are neither employed nor in education or training rose further in 2020, widening the troubling gap between young people and opportunities for education or entry-level work experience. As the young generation of today is the workforce of tomorrow, the severe impacts of the Covid-19 crisis could have a lasting impact on labour markets and, as a result, on global inequality. Youth employment therefore remains a global challenge and an important political concern. In low-income countries with a large young labour force, benefits cannot be drawn from the “demographic dividend” due to a shortage of adequate jobs and unfair overarching conditions.

Urbanization and modern slavery

As agriculture is providing work for fewer and fewer people as a result of mechanization, migration from the countryside to the cities is increasing; this also affects a particularly high number of young people. The world is thus experiencing an unprecedented wave of urbanization. At the same time, poverty and social inequality are increasing faster in cities than in rural areas. Working conditions are also becoming more and more precarious with increasing internal and cross-border migration. Women are often exposed to great dangers such as violence, exploitation, forced labour or human trafficking during the migration process. In view of this trend, it is essential to include youth and gender issues in the development agenda and development policy of every country.

- 1 www.kriteria.ch
- 2 Cf. Kohn, Margaret and Kavita Reddy: Colonialism. In: Stanford Encyclopedia of Philosophy, Stanford University, 29 August 2017. <https://plato.stanford.edu/entries/colonialism/>
- 3 Cf. Memmi, Albert, Jean-Paul Sartre, Susan Gilson Miller and Howard Greenfeld: *The Colonizer and the Colonized*. Boston: Beacon Press, 1991
- 4 Cf. Time to Decolonise Aid: Insights and Lessons from a Global Consultation. Peace Direct, 2020. <https://www.peacedirect.org/wp-content/uploads/2021/05/PD-Decolonising-Aid-Report.pdf>.
- 5 Cf. Sultana, Farhana: Decolonizing Development Education and the Pursuit of Social Justice. In: *Human Geography* volume 12, no. 3 (November 1, 2019): S. 31-46. <https://doi.org/10.1177/194277861901200305>.
- 6 Cf. ICVA (2019) *Unpacking Localization*. <https://www.icvanetwork.org/uploads/2021/08/Unpacking-Localization-ICVA-HLA.pdf>
- 7 Cf. <https://www.oecd-ilibrary.org/sites/fd0efb97-en/index.html?itemId=/content/component/fd0efb97-en#:~:text=For%20the%20purposes%20of%20this,led%20and%20inclusive%20development%20outcomes>.
- 8 <https://monitor.civicus.org/facts/>



Women in El Salvador demonstrate for their rights on March 8, International Women's Day.

Vision, Mission and Values

Our Vision

Our vision is a just world free from discrimination, exploitation, and violence – a world where basic needs are met, human rights are fulfilled, and everyone benefits from decent work, social justice, equal opportunities, and democratic participation.

Our Mission

We put solidarity into action through global and local campaigns, as well as through humanitarian and development cooperation projects in under-resourced regions of Africa, Latin America, Asia, and Eastern Europe. We fight for decent work, democratic participation and social justice worldwide, and we respond to humanitarian crises caused by natural and human-made disasters. With courage and foresight, we work to eliminate social injustices and create new opportunities for disadvantaged communities.

Our Values

We promote and implement the following values across all our actions:

Solidarity and human rights

We stand in solidarity with poor people and those in need of protection. Human rights are our guiding principle: they are non-negotiable and universal. In addition, we believe resources, goods, services and economic opportunities must be distributed fairly.

Openness

We take clear positions in important political and social debates.

Solidar Suisse's **Humanitarian Cooperation** is guided by the needs and rights of people in humanitarian need and is based on internationally recognized humanitarian principles (**humanity, impartiality, neutrality and independence**).

Accountability

We strive to be accountable for our actions and are committed to transparency.

Inclusiveness and equality: We respect all individuals, regardless of their gender, origin, religion, social status, age, physical abilities or sexual orientation. For Solidar Suisse, gender equality means **all people have equal rights, opportunities and entitlements** in all spheres of life. We believe in the right of every person to participate in shaping the policies and decisions that affect their lives and society.

Empowerment and agency

As an organization, we support people living in precarious conditions and vulnerable groups – they are entitled to their rights and need to be able to exercise them. Therefore, we do not regard the individuals involved in our projects as recipients of charity or as victims, but as people who take responsibility for their own actions and fight for their rights.

Professionalism

Solidar is committed to being a fair employer. As an employer, we promote a culture of personal responsibility, flexibility, networking and development. We are professionally competent, innovative, reliable and ensure this through capable and motivated employees.

Our Approach – How We Translate Our Values into Practice

The sections on localization and decolonialization set out in the chapter “Analytical Basis of Our Commitment” have major implications on the foundations and principles of our work – particularly for our partnerships.

Decolonialization

The critical debate on decolonialization is relevant and important for Solidar Suisse. Throughout our history, Solidar Suisse has always regarded itself as part of a global movement for social justice. One of our core principles has always been to focus our work on the people of the affected region and their movements, organizations, civil society organizations and later on their NGOs. The decolonialization debate strengthens us in our responsibility to constantly seek out potential blind spots and hidden power structures, so that our programmes and projects contribute to the elimination of structural racism and unequal power relationships, instead of maintaining them. This long-term process requires a constant commitment in order to sustainably change the structural effects of racism and colonialism. This includes sharing power in decision-making processes and constantly questioning what kind of knowledge is appropriate and desirable. It also means actively countering discriminatory practices in hiring, working conditions, communication, language, and visual representation. Solidar is committed to continually addressing the issue of decolonialization. This also includes encouraging employees to initiate fundamental changes and integrate them into their daily work.

Localization and equal partnerships

As a civil society organization based in Switzerland, Solidar Suisse relies on local cooperation and decision-making when implementing its projects abroad. We build long-term, sustainable partnerships so that citizens and their interest

groups can engage for a democratic society based on the rule of law. Solidar develops, supports and complements local solutions to local problems in close cooperation with civil society organizations, NGOs, citizens' initiatives, social movements, co-operatives, associations, federations, workers' action groups and trade unions. Such partnerships ensure that the initiatives originate from the community. They encourage local voices and address needs effectively. Our work is based on cooperation between equal partners who share the same goals, interests and values. Unlike charity, where the relationship between donor and recipient is unequal, we practise a form of solidarity that respects the integrity of our partners and their right to set their own terms and conditions. Organizational development will continue to be part of our partnerships in the future. Furthermore, Solidar Suisse engages in cooperation with government agencies at various levels, from municipalities and local authorities through districts and provinces to national authorities. Cooperating with government agencies promotes a participatory approach that incorporates local perspectives and expertise when devising impactful development plans and programmes. We also work with specialized NGOs to leverage their knowledge and resources for targeted actions. This commitment to localization and local decision-making increases the sustainability of Solidar Suisse's efforts and promotes positive and lasting changes in the communities in which we operate.

Alliances, networks and collective platforms

We engage in national and international movements, platforms and networks to advance common goals and address global challenges collectively. We actively seek collaborations and form appropriate alliances in order to increase the outreach and impact of our work. As a member of the Core Humanitarian Standards (CHS) alliance, we support its standards and commitments.

Labour rights and human rights

We combat precarious working conditions, the increase in informal employment relationships and exploitation in the form of modern-day slavery such as child labour or forced labour. Moreover, we are committed to improving legal, social and labour-law protection. Protecting social human rights includes primarily the right to work, to fair and humane working conditions, living wages, social security and health as well as the right to freedom of assembly and freedom of association.

Gender equality and intersectionality

We focus our work on women's rights and gender equality by incorporating gender-specific and intersectional perspectives into all our actions. This requires us to be aware of the different forms of discrimination, situations and needs. Special attention is paid to the indigenous and African-American populations, refugees, internally-displaced persons, people with disabilities, people who do not conform to gender norms, etc. The goal is full equality for women, men, LGBTQIA+ and non-binary people in economic and political life. As a matter of principle, women and girls must help – with rights equal to those of men – to shape and participate in policies and political decisions that affect their lives and respective societies. With a view to achieve this goal, we urge governments, organizations and stakeholders to work together to eliminate gender gaps by breaking down systemic barriers and harmful gender roles and stereotypes and by promoting gender equality as a fundamental human right, so as to pave the way for a fairer world.

Rule of law, democratic rights and social participation

Participation by, and the strengthening of, civil society organizations are important in order to safeguard human rights and enable more self-determination and social participation. We strive to ensure universal access to democratic participation: everyone should have the opportunity to help shape the political decisions that determine their lives.

Responsibility for sustainable development

We bear a social, economic, ecological, and international responsibility and are committed to the careful and economical use of resources.

Global solidarity

Humanity faces unprecedented challenges in the 21st century, such as climate change, urbanization and migration, inequality, water and food crises, digital transformation, competition for access to renewable energy, fragile states and armed conflicts. Solidar Suisse believes we must cooperate across borders and cultures to overcome these challenges. We stand in solidarity with our partner organizations, workers, women, youth and other people in our focus countries who have far less prosperity, wealth and security. Finally, solidarity with, and responsibility towards, future generations require us to act swiftly and responsibly.

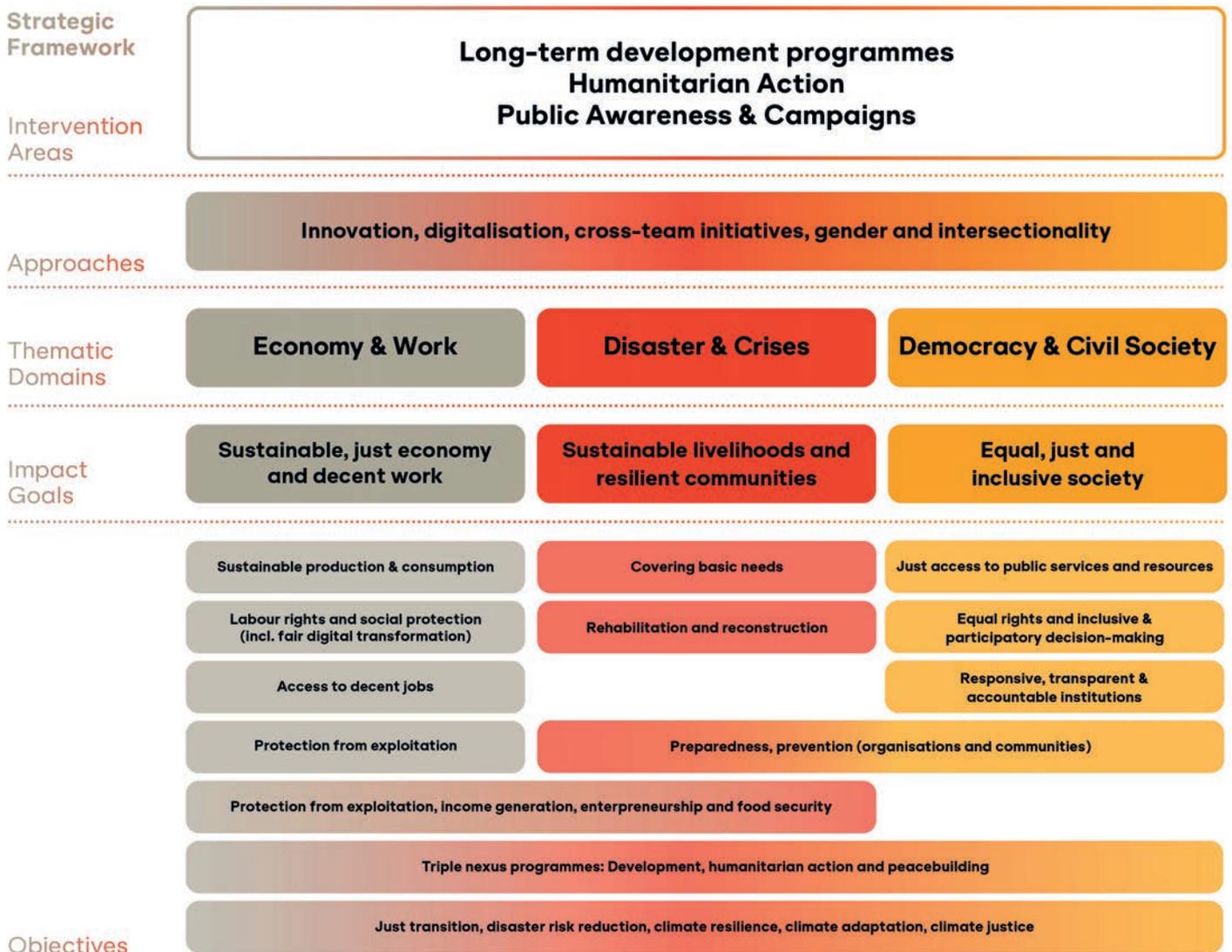
Focus on outcomes and impact

All of our work must lead to positive changes for the people and communities we work with. We seek to maximize our impact by continually monitoring outcomes and changes. In addition to the quantitative monitoring of our projects, we record the quality of the changes we observe, in order to understand how they are perceived by those affected and how they come about. We promote participatory approaches in order to account for different perspectives and insights. At programme level, we record outcomes and changes over and beyond the project level in order to be able to leverage synergies and experiences.

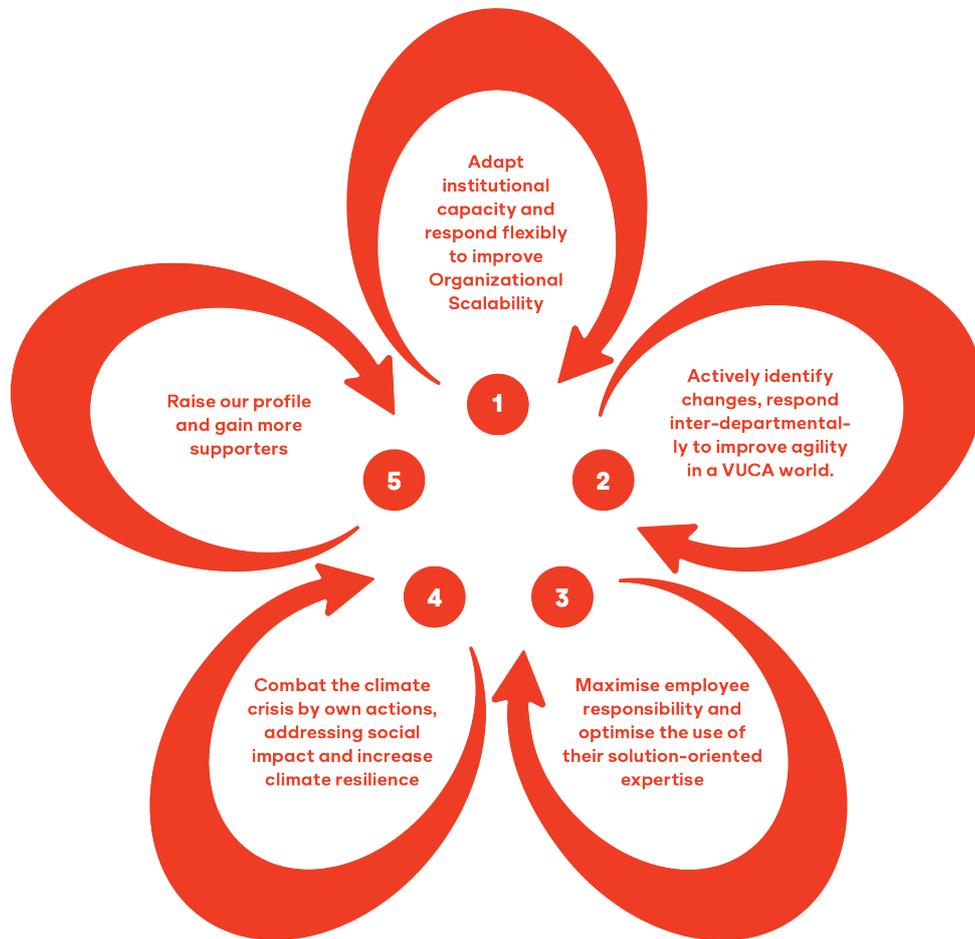
Our Strategic Fields of Action

Theory of Change

Solidar Suisse's work is based on three operational pillars: development cooperation, humanitarian cooperation and awareness-raising. Solidar's programmes are designed to combine these domains into a simplified global theory of change (see Annex 1).



Organizational Management



Solidar Suisse runs various offices in most of the focus countries in order to ensure the quality of campaigns, development and humanitarian programmes in the long term. The two Swiss offices are located in Zurich and Lausanne. Solidar Suisse is committed to being a fair employer and strives to run the offices in a lean, efficient manner with appropriate infrastructure and equipment.

Our values are firmly embedded in the management of our organization. There are supporting processes and guidelines for topics such as responsibility, integration and equality. As these are dynamic topics, we are constantly evolving and adapting to the changes and needs of society. We have defined five strategic objectives for change for the 2025-2028 strategy period. They are summarized in the chart above.

The change we have successfully initiated with regard to technology, cooperation, management and leadership must be continued. We are further developing our organizational processes and services, constantly adapting and refining them. Growth in itself is not our goal; rather, we want to consolidate the growth phase that has been successful up until now. To achieve this, we strive for forward-looking leadership, responsible management and, above all, an environment that enables our employees to develop while taking on responsibility and identifying with their work.

Quality and knowledge management

The demands placed on NGOs in international cooperation are high and continue to rise. Continuous improvements and further developments are becoming the norm in this fast-changing environment. The quality requirements, not only for results-oriented programme and project management, but also for efficient process management, call for a high degree of professionalism. Solidar Suisse will therefore strive even more to provide relevant qualitative and quantitative statements on the impact of our work. In the latter, we are committed to the humanitarian principles (Core Humanitarian Standard CHS).

Capitalizing on experience and exchanging knowledge enhance the conceptual and programmatic work in the country and regional programmes and increase their effectiveness.

We remain a learning organization, enabling us to better adapt to a rapidly changing society. To this end, Solidar Suisse will continue structured knowledge exchange both internally and through external networks. Additionally, we will further streamline our processes to enhance responsiveness.

We will therefore strive to maintain proven methods while phasing out outdated concepts in a timely manner. We remain open to new ideas and value a constructive working culture that embraces mistakes as opportunities for learning.

Human resources management

The aim of Solidar Suisse's human resources strategy is to support competent employees in carrying out our mission. We strive to be an attractive employer.

Solidar Suisse's impact and its ability to successfully carry out its mission are closely linked to attracting, training and integrating competent and committed employees.

Solidar Suisse's success is based on its employees' dedication, their diverse backgrounds and on co-operative teams. It is important to us to impart the right skills to all employees. In our dynamic society, adaptability is crucial, as is the preservation of knowledge. We are strengthening our onboarding processes and our knowledge management so that new employees can access our culture and values.

We place great importance on ensuring equal gender representation at all levels of the organization.

The training and further education of our employees is crucial for us to successfully carry out the organization's mission. Solidar Suisse seeks to ensure that all employees have sufficient opportunity to:

- understand the organization's goals and to work towards achieving them;
- take control of their own learning and professional further development;
- collaborate with employees, partners and the people we work with in a way that promotes learning and participation;
- plan, implement and review their work in a way that maximizes its impact and achieves a high standard of work;
- learn from experience and share the lessons learned with others, both within and outside of the organization;
- improve their own performance and that of others.

Safety, protection and well-being are everyone's responsibility and in everyone's interest. Solidar Suisse recognizes its legal and moral duty of care to provide a healthy working environment, promote healthy working practices and mitigate safety risks in both the real and the virtual worlds.

Information and communication technology (ICT)

Solidar Suisse will continue to maintain and further develop an adequate IT infrastructure, suitable data management and storage solutions as well as efficient processes in the future. Continuous development is essential in order to keep pace with the constantly-changing requirements and with the opportunities and risks of the digital world. Security and protection in the virtual world have become a key topic.

To ensure that our organization is equipped for the digital transformation on an institutional and programmatic level, we train our employees in the necessary ICT skills, cooperate with trusted partners and invest in an appropriate and lean infrastructure.

Financial Management

Solidar Suisse continues to operate professionally, responsibly and sustainably. We will secure Solidar Suisse's ability to act entrepreneurially in the long term. The core financial management tasks include ensuring a balanced balance sheet, high-quality budgeting and accounting and reporting standards. The financial team constantly ensures there is sufficient liquidity for all programmes.

Our rapid growth requires us to further improve our compliance, risk management, audit and control processes. We will continue to harmonize general financial processes during this strategy period. This will require investments in human resources, adjustments to the organizational structure and the team, along with new forms of cross-team collaboration beyond national borders.

Solidar Suisse has organized its financial management in accordance with Swiss GAAP FER 21 (Accounting for charitable non-profit organizations) and has been awarded the ZEWO seal of approval. This means we are continually audited according to the standards for non-profit organizations with regard to ethics and integrity, corporate governance

principles, efficient use of funds, impact, true and fair accounting, transparency and accountability. Solidar Suisse will continue to accumulate surplus capital as reserves, while maintaining a balanced cost ratio between programmes and administration.

Objective for change 1

Solidar Suisse shall create general institutional frameworks to ensure high quality of programme implementation and the ability to respond flexibly and quickly to changes in program and organizational scale.

Objective for change 2

Solidar Suisse shall identify social changes at an early stage and respond quickly and with the expertise of all departments, so as to achieve maximum impact and sustainable improvements through our programs.

Objective for change 3

Solidar Suisse shall grant its employees a high degree of personal responsibility enabling them to apply their expertise in a solution-oriented manner, connect and exchange ideas with colleagues, and carry out their tasks efficiently.

International Programmes

Geographical Focus

Solidar Suisse operates on four continents. We are represented in ten focus countries, each of which has its own cooperation offices and staff. Many of these offices serve as regional centres for projects in other countries run through local partners. Our cooperation offices will continue to examine whether our successful regional and transnational work in areas such as labour rights protection and advocacy for workers in Asia can be extended to other regions of the world.

Solidar Suisse is active in Latin America, western and southern Africa, south-east Europe and Asia. The focus countries with their own offices are Bolivia, El Salvador, Bangladesh, Burkina Faso, Mozambique, Kosovo, Pakistan, Turkey, Ukraine and Thailand (for the Asia region). In other countries, we finance projects via partner organizations: Benin, Bosnia and Herzegovina, Cambodia, Guatemala, Honduras, Indonesia, Malaysia, Nepal, South Africa.

Objective for change 4

Solidar Suisse shall commit to significantly combat the climate crisis by reflecting on our own actions, addressing the social impacts in the Global South and aligning our projects to strengthen community resilience to climate change.

Thematic Focus

Solidar Suisse remains committed to its credo “We fight inequality”. This commitment focusses on three core domains. Within each domain, there are different but interlinked impact goals:

- 1 The **Economy and Work** domain includes sustainable production and consumption; labour rights and social security; better access to the labour market and efforts against extreme labour exploitation.
- 2 The **Democracy and Civil Society** domain comprises fair and unrestricted access to public services and resources; equal rights for all; inclusive and participatory decision-making processes; strengthening civil society; and responsive, transparent and accountable institutions.
- 3 The **Disasters and Crises** domain includes emergency relief and support during the initial reconstruction phase, community-level disaster prevention, including climate resilience, damage mitigation and adaptation as well as inclusive economic development that encourages dynamic small businesses, income-generating measures and sustainable livelihoods.

Development Cooperation

Strategic topic for the future

Just Transition

Strategic considerations have led us to a clear consensus that the climate crisis must be tackled. To this end, Solidar Suisse follows the holistic “Just Transition” approach based on the criteria of the International Labour Organization (ILO). It aims at achieving a socially-compatible transition to a low-carbon, sustainable economy by protecting and empowering workers and communities through social dialogue, skills development, social protection, economic diversification, business development, labour rights and policy cohesion. The “Just Transition” is intended to ensure that the transition to a sustainable economy is both environmentally and socially just and that nobody is left behind, especially those worst affected by the impacts of the climate crisis and its economic impact. As a development organization with numerous partner organizations deeply rooted in the civil society of our focus countries, Solidar Suisse can play a crucial role in promoting the just transition approach in its future projects, while ensuring that our work is based on social justice, gender equality, strengthening democratic movements and sustainable development. Cooperation with local players as agents of change and the application of an intersectional approach are crucial in order to effectively combat social inequality and poverty and to leverage the actors’ knowledge of the community’s needs and the cultural contexts.

Strategic field of action 1

Development Cooperation

Solidar Suisse runs development cooperation programmes in the domains “Economy and Work” and “Democracy and Civil Society”. They are characterized by their high relevance, quality and impact. Cooperation with local actors as agents of change and the use of an intersectional approach are crucial to effectively combat social inequality and poverty and to leverage the actors’ knowledge of the community’s needs and the cultural contexts.

Humanitarian Action

Solidar Suisse provides humanitarian assistance to individuals and households in acute emergencies, offering timely support that addresses vital needs. Our emergency relief follows a development-oriented approach aimed at strengthening resilience, integrating longer-term reconstruction measures early on, and empowering affected people to help themselves. We work in a coordinated and responsible manner, support the local emergency services and are committed to humanitarian principles and recognized standards. Our engagement in humanitarian cooperation is organized in three phases:

Emergency phase

Solidar Suisse intervenes to save lives, alleviate suffering and preserve the dignity of those affected during and immediately after crises and disasters.

Rehabilitation/reconstruction phase

Solidar Suisse strives to restore and improve living conditions and to strengthen the resilience of the affected population following a crisis or disaster.

Preparedness and prevention

Solidar Suisse supports individuals, households and communities so that they can prepare better for future disasters and mitigate the consequences thereof.

We pay particular attention to integrating humanitarian cooperation and preparedness into existing programmes in countries that are regularly or persistently affected by major crises.

Nexus: linking development

Strategic field of action 2

Humanitarian Action

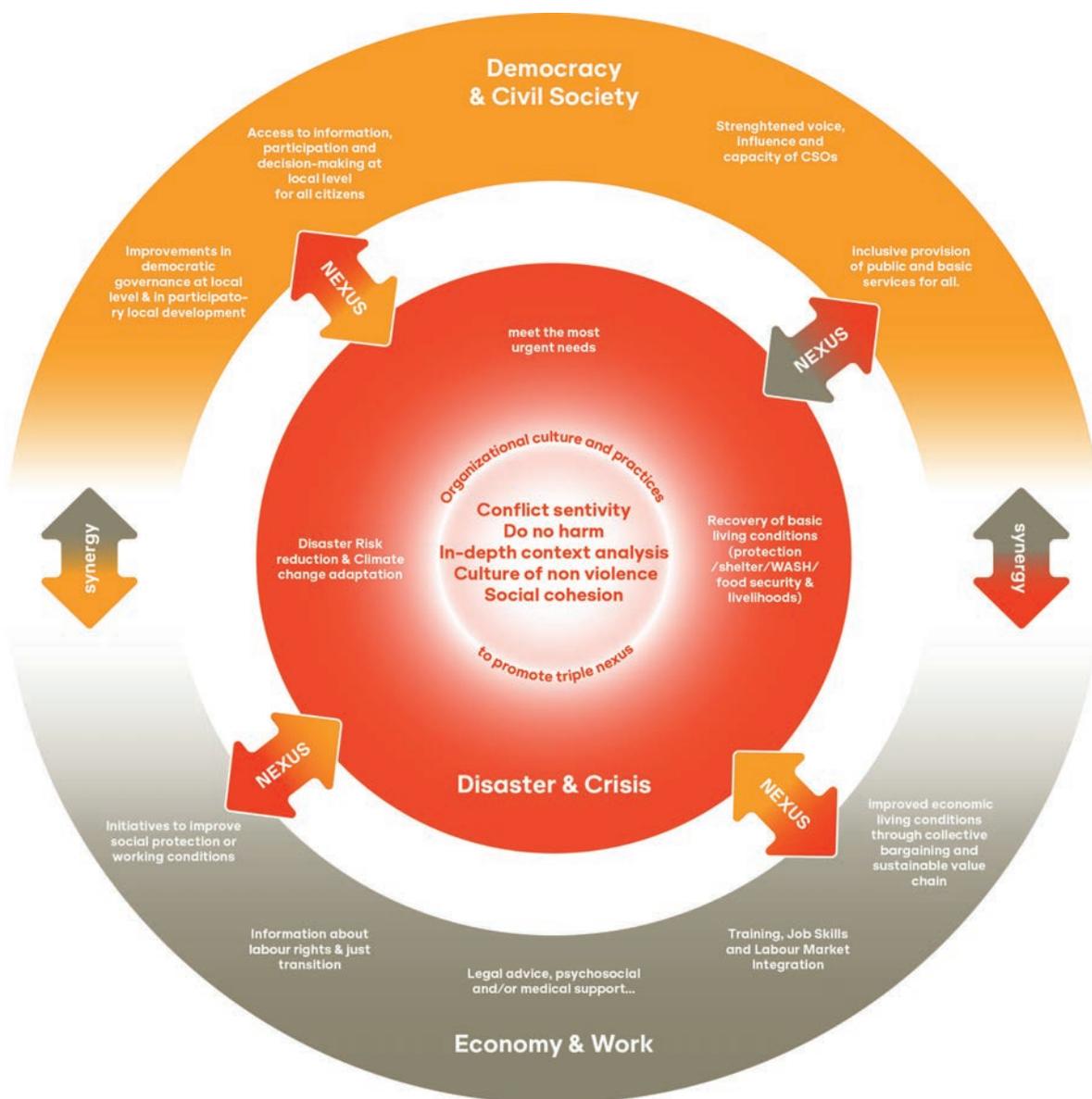
Solidar Suisse conducts professional and high-quality humanitarian actions to support affected individuals, households and communities during and after humanitarian crises and major disasters. We conduct humanitarian actions in a way that enables us to respond swiftly to vital needs, provide tangible added value and raise the financial resources needed to meaningfully provide humanitarian support.

cooperation, humanitarian cooperation and peacebuilding

The increase in protracted crises and fragile contexts requires a shift from linear transition concepts to a more comprehensive approach based on more simultaneous and mutually complementary support. As an organization that works flexibly, we continue to advance the context- and needs-based nexus approach by combining elements of development cooperation, humanitarian cooperation and peacebuilding with one another. Solidar Suisse is aware that the implementation of the nexus approach can and must be further im-

proved at the institutional level. Due to our size, we can expand holistic programme approaches and further expand the nexus between long-term development cooperation and humanitarian aid. At the operational level, we will design the programme planning more flexibly in the current strategy period, evaluate triple-nexus approaches and further develop our localization agenda.

The following chart illustrates the nexus links between our fields of action:



Awareness-raising Campaigns

Strategic field of action 3

Public Relations Work and Campaigns

Solidar Suisse initiates bold campaigns to raise awareness among the Swiss public about the root causes of global inequality, poor working conditions and the responsibility of companies and governments. To this end, Solidar Suisse aims to reach new target groups and more actively mobilize those already sympathetic to our concerns.

In order to achieve our vision of a fair world, where people and nature are not exploited, we cannot rely solely on the impact of local projects. We also need transformative changes in production, consumption, international trade, and global policy. This means rethinking not only our production methods but also our consumption habits. Additionally, the international regulation of transnational companies must be fundamentally re-evaluated, with corporate accountability at the core of this demand.

Solidar Suisse continues to focus on awareness-raising campaigns to drive this systematic change. Our campaigns are based on the experiences of the people affected in our partner countries who have to struggle with the consequences of the climate crisis and persistent social inequalities.

Awareness-raising campaigns in Switzerland and abroad

The aim of Solidar Suisse's campaigns and public relations work is to expose the causes of global inequality and point out the links between our consumption habits, business practices, global trade policies and poor working conditions in producing countries. We want to raise awareness among the Swiss population, Swiss companies and Swiss politicians and motivate them to address these problems more actively and responsibly.

To achieve this, we inform consumers and offer them alternative options for action. We engage in dialogue with companies and, where possible, with government institutions while collaborating in global coalitions to advocate for political change.

Wherever there is a direct link to Swiss stakeholders and it makes sense from a security-policy perspective, Solidar Suisse pursues a programme-based approach and supports the specific demands of its partner organizations in the focus countries through awareness-raising and lobbying work in Switzerland.



Marketing and Communication

Positioning

Public attention is more than ever a highly sought-after commodity. New channels – especially digital ones – are constantly emerging and competing for limited public attention. A clear message is essential in order to succeed in the fast-paced world of communication. Solidar is known in Switzerland for its clear political stance, bold campaigns and for bringing social injustices to light. This allows us to benefit from a strong media presence, which cannot be achieved by communicating on programme activities alone. It is therefore important to balance our topics carefully and to select content closely aligned with Solidar Suisse's core competencies.

Solidar Suisse has always addressed the issue of inequality in its programmes and will do so even more emphatically in the future. Various studies show the widening gap between the highest and lowest income groups as well as the issue of the working poor. It is important to illustrate this injustice by using programme-based examples and to highlight the links to behaviours in Switzerland, positioning ourselves as a leading voice on the topic of inequality.

Fundraising

The previous strategic phase was characterized by two major crises: the coronavirus pandemic and the war of aggression against Ukraine. The former also had direct repercussions on Switzerland and caused uncertainty among large sections of the population. However, it soon became visible that even in such crises, the people in Switzerland continue to show solidarity and help the disadvantaged. This shows that the Swiss fundraising market is robust and that people do not cut back on solidarity first – an encouraging result at a time when polarization and selfishness are increasing in the public's perception. At the same time, competition among the many national and international fundraising organizations is growing stronger. In the field of institutional fundraising, organizations from other sectors (education, sport, culture, environment, etc.) are seeking to raise funds from municipalities and foundations as a result of austerity measures.

Digital channels are becoming increasingly important among private donors. Digital fundraising is becoming an important donation channel in humanitarian crises. It enables supporters to get involved immediately after an event. However, the clear shift from direct mailing to online fundraising is taking place more slowly than previously predicted. Solidar will continue to focus on balancing the different fundraising channels, always with the intention of promoting digital fundraising. Where opportunities arise, Solidar will leverage these channels to reach a new target audience and encourage people who are not yet aware of our work to donate.

It is important that we present our work objectively and credibly. Donors want to know what their money is being used for and what impact their donation has. This calls for responsible and transparent communication, which creates trust and helps to show that even small donations can make a difference. Young people are more likely to make a short-term, non-binding commitment instead of a lifelong commitment to an organization. It will be decisive that Solidar succeeds in clearly articula-

ting its values and convincingly demonstrate how its programmes contribute to improving these values. Solidar Suisse must link these values to concrete issues impacting people here in Switzerland if it is to appeal to a younger audience.

Objective for change 5

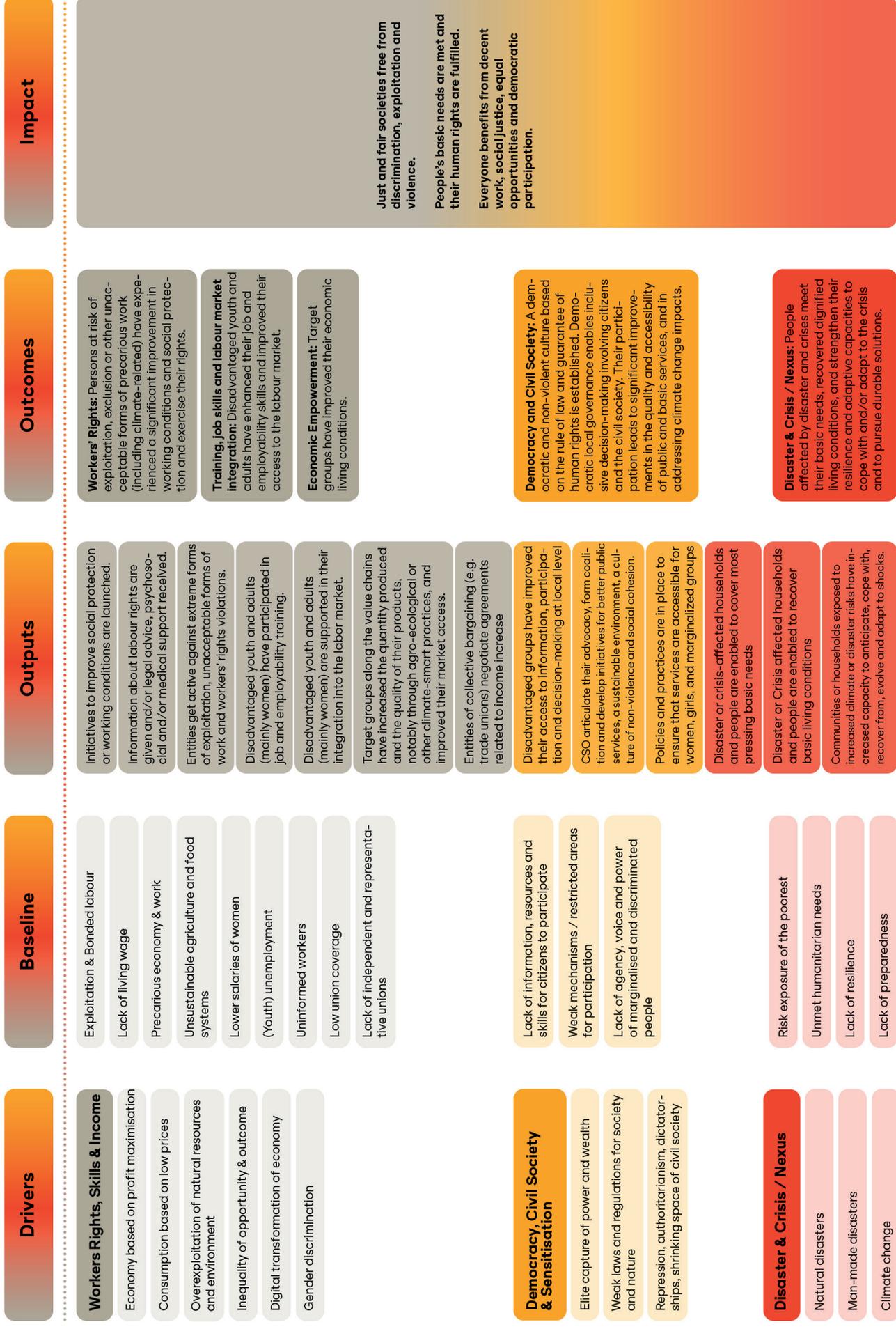
Solidar Suisse shall attract more supporters and increase brand awareness.

Media and Communication

The further development of know-how, networking and information flow within our organization remains crucial. We will invest in new technologies and further training to enhance our team's skills and enable impactful communication. Solidar Suisse is well connected with service providers who understand the sector. We strive to strengthen direct dialogue with the public through effective communication channels to counteract the increasing fragmentation in society and the individualization in communication. We will maintain our commitment to exposing social wrongs and reporting on our projects and their impact. In addition, we will align our communication in the coming years even more closely with the concerns of the respective target group and prepare it in a more channel-specific manner.

Non-profit organizations are increasingly exposed to criticism from conservative politicians and sometimes also from economic interest groups. Solidar's communication is geared to react to such attacks with well-founded arguments. We therefore aim to use politically-motivated criticism to raise Solidar Suisse's profile and strengthen our public image.

Simplified Theory of Change 2025–2028



We fight inequality.

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