



INSTITUTIONAL PROGRAMME 2021-2024

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LIST OF ABBREVIATIONS AND ACRONYMS

ACO	Action chrétienne en Orient
CAS	Certificate of advanced studies (formation continue universitaire)
CEP	Coopération par l'échange de personnes
CER	Conférence des Eglises réformées romandes
CERFSA	Conférence des Eglises réformées francophones en Suisse alémanique
Cevaa	Communauté d'Eglises en Mission, association internationale d'Eglises
CHF	Francs suisses
CIPCRE	Cercle international pour la promotion de la Création
CLCF	Centrale de littérature chrétienne francophone
CS	Conseil synodal
CTM	Comunidad teológica de México
DDC	Direction du développement et de la coopération
Défap	Service protestant de mission, service de mission de cinq Eglises protestantes de France
ECM	Education à la citoyenneté mondiale
EDD	Education en vue d'un développement durable
EDT	Ecole de la transition (structure vaudoise de préparation à l'entrée en apprentissage)
EERS	Eglise évangélique réformée de Suisse (précédemment Fédération des Eglises protestantes de Suisse (FEPS))
EERV	Eglise évangélique réformée du canton de Vaud
EPER	Entraide protestante suisse
EPM	Eglise presbytérienne de l'île Maurice
EPMB	Eglise protestante méthodiste du Bénin
EPR	Eglise presbytérienne au Rwanda
EPT	Equivalent plein temps
FAO	Organisation des Nations unies pour l'alimentation et l'agriculture
Federeso	Réseau des fédérations latines de coopération
Fedevaco	Fédération vaudoise de coopération
FJKM	Eglise de Jésus-Christ à Madagascar
FRIJ	Fondation rurale interjurassienne
HAFI	Haute école des sciences agronomiques, forestières et alimentaires, Zollikofen
HEP	Haute école pédagogique
HEPIA	Haute école du paysage, d'ingénierie et d'architecture de Genève
HEPL	Haute école pédagogique de Lausanne
IERA	Igreja evangélica reformada de Angola
INESIN	Instituto de estudios e investigación intercultural, ONG au Chiapas
IPRC	Iglesia presbiteriana reformada de Cuba
IRA	Indicateurs de référence agrégés
MJS	Mouvement pour la justice sociale
Movetia	Agence nationale pour la promotion des échanges et de la mobilité
ODD	Objectifs de développement durable
ONG	Organisation non gouvernementale
ONU	Organisation des Nations unies
OPF	Office protestant de formation
PAOET	Projet d'accompagnement œcuménique pour le Togo
PPP	Pain pour le prochain
SBM	Seminario bautista de México
Secaar	Service chrétien d'appui à l'animation rurale
SET	Seminario evangélico de teología, Matanzas, Cuba
STM	Solidarité Tiers-Monde
UNESCO	Organisation des Nations unies pour l'éducation, la science et la culture
UNIL	Université de Lausanne
Unité	Association Suisse pour l'échange de personnes dans la coopération internationale
ZEW0	Service suisse de certification pour les organisations d'utilité publique collectant des dons



ABSTRACT

In November 2018, the Missionary Synod (the highest body) of DM decided on a new strategic direction with an emphasis on South-North-South reciprocity. Reciprocity refers to a relationship in which all parties play both a giving and receiving role, thus maintaining mutually beneficial interactions. For DM, reciprocity refers to the idea that relationships between Switzerland and its partners abroad are not a one-way street, benefiting only the partners in the South and their context. Partners in the South have strengths and competences that can benefit actors in Switzerland or in other countries in the South.

On the basis of an analysis of the context and lessons learned from the previous phase, DM has two general objectives for 2021-2024:

- Capacity building: In the areas of involvement of DM, the contribution of partners, both in Switzerland and abroad, is strengthened through project support, transfer of skills and exchange of best practices.
- Promotion and practice of global citizenship: people directly or indirectly affected by an exchange or encounter experience demonstrate changes in attitudes and state of mind. In the long term, this change leads to new practices and behaviours in professional, associative, ethical and consumer commitments and in the democratisation of information. By the same token, DM contributes to Sustainable Development Goals (SDG).

These objectives are implemented in three areas of involvement: education, agroecology and theology: faith and community dynamics. The activities of DM affect five geographic areas: Europe (Switzerland), Central and West Africa (Cameroon, Rwanda, Democratic Republic of Congo, Benin, Togo), Southern Africa (Angola, Mozambique, Mauritius, Madagascar), North Africa (Egypt) and Latin America (Mexico, Cuba), as well as four multilateral networks ("*Action chrétienne en Orient*" (ACO), "*Service chrétien d'appui à l'animation rurale*" (Secaar), "*Communauté d'Eglises en mission*" (Cevaa) and the "*Centrale de littérature chrétienne francophone*" (CLCF)).

The principle of reciprocity has implications for many aspects of the Institutional Programme:

- Institutional role and profile: instead of a support organisation, focused on the support of the "North" for the benefit of the "South", DM understands itself more in a role of facilitating interactions between actors from North and South, promoting mutually beneficial exchanges and co-learning.
- Selection of partners: DM not only cooperates with (beneficiary) partners in the South. In its areas of involvement, it also establishes partnership relations with actors in Switzerland.
- Concept of the partnership: since all parties play both a giving and a receiving role, the relationship maintained by DM with its partners are not conceived solely in the donor-recipient mode, with unilateral accountability. The roles and contributions of each party are indeed valued in a relationship of mutual accountability.
- Concept of the exchange of personnel: whatever its form, an experience of exchange of personnel always has a dimension of reciprocity, with an effect on both the person(s) travelling and the person(s) hosting.
- Forms of exchange of personnel: in the logic of reciprocity, the forms of exchange of personnel are multiple, not limited to assignments of experts from the North to



the South or learning stays from the South to the North, but including South-North or South-South assignments, North-South work experiences, group trips, etc.

- Prioritisation of projects: in the logic of reciprocity, priority is given to projects promoting collaboration and/or joint learning, developing or experiencing with solutions that could be beneficial in various contexts, etc.
- Importance of awareness-raising in Switzerland: in a reciprocity approach, awareness-raising in Switzerland is not a complementary activity, but is at the very heart of the programme stemming from the strategic objectives.



1 INTRODUCTION

Since the early 2000s, DM has been working according to a programmatic approach. Already in 2004, a first programmatic document was discussed, defining both a normative level (profile, vision, mandate, values, nature of activities) and strategic partnership criteria. In 2012, DM produced Guidelines and in 2014 a broad Institutional Programme.

This document is the second comprehensive Institutional Programme. It follows a major process of reflection on the future of the organization launched in September 2016. Following a consultation with all stakeholders in Switzerland in 2017¹, a second phase of internal reflection took place in December 2017. This led to a new strategic orientation decided by the Mission Synod (the highest body) in November 2018, with the emphasis on South-North-South reciprocity (cf. 5.1 below).

Following this decision, several workcamps were launched with the participation of the staff :

- Consultation with Southern partners on the assessment of the 2014 Institutional Programme and on the perspectives linked to the new strategy; this was done mainly during trips by programme officers between February and June 2019.
- Consultation of the executives of Churches in French-speaking Switzerland and other potential partners regarding the prospects for collaboration based on a South-North-South reciprocal approach.
- Charter (vision, mission, values, goals) of DM.
- Name of the organisation and review of the visual identity.
- New organisation of the secretariat.
- Modalities of new funding.
- Institutional Programme 2021-2024.

In June 2019, a decision was taken by the DM Council to forward the request for co-financing of the Swiss Agency for Development and Cooperation (SDC) not through Bread for All (PPP) anymore, but through “Unité”.

A first version of this Institutional Programme was discussed in the Council of the 28th of August 2019. It was adopted on the 2nd of October 2019.

2 WHO ARE WE ?

2.1 BRIEF PORTRAIT

DM is the service of the French-speaking Protestant Churches² for cooperation and exchange of personnel with other sister Churches worldwide. It is established as an associa-

¹ Member churches, Evangelical Reformed Church in Switzerland (EERS), Conference of Reformed Churches in French-speaking Switzerland (CER), DM bodies and partner organisations (Swiss Protestant Aid (HEKS), Bread for All, mission21, Cevaa). Anyone who wished to do so could also respond individually.

² Also included are the member churches of the Conference of French-speaking Reformed Churches in German-speaking Switzerland (CERFSA).



tion within the meaning of articles 60 and following of the Swiss Civil Code, with its own statutes (cf. Appendix 1) and organs. Its members are the member churches of the Conference of Reformed Churches in French-speaking Switzerland (CER). Based on this ecclesial identity, DM mainly supports activities with a universal charitable and of public utility aim. For this reason, it seeks ZEWO certification for organisations of charitable utility collecting donations.

Born in 1963 from the regrouping of the activities of several mission societies, DM has for a long time accompanied young partner churches on their way to autonomy. As the partner churches grew stronger by taking over evangelism and pastoral activities, it then moved more towards a supporting role in the capacity building of the partner churches. From the very beginning, the exchange of personnel has been a priority mode of action, especially in the form of long North-South stays.

With the present Institutional Programme, DM is entering a new phase: from an organisation focused on support and solidarity of churches in the "North" for the benefit of churches in the "South", it is moving towards a structure that facilitates mutual exchange and co-learning.

2.2 VISION, IDENTITY, VALUES

In 2019, DM has adopted a new charter (see Appendix 2), defining in particular its vision, mission, values and strategic objectives.

Vision

In response to the biblical invitation to "welcome one another"³, we long for a world where peace, justice and respect for our earth prevail.

We believe in a humanity with a destiny of solidarity and in the universal Church as a community of faith and action.

We are convinced that a global dynamic of exchange, sharing, collaboration and enrichment, beyond geographical and cultural barriers⁴, is necessary and possible.

Mission

As a service of the French-speaking Protestant Churches, DM is linked to various partners, mainly denominational, who are actors of transformation in Switzerland and worldwide. Our mission is to make "humanity in solidarity" and "the universal Church" concrete. With the support of broad networks, we want to facilitate exchanges and meetings. And in order to strengthen our capacity for action, we wish to intensify mutual questioning, joint learning and the transfer of skills.

Values

Integral mission: the mission of the Church is grounded in God's mission which unfolds according to his plan of salvation and touches all areas of human life. The Gospel is good news, a force for individual and social transformation. It asks to be incarnated in the concrete life of individuals and communities. In its action, DM requires respect for ethical val-

³ Romans 15:7: "So welcome one another, as Christ welcomed you, to the glory of God."

⁴ Galatians 3:28: "It no longer matters, then whether you are a Jew or not, slave or free, male or female; you are all one in communion with Jesus Christ."



ues such as justice, equity, including gender equity, good governance and the promotion of human dignity.

Universal Church: through our actions we participate in the ecumenical movement and are part of the universal Church, an open, pluralistic and supportive human community. Made up of different people, united in Christ, the universal Church takes shape in encounters, exchanges and collaborations beyond geographical and cultural barriers.

Sustainable development: the major challenges facing our world concern and affect many areas: social, economic and environmental, as well as cultural, ethical and spiritual. The responses to be given to them must therefore take into account all dimensions of human existence, in all its complexity and globality.

Diversity and dialogue: The encounter and collaboration between people of different cultures, religious sensitivities, generations and genders is a powerful factor for innovation and creativity, as well as a motor for social and spiritual development. However, in order to benefit from it, diversity requires learning about otherness, about the ability to be decentred and about engaging in dialogue.

Reciprocity: Going beyond the classic vision of international cooperation based on the unilateral support of the South by the North, we want to put forward balanced, equal and mutually beneficial partnerships, where the specific contribution of each person is valued, with his or her knowledge, skills and know-how.

2.3 ORGANIZATION

The organs of DM are defined by its statutes:

- The Mission Synod is the highest body, composed of delegates from the member churches. It decides on the strategic direction, approves the report, accounts and budget of the organisation.
- The Council consists of 7 to 9 members elected by the Synod for a term of 4 years. It prepares the strategic guidelines, the report, the accounts and the budget. The Council adopts the regulations and appoints the Director. It supervises the operational work and ratifies partnership agreements.
- The Management Review Commission, composed of 5 members elected by the Missionary Synod, oversees the governance of the organisation.

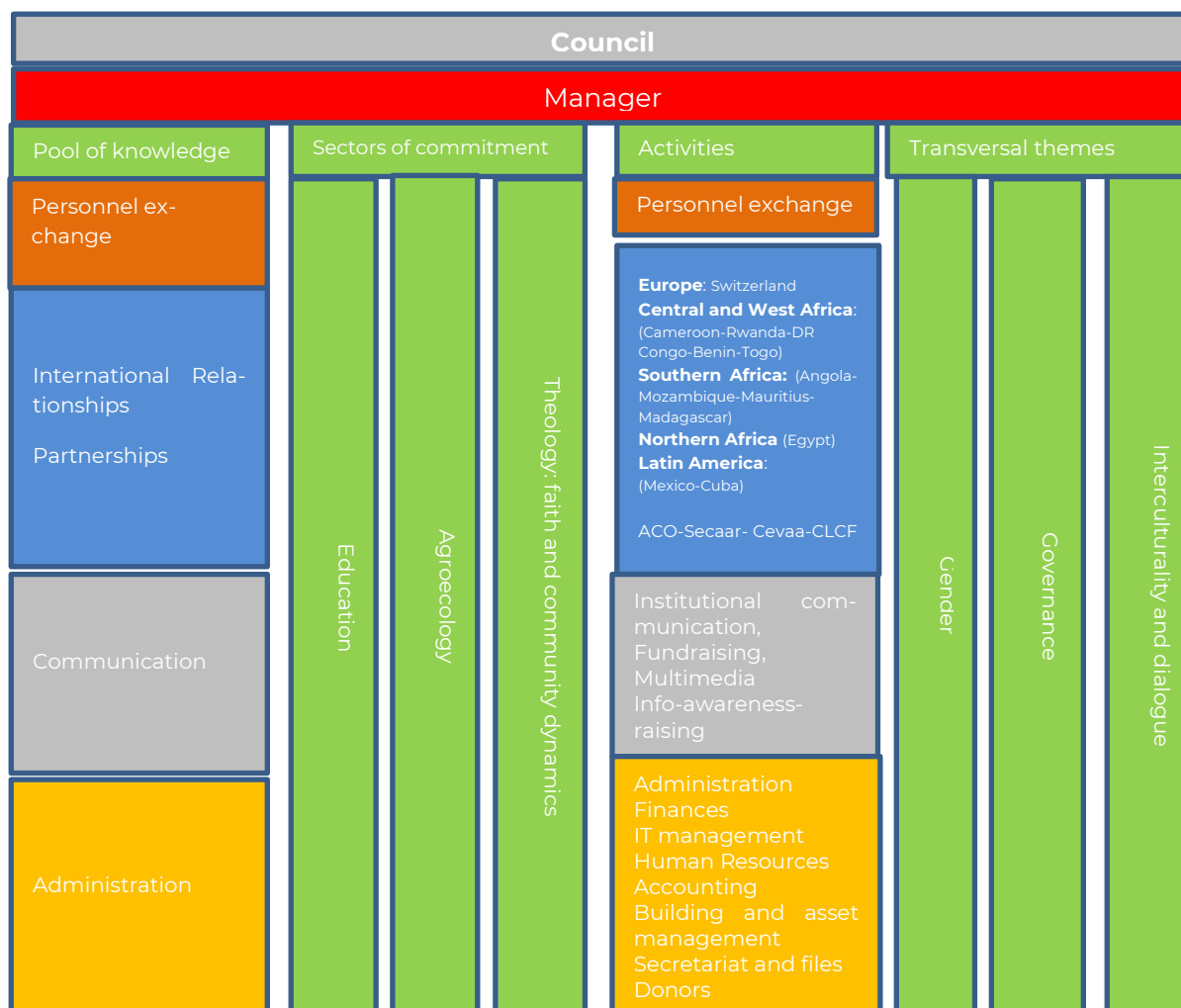
The Director is responsible for the operational work and management of the Secretarial office.

Three thematic commissions (missiology, Cevaa and ACO) and a technical commission (Programme Commission) accompany and advise the secretariat in its operational work.



In order to adapt to the new strategic orientation, the secretariat is in the process of reorganisation according to the following model:

Figure 1: DM Secretarial Organisation Model



2.4 COLLABORATIONS

DM maintains important relationships of collaboration and coordination with faith-based and/or development-oriented organisations:

- The parishes and churches, as well as the services of “*Terre Nouvelle*” in the French-speaking churches, are responsible for awareness-raising and fund-raising for the benefit of the three agencies: Swiss Protestant Aid (HEKS), Bread for All (PPP) and DM.
- “*Terre Nouvelle*”, the name under which the coordination and cooperation between the three organisations PPP, HEKS and DM is carried out in French-speaking Switzerland, including Mission21 at Swiss level.
- The Coordinating Conference of Missionary Organisations and the Evangelical Reformed Church in Switzerland (EERS) (this Coordinating Conference is abbreviated KMS in German) which enables an in-depth exchange between DM, Mission21 and



the EERS on the challenges of the missionary field and the programmes of activities. Operational collaboration with Mission21 is being intensified.

- The “*Défap*”, missionary service of three unions of French Protestant churches, is involved in the same multilateral networks as DM.
- German partners («*Norddeutsche Mission*» and «*Brot für die Welt*») involved in programmes in Togo and Cameroon.
- The Swiss Unity Platform, which brings together organisations involved in the exchange of personnel. Commitment within “*Unité*” has been strengthened, in particular through an application for SDC co-financing and programme dialogue.
- The “Canton de Vaud” Cooperation Federation (Fedevaco).

3 CONTEXT AND CHALLENGES

The work of DM is part of various developments and trends in the international and national context.

- 1) A gradual blurring of the North-South dichotomy: the world is becoming increasingly aware of global interdependencies: trade, information and communication, but also the global challenges of climate change, terrorism and migration. The United Nations (UN) has therefore defined a new Agenda 2030 that includes both North and South. We are also witnessing a shift in the centre of gravity of Christianity from North to South, with a strong growth in local competences (although not yet sufficiently valued and implemented in the ecclesial context). Finally, the North-South geographical and cultural dichotomy is also being attenuated by the presence of diaspora communities, especially Christian ones, on European soil.
- 2) A still difficult context for the Southern partners: despite unprecedented achievements in terms of reducing absolute poverty⁵, global injustices persist: access to health, food, education, women's rights. There is also a weakening of the contexts in which DM operates: political unrest linked to incomplete democratic transitions and regionalism, religious radicalism, crime, economic crises, natural disasters. In these countries, churches are both part of the problems and part of the solutions. Their social and moral watchdog role is recognised, even though they are themselves vulnerable: governance problems, internal tensions, clan/ethnic rivalries.
- 3) A change within the churches in Switzerland: faced with the phenomenon of secularisation, the churches are increasingly confronted with questions (transition from national to minority churches, role in society, financial sustainability). There is a tendency to join forces: delegation of tasks from the parish level to the regional level and from the cantonal level to the French-speaking part of Switzerland; as well as there is a growing interest in new, experimental, project-based forms of being church. A double tendency is observed: to withdraw into oneself, but also to prove the "social added value" of the Church.
- 4) A change in the framework conditions for cooperation through the exchange of personnel (CEP): the existence of local technical skills changes the expectations of partners in the South towards more specialised technical profiles, while the altruistic moti-

⁵ Swiss Agency for Development and Cooperation (SDC) (2019), *Explanatory Report on International Cooperation 2021-2024*, pp.7-8. Available at https://www.admin.ch/ch/f/gg/pc/documents/3047/FR_Rapport_explicatif_consultation_CI_2021-2024.pdf



vation of candidates in the North decreases: an expatriation is experienced more as a personal experience and/or a step in a curriculum vitae (CV). However, the increased skills in the South open up opportunities for more South-South and South-North exchanges, which corresponds to a general international trend towards more reciprocity in CEP (see also the studies carried out within “Unité”).

- 5) A change in the landscape of international cooperation (especially Protestant): the rise of populisms and identity assertions are putting increased political pressure on international cooperation. In addition, technical requirements are increasing: professionalization, highlighting of impacts, transparency and accountability. Competition on the donation market is increasing. Donors want to be able to make a personal commitment and want to support (one-off) concrete solutions rather than organisations (on long-term commitment). There is a trend towards the regrouping of large and medium-sized non-governmental organisations (NGOs), while micro-organisations are multiplying. The planned merger between HEKS and PPP is likely to have an impact on DM, with the mandate of PPP for fundraising being questioned. Finally, it is the whole role of “Terre Nouvelle” as a place of coordination between churches and organisations and as a channel for the flow of funds that needs to be re-examined.

4 EVALUATION - LESSONS LEARNED FROM THE PREVIOUS PROGRAMME PHASE

A survey of partners (February-June 2019), supplemented by an internal assessment, made it possible to evaluate the previous programme phase.

Programmatic orientation

The Institutional Programme 2014 provided overall coherence, notably through the concept of “holistic development”, and facilitated discussions with partners. However, it has not been able to play the role of a continuous reference tool (monitoring, evaluation) nor of communication with the Churches in Switzerland (non-ecclesial language). The desired extension of the programmatic approach to multilateral networks did not succeed. In the next phase, there is a need for defining the objectives with more precision and measurability, using indicators, for ensuring ownership internally and among partners, and for clearly designing the bodies responsible for monitoring implementation.

Management and implementation

In the implementation of its programme, DM always maintains flexibility regarding crisis situations (e.g. earthquake in Mexico in 2017). Project-level evaluations have led to a reorientation of certain activities. However, an overall evaluation has not been carried out. Due to the strategic background work, the new concept for the exchange of personnel and the Northern Programme, which was drafted at a later stage, was not implemented. A gender policy analysis was conducted in Spring/Summer 2018 and proposals were made. For the next phase, the focus will be on measuring the effects (beyond the mere implementation of activities), including those on the people sent and their context.



Achievement of Southern objectives

Partners report that DM support has enabled them to achieve (at least partially) their objectives. They appreciated the significant impulses given in the area of decompartmentalization and networking sharing (South-North-South and South-South). DM also contributed to capacity building, notably through specific "technical" inputs. Some partners regretted that the resources allocated did not make it possible to respond to all requests. It remains difficult for churches in the South to share their expertise (especially due to lack of means) and South-South collaboration remains a challenge (lack of means, capacities and will). In the future, the facilitation of networking will need to be further strengthened.

Achievement of Northern Objectives

The Northern programme has provided impetus for activities in Switzerland. Despite a decrease in parish interventions, there has been a strong awareness raising work, especially through the return of people sent and newsletters. The theme of interculturality has been given particular emphasis in the communication. Printed, audiovisual and electronic publications, the website and studio interviews (*Two words, two minutes*) have contributed to a better knowledge of the institution. However, the support of the churches in Switzerland has not increased and the general public's knowledge of DM remains insufficient. In the future, the needs and expectations of the churches and other partners in Switzerland will have to be better taken into account. Maintaining contact with the returnees and setting up support groups are avenues to be explored.

Partnership management

In their context of intervention, the churches are relevant actors, because they are listened to and touch many people. The relationship of respect within the partnership, as well as long-term collaboration, is particularly valued. They are particularly important in institutional crises of the partners. However, partnership relationships remain unequal. The partners regret that they are not better informed about the other components of the programme, especially the effects in the North. There is financial insecurity among partners (exchange rate fluctuations). In the future, the aim will be to strengthen relationships on an equal footing, in particular by circulating partners' results/reports and those of DM, soliciting partners' expertise and ensuring planning security.

Management of the exchange of personnel

Partners appreciate the professional implementation of North-South assignments. The added value of the North-South people sent is recognised, as the exchanges are a plus for both parties. South-North and South-South exchange experiences are also appreciated. DM has had good experiences with the sending of civil servants. In 2016 the *Isango* training structure was created, an essential tool for the training of people sent. However, the focus remains on North-South assignments, as South-North exchanges are not (yet) sufficiently developed. The interest of the Southern partners in receiving sent people is uncertain, especially for short-term assignments, which are expensive for DM but also for the partners (investment in the reception of newcomers). Moreover, the sent people (especially civil servants) are not always well prepared for the host context. The partners report difficulties in institutionalizing the gains made by the envoys. In the future, South-North and South-South exchanges should be developed, the adequacy and good preparation of sent people should be ensured, and partners should be well informed about the profiles of the sent people (especially civil servants).



5 STRATEGIC ORIENTATIONS AND GENERAL OBJECTIVES

Based on the analysis of the context and lessons learned from the previous phase, DM has set itself the following strategic directions and objectives for 2021-2024:

5.1 STRATEGIC DIRECTIONS

Reciprocity

Following the decisions taken by the Missionary Synod (legislative body) in November 2018, the principle of reciprocity is now given priority. For DM, reciprocity refers to a type of cooperation where all parties make use of their knowledge and expertise, sharing available resources in the accomplishment of concerted projects. Recognising and respecting each other's strengths and needs, the partners thus endeavour, through exchanges and support, whether material or advisory, to strengthen their capacity for action and services rendered to people and communities for whom their actions are intended. International cooperation then takes the form of mutual and multilateral interactions, not only North-South, but also South-North and South-South. Churches and other institutional actors can then build on the strengths and skills developed by their partners in other contexts according to a vision of common destiny, in line with the vision proposed by the UN Agenda 2030.

A search for viable alternatives

The model of development, conceived as unlimited growth and integration into globalisation, is in crisis. It is no longer possible to think of development as a linear and uniform process, moving towards an increasingly sophisticated and effective exploitation of natural resources, yet ignoring cultural particularities, community aspirations, environmental balances, local values and beliefs. DM therefore conceives development as an experimentation and a valorisation of viable alternatives in response to local and/or global issues, putting forward the principles of justice, peace and respect for the environment in a way that is adapted to the context, but enriched, fertilized and shared through exchanges with other contexts.

Personal transformation and social change

Fundamental changes cannot be achieved simply by adapting or optimising current structures and ways of doing things. Deeper changes are needed, affecting value systems, lifestyles, attitudes towards others and the environment. DM sees development as a transformation of structures based on a transformation of people's values, individual priorities and community initiatives, intending to express an "inner transition".

An integrative approach

Finding innovative answers requires an approach that integrates all dimensions of human existence. The previous Institutional Programme emphasized the concept of "holistic development". The present phase pursues this orientation, seeking even more transversality and interdependence between sectors of engagement.

Decompartmentalization and networking

There is a need for questions, dialogue and confrontation with new and different ideas. Meetings, collaborations and exchanges between individuals, groups or institutions allow



for mutual enrichment. DM seeks to break down barriers by encouraging networking and the sharing of experiences, skills and information within bilateral collaborations, regional or global networks.

Orientation on Agenda 2030 and compatibility with the Confederation's strategy

The strategic approach of DM is neither isolated nor self-sufficient. It is part of a larger framework of commitments to build a world of peace, justice and respect for our earth. Since 2015, the UN's Agenda 2030, with its 17 Sustainable Development Goals (SDGs), has provided a general framework which give orientation to DM and its partners. Moreover, this Institutional Programme is consistent with the international cooperation message of the Swiss Confederation, particularly with regard to the desire to combine the needs of populations abroad with retroactive effects in Switzerland, on the basis of an added value of Swiss identity (Swissness).

5.2 GENERAL OBJECTIVES

Through its mission, DM wants to contribute to changes on two levels:

- directly, through institutional strengthening and personal transformation, according to an approach of training and co-learning,
- indirectly, through a broader impact on people's quality of life and the framework conditions of societies.

In accordance with the principle of reciprocity, these changes take place both abroad and in Switzerland. Therefore, within this Institutional Programme, no distinction is made between a "strategy South" and a "strategy North". On the contrary, Switzerland will be one of several countries of intervention (cf. Appendix 6, currently being prepared for April 2020), where partnerships with churches and other local actors will be developed. However, in addition to this, there will be communication, awareness-raising, networking and fund-raising activities specific to Switzerland.

The overall objectives of DM are:

➤ **Capacity building for action**

In the areas of involvement of DM - education, agroecology and theology: faith and community dynamics - the contribution of partners, both in Switzerland and abroad, both in social and church life, is strengthened the support to projects, the transfer of skills and the exchange of good practice.

➤ **The promotion and practice of global citizenship⁶**

People affected directly or indirectly by an exchange or encounter experience show changes in attitudes and state of mind. In the long term, this change leads to new practices and behaviours in professional, associative, community, ethical and consumer commitments as well as in the democratization of information. By the same token, DM contributes to the Sustainable Development Goals.

⁶ Education for Global Citizenship (ECG) is a pedagogical approach promoted globally by UNESCO (<https://fr.unesco.org/themes/ecg>) and in Switzerland by Education21 (<http://www.education21.ch/fr/edd/approches/education-a-la-citoyennete-mondiale>). It is included in the "Plan d'étude romand" (PER).



5.3 INSTITUTIONAL DEVELOPMENT

The adoption of the principle of reciprocity⁷ implies a new institutional positioning. From an organisation essentially understood as a support to partners in the South, it has to make a shift towards an organisation of facilitation between a multiplicity of partners in both the North and the South. Such a change implies reforms at all levels. The most important will certainly be the adoption of this new paradigm by all partners. In this sense, the implementation of appropriate institutional communication will be at the heart of the process. In parallel, and in order to achieve this strategic objective and in a search for overall coherence, changes at all levels will be implemented: a new corporate culture leading to new skills and a new organization chart within the secretariat; new processes in the design and monitoring of programmes; a new fund-raising strategy as well as a clarification of the general governance of the organization.

As a body mandated by a broad network of Reformed Churches in Switzerland (EERS) and French-speaking Switzerland (CER) DM has to offer a relatively broad portfolio of partner churches and organisations. However, in order to limit the risk of dispersion, two measures have been taken by the Council: the first is aimed at reducing the number of our areas of commitment (from five to three); the second, as part of the development of a risk management tool, will enable us to reconsider more effectively partnerships deemed unsuccessful or ineffective.

5.4 THEMATIC FOCUS

To ensure greater effectiveness in achieving its objectives, DM has decided in 2018 to focus on three areas of engagement:

5.4.1 EDUCATION

Quality and inclusive education is an important lever for improving people's quality of life and civic engagement, both directly (acquisition of skills to secure livelihoods) and indirectly (acquisition of tools needed to develop innovative solutions to global problems). Most of partner churches of DM have an "education" department in their programmes, often a legacy of the missionary era, which in many cases is an essential complement to government services. However, maintenance of quality education is hampered by the lack of well-trained teachers, infrastructure or appropriate teaching frameworks, including education to sustainable development.

In Switzerland too, maintaining quality education is a challenge, especially given the growing cultural diversity among students. In addition, global issues of sustainable development are becoming increasingly recognised in curricula.

With a view to quality and inclusive education, enabling the younger generations to meet the challenges of tomorrow, DM supports the development of its partners' educational and vocational training provision, in line with the approach of the United Nations Educational, Scientific and Cultural Organization (UNESCO), in particular for the benefit of children and young people in situations of marginalization and vulnerability. Strong emphasis is placed on opportunities for North-South-North and South-South collaboration.

⁷ Elements of definitions of this central concept of "reciprocity" can be found on pp. 3, points 5.1 and 6.1.1.



Through its approach, DM aims to have an impact both on schools (teachers, school managers, etc.) and their environment as well as on pupils. By integrating new pedagogical and managerial approaches as well as themes concerning sustainable development, the schools offer the following possibilities:

- for teachers to see their mission revalued. This dynamic is integrated into the curricula of partners as well as in initial and in-service teacher training centres. Surrounding schools are interested and introduce innovative pedagogical elements.
- for pupils to improve their knowledge, know-how and interpersonal skills. Pupils apply what they have learnt and experienced outside school, particularly in their families. Families share with their neighbourhood (especially on environmental issues: agroecology, sorting of waste...) which are worked on by local communities. All of these effects have an impact on national policies and the social and professional integration of young people.
- This experience is attracting attention at national level, particularly in terms of educational policy.

In relation to Agenda 2030, DM activities in the field of education thus contribute to the following SDGs (objectives and targets):



4. Equitable and inclusive Education



4.5 Equal Access to Education for All



4.7 Education for Sustainable Development



4.c Increase of the Number of Qualified Teachers

5.4.2 AGROECOLOGY

Food is nowadays at the heart of major challenges: environmental, societal, economic, cultural, public health and North-South relations. The world food system is both efficient (it could feed up to 12 billion people, according to the Food and Agriculture Organization of the United Nations (FAO)) and dysfunctional: some 800 million people in the world are still hungry today. Moreover, current food consumption habits have a considerable environmental impact throughout the life cycle of products (production, transport, distribution, consumption).

The necessary agroecological transition faces many obstacles. In the South, peasant agriculture (farms of 2 hectares or less) is not sufficiently productive to meet needs and has to cope with climate change (droughts and floods), soil degradation and overexploitation of resources. In many countries, the opening of markets is putting local peasantry in difficulty. Massive import channels at low prices respond to changes in consumption patterns, but reduce the share of self-supply. Everywhere, there is a phenomenon of abandonment of the profession, sometimes with the effects of migration.

The churches and partner organisations of DM have strong roots in rural areas, where they often play an important role in raising awareness. In order to promote a transition to sustainable food production, distribution and consumption that preserves ecosystems, DM supports the efforts of its partners to promote new consumption and/or production pat-



terns. A strong emphasis is placed on opportunities for North-South-North and South-South collaboration and learning.

The farming families involved in the partners' projects produce food in balanced agro-ecosystems, in which there is an aggregation in terms of soil fertility and biodiversity. Farmers, especially women, have access to land and seeds and training in agroecology. Their production is better valued for sale. In agriculture, there is a resurgence of interest among young people. The actors involved in the projects are influencing the evolution of the food system in their region, strengthening the agroecological farming of peasant families rather than input-intensive agriculture and the agro-industrial parks promoted by some States.

In relation to Agenda 2030, the DM activities in the field of agroecology thus contribute to the following SDGs (objectives and targets):



2. Eradicating hunger, ensuring food security, improving nutrition



2.4 Ensure sustainable food production; maintain key ecosystems

5.4.3 THEOLOGY: FAITH AND COMMUNITY DYNAMICS

Churches play an important role in society: while they have specialized services, they are first and foremost communities of faith that respond to a call, a Word that precedes them. Theological reflection and debate are therefore at the heart of the identity of every church and form the basis of its action. Conversely, there is no ecclesial commitment without it being "theological": through their practice (or passivity), the churches and ecclesial organisations always say something about their understanding of who God is and his plan for creation.

It is therefore important to maintain at all levels good, open and dynamic theological reflection and training, with self-knowledge allowing openness to dialogue. Here again the lack of well-trained trainers, infrastructures or pedagogical frameworks represent difficulties. Even more serious is the temptation into denominational withdrawal or academic or cultural/geographical compartmentalisation. There is also a close link between democratic, transparent and inclusive management of church institutions (especially with regard to women) and a dynamic theological reflection and training.

In order to enable the churches to take responsibility for the challenges of today's world, DM supports the efforts of its partners to develop quality theological reflection, animation and training, focusing in particular on themes related to environment, human rights, the promotion of peace, interculturality and gender equality. Strong emphasis is placed on efforts to break down barriers and promote intercultural, interfaith and interreligious dialogue, and North-South-North and South-South learning.

In this way, the churches support faith communities in local contexts in order to sustainably irrigate and impact the whole of civil society. As credible partners in the promotion of dialogue and peace, the churches, especially in contexts of great fragility and crisis, take their responsibility of interlocutors of the authorities in place (local, regional and national).

In relation to Agenda 2030, the DM activities in the field of Theology: faith and community dynamic thus contribute to the following SDGs (objectives and targets):



16. Peaceful societies, responsible institutions



16.6 Developing accountable and transparent institutions



17. Partnerships for the achievement of objectives



17.16 Global Partnership for Sustainable Development



4.7 Education for Sustainable Development

5.5 GEOGRAPHIC SETTING

Favouring a concentration of its activities through the reduction of sectors of commitments, the missionary Synod of DM decided in 2018 to maintain for the time being the geographical framework of intervention. Consequently, the implementation of the three sectors of engagement will be carried out as a priority in the following geographical areas:

Europe	Switzerland
Central and West Africa	Cameroon, Rwanda, Democratic Republic of the Congo, Benin, Togo
Southern Africa	Angola, Mozambique, Mauritius, Madagascar
North Africa	Egypt
Latin America	Mexico, Cuba
Multilateral networks	ACO, Secaar, Cevaa, CLCF

Any changes to this geographical framework would be consistent with the strategic priorities set out above, on the basis of added value for the programme as a whole, in particular with regard to the potential for reciprocal exchanges.

5.6 TRANSVERSAL AXES

DM activities are also characterized by three major cross-cutting concerns that are reflected in each area of involvement and in all geographical fields.

5.6.1 GENDER

According to the biblical heritage, men and women are created in the image of God, equal and responsible, enjoying equally the benefits of creation and caring for it. Thus, equality between men and women is not only a fundamental human right, but also a necessary foundation for a peaceful, prosperous world and sustainable development. Promoting gender equality means providing women and men (girls and boys) with the same opportunities and possibilities as well as working towards a society where they can thrive while helping to shape the society they aspire to.

Recognizing that women and men have different needs and priorities, face different constraints and have different aspirations and contributions to development, DM will therefore pay attention to the participation of women and men in the whole planning process and to the systematic consideration of their specific needs and priorities.

DM is committed to promoting gender equality through a gender approach and to acquiring the appropriate means, skills and instruments to this end, in all areas and at all



levels of commitment (institutional culture, politics and at all stages of the cycle of programmes/projects).

5.6.2 GOVERNANCE

The Bible repeatedly challenges leaders and officials about the way they conduct public affairs. The notion of service lies at the very heart of the biblical message: "But let the greatest among you be as the least, and the one who governs as the one who serves" (Gospel of Luke 22:26). In this sense, good governance is measured by the well-being and participation of the weakest, as well as taking into account the environment and future generations. Through its various activities, DM is committed to strengthening the application of the principles of good governance in projects, ensuring the non-discriminatory participation of all those involved, demanding transparency and accountability from all parties involved in order to promote the effective management of resources and personnel.

5.6.3 INTERCULTURALITY AND DIALOGUE

At the centre of the biblical message is love: welcoming the other and respecting others in their differences. Cultural, religious and denominational diversity gives our world and our lives their richness, their colours and their dynamism. The discovery of a person, a culture, a language, a different worldview is an enrichment that multiplies knowledge and develops the ability to act. The history of religions and Christian denominations shows, however, that diversity is not in itself a guarantee of peace and progress. Churches, especially when they claim a unique and absolute truth, can create tensions and intolerance. Through its activities, DM is committed to strengthening the learning of otherness, the capacity to decentralize and to dialogue, the recognition of the value of each culture, tradition and religion, while at the same time acting according to a "conflict-sensitive approach". In the spirit of reciprocity, the partners will continually challenge each other and seek together the best projects and practices.

6 PRINCIPLES OF IMPLEMENTATION

The implementation principles outlined here are also part of the strategic framework of this Institutional Programme, which applies to activities both in Switzerland and abroad. The implementation of the programme is thus based on two complementary approaches: cooperation through the exchange of personnel and the support to projects, anchored in long-term strategic partnerships.

6.1 PARTNERSHIPS

6.1.1 DESIGN AND OBJECTIVES

The notion of partnership and in particular the principle of supporting the efforts of local actors, recognized and rooted in the social fabric, has always been at the heart of DM approach. However, this approach is taking on a new colour in the context of a strengthening of reciprocity, since it is now a question of seeking and promoting more balanced and equitable, mutually beneficial partnership relationships, valuing the specific contribution of each party, with its knowledge and know-how, as a source of potential enrichment for the other.



This implies in particular that the partners will not only be "beneficiaries" of the services offered, but that they can also be "providers", offering resources and skills to other actors within the programme.

6.1.2 PRESENTATION

For strategic, but partly also historical reasons, DM works with four types of partners:

Protestant churches and church-related organizations abroad

Especially in Africa, DM has very long-standing partnerships with churches and faith-based organizations, linked to its missionary heritage. In Latin America the partners are also mainly institutions linked to or close to the churches, or alliances of churches. DM sees these long relationships of interchurch partnerships as an opportunity to build long-term relationships of trust and long-term programmes. However, there are also risks: partnership is seen as a due, an unchangeable given. During the next programmatic phase, DM will pay attention to maintaining dynamic partnerships, based on criteria ("Unité" standards) such as sustainability, the place of women, institutional strengthening, conflict management capacity, good governance, etc. It will not be excluded to temporarily "freezing" certain partnerships, or even to close them, if necessary.

Protestant churches and church-related organizations in Switzerland

According to the logic of reciprocity, the churches in Switzerland (mainly the member churches) become partners (both beneficiaries and suppliers) in the same way as churches abroad.

Actors in Switzerland linked to the areas of engagement

According to its reciprocal approach, collaboration with Swiss organizations will be developed in the areas of involvement. These include universities of teacher education (HEP) and public schools (education), agricultural research and/or training centres (agroecology), as well as theology faculties and the Protestant Education Office (OPF) (theology: faith and community dynamics).

Multilateral networks

Multilateral networks have the potential to contribute to reciprocity in exchanges by placing each member on an equal footing. In order to take advantage of this potential, however, the churches in Switzerland should be encouraged to become more involved in the activities offered by these networks. DM is active in four multilateral networks:

- The "Cevaa", a network of churches established in 1971, brings together 35 Protestant churches from 24 countries in Africa, Latin America, Europe, the Indian Ocean and the Pacific.
- The "ACO" Fellowship, a church network of three Protestant churches in the Middle East and three mission offices of European Protestant churches.
- The "Secaar", a network of 19 churches and development organisations active in a dozen countries in French-speaking Africa and Europe.
- The "CLCF", a self-help service of theological training institutes with some 120 institutions in Africa, the Pacific and the Caribbean.

6.1.3 PARTNERSHIP PROGRAMS

Collaboration between DM and its partners are formalized in an agreement, as well as through a partnership programme that is broken down into projects of various types, including, in particular, personnel exchange projects. These programmes define the roles



and contributions of the various parties, define common objectives and establish a general timeline.

The partnership programmes aim to ensure the sustainability of the changes brought about and are defined over the long term. Financial restrictions or the need for concentration may lead to the consideration of disengagement. In such cases, DM provides for a phase of withdrawal accompanied by decreasing financial support in order to allow the maintenance of the achievements of the collaboration.

In the past, partnership programmes have linked DM bilaterally with its partners abroad. Within the framework of a reciprocal approach, such partnership programmes will also be established with partners in Switzerland or on a plurilateral basis with partners in Switzerland and abroad.

6.2 EXCHANGE OF PERSONNEL

6.2.1 DESIGN AND OBJECTIVES

Under the sign of reciprocity, cooperation through the exchange of personnel is a central instrument for the implementation of the DM programme. It is the subject of a specific concept (see Appendix 3) which defines the principles, objectives, types and modalities of implementation. In particular, DM is based on the following principles:

- The exchange of personnel is based on a sharing of Christian values.
- The exchange of personnel is based on active partnerships.
- The exchange of personnel is subject to agreements between partners.
- The exchange of personnel is part of a quality and safety approach.

On the basis of these principles, DM offers inter-personal, intercultural and inter-professional exchanges with its partners, with the aim of sharing experiences, skills, convictions and questions. The central objective of these exchanges is the strengthening of DM's active partners, both in the South and in the North. The exchange of personnel should also make the life of the communities more dynamic, develop a spirit of welcome and openness to others, make the communities more aware of the realities elsewhere and develop a culture of Christian witness. Particular emphasis will be placed on exchange opportunities for young people.

In terms of objectives, the exchange of personnel makes it possible to contribute to:

- Strengthening and sharing of competences within the host organisations and/or sending structures (corresponding to the development-oriented model according to the “Unité” standards⁸);
- Strengthening and concretizing partnership relationships between churches by promoting networking and exchanges between partners (model based on the strengthening of civil society);
- Professional and personal learning, openness to others and/or the development of convictions (religious or not) for responsible engagement in today's world (learning-centred model).

⁸ “Unité” (2019), *Quality Standards for Cooperation through Exchange of Personnel*, Bern, p.9. https://www.unitech.org/sites/default/files/content/Manuel/Francais/standards_de_qualite_cep_unite_07_2019def.pdf



Within this framework, DM offers different forms, duration and type of assignment of exchange that may vary according to needs and objectives.

Figure 2: Direction, durations and types of assignment according to the form of exchange

Form of exchange	Direction			Duration				Type of assignment							
	North-South	South-North	South-South	(2 years or +)	(6-12 months)	(2- 4 months)	(few days or weeks)	Professional	Exchange work-shop	Group travel	Exchange and practical training	Awareness course	Mandatory expert	Civil Service	Return commitment
Transfer of skills and knowledge	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓
Acquisition of professional experience	✓	✓	✓		✓	✓		✓	✓		✓				✓
Intercultural exchange	✓	✓	✓			✓	✓			✓		✓			✓

6.2.2 EFFECTS MODEL

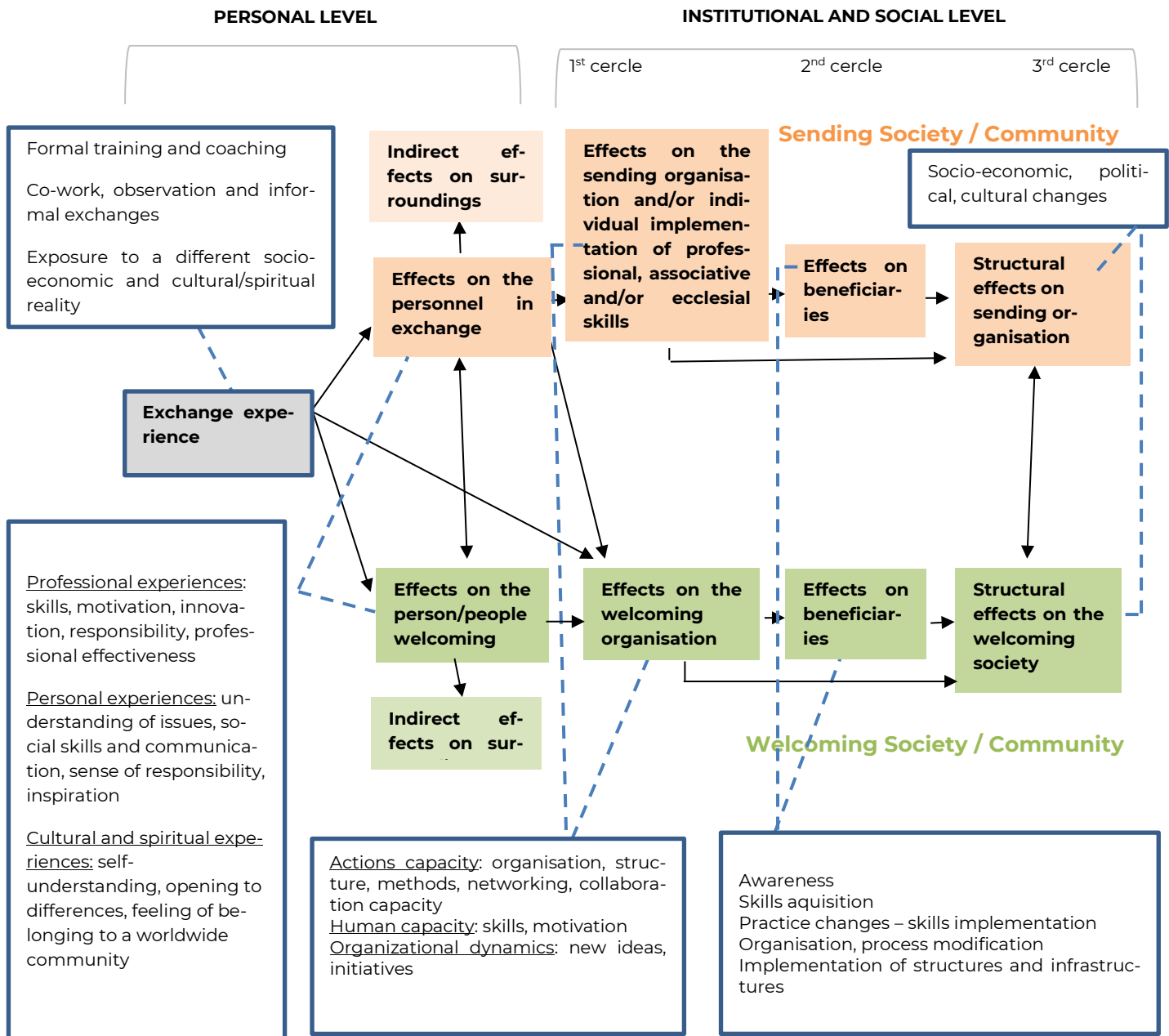
In line with its objectives, the work of DM is oriented according to a model of reciprocal effects for cooperation through the exchange of personnel, which concerns two areas and two levels:

- The space of destination or exchange: the host society or community where the exchange takes place.
- The space of origin: the sending society or community.
- The personal level: the changes in the people who are experiencing a displacement (personnel in exchange) and in those who are hosting, as well as, indirectly, in their respective surroundings.
- Institutional and social level: DM is oriented here to the representation of the effects of the exchange of personnel proposed by “Unité” with three levels or circles⁹: the host organisations (capacity building = first circle), then, following the implementation of this capacity building, at the level of the beneficiaries (second circle) and finally at the level of systemic realities (third circle).

⁹ “Unité” (2019), op. cit., p.22.



Figure 3: Model of the reciprocal effects of cooperation through the exchange of personnel



6.3 PROJECT SUPPORT

In principle, DM does not initiate its own projects, but supports those of its partners. They are generally identified with the partners and formalised within the framework of partnership programmes. However, the involvement of DM is not limited to financial support. The supported projects are subject of regular dialogue in a spirit of co-responsibility, with possible technical support if necessary.

DM is careful to avoid any (co-)dependence. Most partner organisations are not financially dependent on DM. Churches are financially self-supporting, but their social work may en-



counter difficulties due to poor management or lack of local support. The projects undertaken by DM have the character of an investment designed to strengthen the quality of services. Priority is given to projects with a training dimension. If DM is to support the operation of a partner or activity (e.g. Secaar network), the emphasis is on strengthening local resources, strengthening cooperation with public actors (schools) and diversifying external resources.

In the context of a reciprocal approach, the feedback on completed projects, particularly in the form of lessons learned to be shared in the North and South, takes on particular importance.

6.4 COMMUNICATION, AWARENESS, NETWORKING

Within the framework of a reciprocal approach, awareness-raising in Switzerland is not a complementary activity, but lies at the very heart of the programme stemming from the general objectives (cf. 5.2). Communication, awareness-raising and networking activities are thus integrated into the areas of engagement within the operational planning tables (logical frameworks) (cf. 7.1). For the time being, it is a question of highlighting the general and specific objectives for awareness-raising and institutional communication in relation to the means and the groups targeted.

AWARENESS

General objectives		Indicators	
Individuals and institutions sensitized adopt behaviours that show solidarity and respect for the environment.		<ul style="list-style-type: none"> - Number of people touched per year (♀/♂) - Proportion (%) of people reporting having changed behaviour (♀/♂) 	
Specific objectives	Means	Groups targeted	
The people affected experience in concrete terms that they belong to a global, diverse and supportive (church) community.	<ul style="list-style-type: none"> - Animations in parishes - Intercultural services - Group travel - Welcoming people from the South - North-South exchange of personnel 	<ul style="list-style-type: none"> - Parishioners - Network or entourage of personnel in exchange 	
Concerned individuals and institutions have access to analyses and information on global issues in the three areas of commitment and confront them with their personal values.	<ul style="list-style-type: none"> - Information flyers - Newsletter - Website - Thematic/Punctual Events - Thematic files - Newsletters of the people sent 	<ul style="list-style-type: none"> - Parishioners - Parishes and Churches - Specific audiences in the sectors of commitment - General public 	
The concerned people and institutions are aware of and make use of concrete possibilities for individual or collective ac-	<ul style="list-style-type: none"> - Information flyers - Newsletter - Website - Fundraising actions (mailing or specific action) 	<ul style="list-style-type: none"> - Parishes and parishioners - Parishes and Churches - Future people sent - Network or entourage of personnel in exchange 	



tions.	- Thematic/Punctual Events	- Specific audiences in the sectors of engagement - General public
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CORPORATE COMMUNICATION

Overall objective	Indicators	
DM is recognized as a competent organization, promoting partnership of equals, especially between churches, based on reciprocity, through the exchange of personnel and the support of projects.	<ul style="list-style-type: none"> - Number of people affected per year (♀/♂) - Spontaneous awareness rate of DM (%) 	
Specific objectives	Means	Target groups
The main partners are convinced of the relevance and added value of a reciprocal approach to cooperation through the exchange of personnel.	<ul style="list-style-type: none"> - Conventions/collaboration programmes - Institutional meetings (e.g. with synodal councils of churches) - Dialogue with Unity - Thematic events 	<ul style="list-style-type: none"> - Institutional partnerships (member churches, institutional donors, Southern and Northern partners) - Link: “Terre Nouvelle” network, parishes, ministers, returnees from exchange programme
The links have access to information about DM and report on its activities.	<ul style="list-style-type: none"> - Information flyers - Newsletter - Website - Social networks, Youtube - Meeting with “Terre Nouvelle” networks - Parish visit of the collaborators-workers - Missionary Synod - Communication channels of partner churches (e.g. newsletter, Facebook page (FB), etc.). 	<ul style="list-style-type: none"> - Link: “Terre Nouvelle” network, parishes, ministers, returnees from exchange programme
The degree of awareness of DM is increased	<ul style="list-style-type: none"> - Participation in events organised by the member churches (e.g. Day of the Evangelical Reformed Church of the Canton of Vaud (EERV)) or by institutions of the general public (e.g. Fedevaco's solidarity Christmas market). - Visibility in reformed media, partner newsletters, 	<ul style="list-style-type: none"> - Institutional partners (member churches, institutional donors, Southern and Northern partners) - Link: “Terre Nouvelle” network, parishes, ministers, returnees of exchange programmes - General public, general media.



	etc.	
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7 OPERATIONAL OBJECTIVES

7.1 CENTRAL AXES AND OBJECTIVES SOUTH AND NORTH

In line with its strategic option of reciprocity, DM integrates the activities in Switzerland and in the rest of the world within a single programming (logical framework), defining the purposes (impact), the results (outcome) with indicators, the products (output) as well as the implementation paths by commitment sector.

7.1.1 EDUCATION

Purpose	In our partners' areas of intervention, children and young people have access to quality education open to all, conducive to the acquisition of skills and attitudes enabling them to improve their well-being (moral, psychological, physical) and to contribute to a more ecological, just, equitable and inclusive society in both North and South.
Effect hypothesis	<p>By strengthening the effectiveness of our partners' school and training activities, by supporting projects and/or the transfer of skills (North-South, South-South or South-North exchanges), we facilitate the access of populations to quality education.</p> <p>Furthermore, by facilitating exchanges and stays abroad or virtual collaborations for the different educational actors, we create opportunities for learning in exchange (personal confrontation with another culture and/or local-global challenges) allowing the development of skills and the implementation of education for sustainable development and global citizenship. Populations then become active citizens who bring about political and socio-economic changes that promote national sustainable development.</p>



7.1.1.1 BASIC EDUCATION

Results	Indicators	Outputs	Implementation
The girls and boys trained within the educational structures of our partners have the skills required to continue their studies and/or enter the job market and are ready to face the challenges of a fulfilled personal, professional and social life.	<ul style="list-style-type: none"> - Number of children (< 15 years) per year (♀/♂) with access to basic education - Number of children (♀/♂) in primary education with access to secondary education - Number of people per year (♀/♂) who have earned an income (employee or self-employed) thanks to the training courses provided. 	<ul style="list-style-type: none"> - Strengthening of governance and institutional capacities - Development of programmes and pedagogical supports - Development of infrastructures 	<ul style="list-style-type: none"> - Support to projects - Experience sharing and capitalization South-South; North-South; South-North - Development of the offer of exchange between partners in the South, of the offer of internships to HEP students. - Development of collaborations with vocational training structures, transition schools (EDT), etc.

7.1.1.2 EDUCATION FOR SUSTAINABLE DEVELOPMENT

Results	Indicators	Outputs	Implementation
The girls and boys trained within the educational structures of our partners are sensitized to the stakes of sustainable development and become active citizens, actors and promoters of the respect for the environment, the peace and the equity in their society.	<ul style="list-style-type: none"> - Number of students (♀/♂) per year with access to a school for sustainable development (ESD) - Number of students (♀/♂) sensitized and trained in the themes of ESD and Global Citizenship Education (GCE) - Number of new initiatives in learning spaces for sustainable development and global citizenship - Number of initiatives developed 	<ul style="list-style-type: none"> - Development of programmes and pedagogical supports - Facilitation of exchange learning opportunities - Local initiatives relevant to ESD 	<ul style="list-style-type: none"> - Support to projects - Experience sharing and capitalization South-South; North-South; South-North - Development of offer of exchanges between South, North-South and South-North partners (internships, facilitators, etc.). - Development of joint initiatives between the partners of DM and the different sectors of commitment.



	and implemented in families and local communities		
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7.1.1.3 TRAINING OF TEACHERS

Results	Indicators	Outputs	Implementation
Pedagogical actors in the North and South are developing new pedagogical approaches through initial and continuing education and offer quality teaching that promotes the acquisition of basic skills and life skills of learners.	<ul style="list-style-type: none"> - Number of teachers trained per year (♀/♂) in initial training - Number of teachers trained per year (♀/♂) in continuing education - Number of modules offered in continuous training 	<ul style="list-style-type: none"> - Development of programmes and pedagogical supports - Development of didactic material - Dissemination and capitalization of former pedagogical experiences - Facilitation of exchange learning opportunities - Development of learning communities and local practices (between institutions within the same sector) 	<ul style="list-style-type: none"> - Project Support - Experience sharing and capitalization South-South; North-South; South-North - Exchanges between South, North-South, South-North partners (work experience, facilitators, etc.) - Exchange of research work - Teacher exchanges, ... - Continuation of the collaboration between Switzerland (<i>Haute école pédagogique de Lausanne (EPL)</i>), Rwanda (<i>Eglise presbytérienne au Rwanda (EPR)</i>) and Madagascar (<i>Eglise de Jésus-Christ à Madagascar (FJKM)</i>) started in 2019.



7.1.2 AGROECOLOGY

Purpose	<p>In our partners' areas of intervention, populations, particularly people in situation of vulnerability, have access throughout the year to healthy, nutritious and sufficient food, produced in conditions that preserve ecosystems and marketed according to criteria of social equity.</p> <p>The population of French-speaking Switzerland is aware of sustainable food and international solidarity, and has access to proposals for local actions.</p>
Effect hypothesis	<p>By building the capacity of action of our partners, through project support and/or skills transfer (North-South, South-South or South-North exchanges), we facilitate the transition of food systems towards improved sustainability, through agro-ecological agriculture practised from a food sovereignty perspective. In this way, populations achieve food security, but also become actors in the evolution of their region's food system towards greater sustainability. In this way, populations reach food security, but also become actors in the evolution of the food system in their region.</p> <p>By facilitating awareness-raising trips, stays abroad or distance collaborations, we create opportunities for learning through exchange that help raise awareness of global citizenship in food matters (adoption of responsible production and consumption behaviours).</p>

7.1.2.1 AGROECOLOGICAL PRODUCTION

Results	Indicators	Outputs	Implementation
Farming families, especially women, improve their production and income in a sustainable way and become self-sufficient, while adapting to climate change and preserving their agroecosystems.	<ul style="list-style-type: none"> - Number of families per year that were able to increase their production and/or farm income - Number of producers (♀/♂) who are newly implementing and/or developing agroecological practices - Number of families per year who have been able to increase their income by marketing their farm products. - Number of young people involved in groups that practice agroecology 	<ul style="list-style-type: none"> - Restored land (containing more organic matter, biodiversity, trees) - Families achieving food security - Strengthening the institutional capacities of partners - Dissemination and dissemination of knowledge and best practices 	<ul style="list-style-type: none"> - Project support (via Secaar or bilateral partnerships) - Sharing of experiences and capitalization South-South; North-South; South-North - Exchanges between partners - Work experiences and exchanges, as well as bachelor's and master's degrees with the - "Fondation rurale interjurassienne" (FRIJ), the « Haute école du paysage, d'ingénierie et d'architecture de Genève » (HEPIA), the « Haute école des



	<ul style="list-style-type: none"> - Number of women involved in groups that practice agroecology - Number of families with secure access to land 		<p>sciences agronomiques, forestières et alimentaires de Zollikofen » (HAFL) and the « Université de Lausanne » (UNIL).</p>
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7.1.2.2 GLOBAL FOOD CITIZENSHIP (FOOD SOVEREIGNTY AND SUSTAINABLE FOOD SYSTEMS)

Results	Indicators	Outputs	Implementation
<p>The different actors of the food system in the regions touched by our partners are sensitized and progress towards food sovereignty.</p> <p>The sensitized people adopt socially and ecologically responsible food production and/or consumption behaviours.</p>	<ul style="list-style-type: none"> - Number of people sensitized per year (♀/♂) - Proportion (%) of people indicating having changed their behaviour (purchase of organic products, purchase of local products, direct purchase/sale) 	<ul style="list-style-type: none"> - Strengthening the institutional capacity of partners - Promotion of fair trade networks - Creation of animation material - Facilitation of exchange learning opportunities 	<ul style="list-style-type: none"> - Project Support - Sharing of experiences and capitalization South-South; North-South; South-North - Exchanges between partners - Participation to awareness-raising activities of other actors (HEKS, PPP, Federe-so) - Support for the North-South "TerrEspoir" network (fair trade) - Facilitation of awareness travels



7.1.3 THEOLOGY: FAITH AND COMMUNITY DYNAMICS

Purpose	In the areas of our partners' intervention, the members of ecclesial communities are able to live and witness to the challenging power of the Gospel in the context of their particular situation (personal, family, social, political, economic, ecological, spiritual and religious) in relation to the global situation of the world and in ecumenical and interreligious dialogue with other sensitivities and cultures.
Effect hypothesis	<p>The message of the Gospel is a word that challenges daily life and calls for a change in individual and social life. By promoting opportunities for reflection, animation and theological training on specific themes, both at the level of multipliers (pastors, deacons and lay leaders) and at the level of communities, we raise awareness and commitment within the churches and partner organisations for environmental protection, peace and equity in society, as well as for responsible, transparent, democratic and inclusive management of church institutions.</p> <p>By supporting networks of multilateral partnerships, we enable churches to mobilize and share experiences, expertise, processes and financial resources, creating also synergies for commitment in social transformation through their strong local and national roots.</p>

7.1.3.1 MULTIPLIER TRAINING

Results	Indicators	Outputs	Implementation
<p>Within the partner churches, multipliers (pastors, deacons, lay leaders) have the necessary skills to link the world of the Bible with current issues, as well as to support participatory processes of social transformation.</p>	<ul style="list-style-type: none"> - Number of multipliers (pastors, deacons, lay leaders) trained per year (♀/♂) - Number of multipliers committed in transformation processes 	<ul style="list-style-type: none"> - Strengthening institutional and pedagogical capacities of partners - Facilitation of exchange learning opportunities 	<ul style="list-style-type: none"> - Support for theological training programmes in the South - North-South and South-North work experiences with the OPF and the churches of the CER - South-South; North-South; South-North exchanges between professors and students - Certificate of Advanced Studies (CAS) in Intercultural Theology for students from the South and North at the Ecumenical Institute of Bossey - Support for academic missiological reflection (CLCF, <i>Missionary Perspectives</i> maga-



			zine)
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7.1.3.2 THEOLOGICAL ANIMATION

Results	Indicators	Outputs	Implementation
Sensitized people adopt new ethical behaviours, respectful and supportive, in social, environmental, human rights, welcoming and tolerance matters, etc.	<ul style="list-style-type: none"> - Number of people affected per year (♀/♂) - Proportion (%) of affected people reporting a change in behaviour 	<ul style="list-style-type: none"> - Development of animation material - Facilitation of exchange learning opportunities 	<ul style="list-style-type: none"> - Promotion of Cevaa's theological animation offers - Animations in parishes - Interventions by former people sent and partners - Campaign material - North-South twinning between parishes - Promoting closer relations between churches of the REC and churches of migration backgrounds - Group travels - Awareness work experiences

7.1.3.3 MULTILATERAL NETWORKS

Results	Indicators	Outputs	Implementation
DM member churches and partners are empowered through participation in multi-lateral communities of practice and networks.	<ul style="list-style-type: none"> - Number and rate of implementation (%) of member churches' missionary plans or programmes - Number of new initiatives taken individually or collectively by the member churches, especially in the public arena 	<ul style="list-style-type: none"> - Contribution on behalf of the churches of the REC to the Cevaa network - Participation as members of COA - Support to South-South exchange networks - Initiatives and interventions of members 	<ul style="list-style-type: none"> - Financial contributions - Implications in instances - Link to the Swiss Churches - Animations in parishes - Support for personnel exchange processes



		and partners in the public arena	
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7.2 INSTITUTIONAL DEVELOPMENT OBJECTIVES

Purpose	DM fulfils the mandate entrusted to it by the Reformed Churches in the French-speaking part of Switzerland in an effective, efficient, sustainable and relevant manner, by responding adequately to the expectations of its constituents, donors and cooperation partners in Switzerland and abroad.
Effect hypothesis	<p>To implement the new reciprocity strategy, it is necessary to open up the field of action to partner-beneficiaries in Switzerland and to secure the support of partners in the South and North, while the effective management of the Institutional Programme requires the development of monitoring and evaluation tools.</p> <p>In line with the new strategic orientation, the secretariat launched a number of institutional reforms in 2019: decision-making processes, redefinition of job profiles, organisation based more on competencies than functions, improvement of quality standards, improvement of gender policy. These reforms need to be consolidated during the next programmatic phase.</p>

7.2.1 INSTITUTIONAL ANCHORING OF THE PRINCIPLE OF RECIPROCITY

Results	Indicators	Outputs	Implementation
The principle of reciprocity of the new strategy is anchored in the structures and operations of DM.	<ul style="list-style-type: none"> - Increase in the share of reciprocity mobility (South-North and North-South exchanges) in relation to total exchanges (%) - Increase (number) in interactions in project development and monitoring 	<ul style="list-style-type: none"> - Membership of staff and bodies - Membership of Southern partners - Membership of Northern partners, especially the commissioning churches - Enlargement of the network of partner-beneficiaries in Switzerland 	<ul style="list-style-type: none"> - Through dialogue and reinforced communication with all the Northern partners (executives, French-speaking offices of the CER, theology faculties, new partners outside the churches), identification of new needs. - Increased involvement in competent bodies as the "Unité" - The new partnership pro-



			grammes clearly integrate the principle of reciprocity.
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7.2.2 IMPLEMENTATION OF THE INSTITUTIONAL PROGRAMME

Results	Indicators	Outputs	Implementation
The Institutional Programme is implemented effectively and efficiently.	<ul style="list-style-type: none"> - Level of achievement of the Institutional Programme 	<ul style="list-style-type: none"> - Clarification and implementation of monitoring and evaluation tools - Continuous optimization of management tools 	<ul style="list-style-type: none"> - Review of tools and processes of personnel exchange based on the concept of reciprocity. - Review of project and programme management tools and processes as part of the transition to "Unité" - Establish risk management and knowledge management tools

7.2.3 CLARIFICATION OF ORGANIZATION AND GOVERNANCE

Results	Indicators	Outputs	Implementation
DM has a clarified organization and governance system.	<ul style="list-style-type: none"> - Positive evaluation of the new organisational structure - Existence of an agreement with member churches 	<ul style="list-style-type: none"> - Clarification and implementation of the new organisational structure (organizational chart) - Clarification of the involvement of member churches in governance and the role of the Missionary Synode 	<ul style="list-style-type: none"> - By the summer of 2020 implementation of the new organization chart in concertation with the staff. - Dialogue with the member churches on possible structural reformation platforms



8 STATUS OF PARTNERS AND COLLABORATIONS

The following table presents an overview of the current partners and collaborations, as well as the programs under discussion. It should be noted that all these collaborations take the form of financial support, provision of skills and exchanges of personnel, according to the principles described in the previous chapters. The explicit mention of EdP means that the meeting and sharing of ideas and experiences are part of the specific aims and objectives of the project.



Regions	Partners	Education	Agroecology	Theology	Interculturality	Governance	Gender	SDG
SOUTHERN AFRICA								
Angola	Evangelical Reformed Church IERA			Training of the Church collaborators	EdP	Institutional Strengthening		
Mozambique	Presbyterian Church IPM		Sustainable and agroecological Development	Training to holistic/sustainable development	EdP		Sensitization and training of collaborators of IPM	1, 8, 10
CENTRAL AFRICA								
Cameroon	Evangelical Church EEC	Improvement of the quality of Education		Children's church service Improvement of theological teaching (Faculty of Theology)	EDP, including professional experiences, such as pastors	Institutional strengthening project at church and regional management		4
	International Cercle for the promotion of the creation CIPCRE	Education to Sustainable Development	Agroecology and adaptation to climate changes				Empowerment of women	2,4,13
DR Congo	Lisanga School	Quality of education / sharing of experiences						4



Rwanda	Presbyterian Church EPR	Education of quality: establishment projects, teachers' training /action research, learning and practice communities		Project: theological strengthening, training of school chaplains	EDP			4, 8
WEST AFRICA								
Benin	Protestant methodist Church EPMB		In link with CIP-CRE: agriculturalist training in agroecology and in the adaptation measurement of climate changes	Pacific communication. Spiritual strengthening	EdP	Training and support in the matter of good governance		2, 15
	CIPCRE		Climate-resilient agricultural production, protection of natural resources of tree plantation, access to water, hygiene and sanitation services					
Togo	Evangelical Presbyterian Church EEPT				EdP			16
	Justice and Solidarity Movement (MJS)			Pacific communication (awareness, training, training of trainers)				



	Ecumenical Support Programme to the Churches of Togo (PAOET)			Promotion of peace in the public arena				
NORTH AFRICA								
Egypt	Parishes of Cairo and Alexandria			EdP Pastors	Exchanges with other Christian denominations			
	Orphanage F (Cairo)	Aid for schooling						
	CEOSS (Cairo)			Training, production of training material				
	The Nile Synod (Cairo)				EdP			
	Ramses College (Cairo)	EdP						
	ETSC Evangelical Theological Seminary of Cairo				Training Certificates			
	Sudanese Community of Alexandria	Crafts training		Training in the service within the Church				
LATIN AMERICA								
Cuba	Presbyterian Church IPC			Community theological and pastoral animation		Institutional strengthening and leadership training /	Violence prevention, community and ecclesial leadership	5, 10, 16



						EDP	training of women	
	Kairos Centre			Popular education and training				
	Theological Seminary of Matanzas SET			Intermediary and superior academic training			Violence prevention, community and ecclesial leadership training of women	
Mexico	Theological Community Mexico CTM			Intermediary and superior academic training				5,10,13,15,16
	Baptist Seminary SBM	"Plan abierto" (primary /secondary popular training in link with the state)	Reforestation / EdP	Theological animation and training	Intercultural pastoral support in rural culture of sub-urban areas (Mexico City) / EDP		Violence prevention, community and ecclesial leadership training of women	
	INESIN		Reforestation / EdP	Well-being and revaluation of Indian theologies / Peace promotion (Inter-religious dialogue)				
INDIAN OCEAN								



Madagascar	Church of Jesus-Christ in Madagascar (FJKM), Education Department	Education of quality: establishment projects, practice communities, strengthening of national coordination		EdP, Training of theology students in holistic service	EdP			4, 10, 16
Mauritius				Training of the laity	EdP			10,16
MULTILATERAL NETWORKS								
ACO (Christian Action in Orient)	6 Churches in Iran, Lebanon and Syria							4, 10, 16
	UAECNE/Lebanon, Syria and Iraq							
	NESSL/Lebanon and Syria	School for refugee children	Anjar Centre	Sunday Schools				
		Summer Camps		NEST				
		Nursing Training School						
	Synod of Iran			Parishes				
Cevaa (Community of Churches in Mission)				Theological training of pastors and lay people	EdP			5, 16
CLCF (Centre of Christian French-speaking literature)	French-speaking Theological Training Institutions			Capacity building of theological training institutions				



Secaar (Working together to an integral development)	18 member Churches /Organisations in French-speaking Africa		Agroecology, adaptation to climate changes, EdP	Holistic development / EdP	EdP		Chart, sensitization and engagement of network members	1, 2, 5, 13, 15
Suisse	6 Reformed Churches and Theological Faculties			Projects and EdP based on the agreements to negotiate	EdP			10



9 QUALITY MANAGEMENT

9.1 MANAGING PARTNERSHIPS

Relations with bilateral partners are managed through a partnership programme defined for a period of 3 to 4 years. This is a contractual framework which defines the responsibilities of each party, the common objectives and the arrangements for project implementation, exchanges of personnel and financial management.

The possibilities of establishing such partnership programmes with Swiss partners will be appreciated during this programmatic phase.

Relationships with multilateral partners are regulated by the statutes of these organisations and by sectorial agreements. For example, following the institutional analyses carried out by M. Schmid and D. Fino (cf. Appendix 11), a first "fundraising agreement" was established in 2019 with Cevaa for the youth sector.

9.2 COOPERATION THROUGH EXCHANGE OF PERSONNEL

The processes for managing the exchange of personnel are described in detail in the specific concept in Appendix 3. These are mainly the following steps:

- 1) Initial steps (corresponds to the "launch phase" of the standards of «Unité»¹⁰)
- 2) Application Process
- 3) Preparation of personnel sending project (points 2-4 correspond to the "preparation phase")
- 4) Preparation for the exchange of personnel
- 5) Period of exchange of personnel ("Implementation Phase")
- 6) Return ("closure phase" and "post-project phase")

This approach applies regardless of the type of exchange, using adapted tools. While the concept defines the broad outlines of the management process, the next programmatic phase will be concerned with developing and/or defining the appropriate tools: systematizing the criteria and conditions for each type of exchange, reviewing regulations, forms and communication, and redefining processes (see 7.2).

Within the framework of a reciprocity approach, special attention will be paid to the implementing and adaptation of processes for managing the exchange of personnel in both North-South and South-North and South-South approaches. In addition, it will also be a question of seeing to the steps of identification and sustainability of the exchange achievements within the host structure as well as among the people on exchange. Similarly, return, reintegration and implementation of the gains made within the sending community will be considered a phase of the process.

9.3 PROJECT MANAGEMENT

DM applies professional management of the project cycle. A project management process defines the different steps (see Appendix 4):

¹⁰ «Unité» (2019), *op. cit.* p.28.



- Identification/needs
- Planning/Budgeting
- Validation
- Implementation
- Follow-up
- Evaluation
- Knowledge Management, Experiences Learned

Each project is integrated into a partnership programme which is validated by the Projects' Committee.

In order to strengthen reciprocal relationships, particular attention is paid to the North-South and South-South circulation of reports and information.

9.4 PROGRAMME FOLLOW UP AND EVALUATION

The implementation of the Institutional Programme 2021-2024 is regularly monitored.

Annually, the programme is translated into an operational plan and a budget, followed by a review at the end of the year. An internal operational report is then drawn up for the Council and "Unité", as a basis for the annual programme dialogue with the Commission guarantying the quality of "Unité".

Quantitative monitoring of the progress of the programme is carried out on the basis of specific indicators (see 7.1 and 7.2) and the Unit's "Aggregate Reference Indicators" (ARI) of "Unité"¹¹.

At the end of the phase (2024), a "Qualitative-participatory identification of the effects" will be carried out based on the methodology and terms of reference of "Unité".

9.5 RISK MANAGEMENT

The implementation of this Institutional Programme requires professional risk monitoring and management. To this end, DM is guided by the standards formulated within the framework of the "Unité" platform¹², particularly with regard to the fight against abuse of power and the prevention of sexual exploitation, abuse and harassment¹³. During the next programmatic phase, DM will equip itself with the risk management tools needed to implement these principles. The main risks identified are:

Figure 4: Risk Matrix

Risks	Preventive Measures	Reactive Measures
Political instability: revolt, insurrection, manifestation, war	<ul style="list-style-type: none"> - Observation of the context - Communication with partners 	<ul style="list-style-type: none"> - Regular reassessment of the relevance of the presence of sent people - Adaptation of the pro-

¹¹ <https://www.unite-ch.org/sites/default/files/content/PEZA/ira-2019-f-interne.pdf>

¹² "Unité" (2019), *op. cit.* p.25

¹³ "Unité" (2019), Grundsatzpapier. Bekämpfung von Machtmissbrauch und Verhinderung von sexueller Ausbeutung, Missbrauch und Belästigung, Bern



	<ul style="list-style-type: none"> - Regular contacts with other actors 	<ul style="list-style-type: none"> - Repatriation of sent people
Natural disasters: cyclone, earthquake, etc.		<ul style="list-style-type: none"> - Adaptation of the programme - Repatriation of sent people
Attack on the safety of people: kidnapping, accident, serious illness	<ul style="list-style-type: none"> - Specific training of sent people - Crisis management plan 	<ul style="list-style-type: none"> - Implementation of a crisis management system
Attack on property: theft, burglary	<ul style="list-style-type: none"> - Specific training of sent people 	<ul style="list-style-type: none"> - Coordination with partners for administrative procedures
Difficulties to recruit people for exchange, lack of suitable profiles, volatility of personal commitments	<ul style="list-style-type: none"> - Adapted communication - Collaboration with the other actors of CEP 	<ul style="list-style-type: none"> - Adaptation of the programme
Difficulty obtaining visas	<ul style="list-style-type: none"> - Regular contacts with embassies and administrations - Coordination with other actors of the CEP 	<ul style="list-style-type: none"> - Adaptation of the programme
Adaptation difficulties of sent people, especially linguistic skills. Risks of abandonment	<ul style="list-style-type: none"> - Selection and adapted preparation - Follow up-coaching by the ones in charge of the programme 	<ul style="list-style-type: none"> - Regular reassessment of commitment
Improper behaviour of the sent person (people)	<ul style="list-style-type: none"> - Code de conduct - Specific training of sent people 	<ul style="list-style-type: none"> - Anonymized alert system - Relevant and immediate treatment of the case
Lack of interest for reciprocity procedure from North and South partners	<ul style="list-style-type: none"> - Adapted communication - Capitalisation of pilot experiences 	<ul style="list-style-type: none"> - New partners identification - Adaptation of programme
Fund-raising does not reach its goals	<ul style="list-style-type: none"> - Adapted communication - Identification de new resources 	<ul style="list-style-type: none"> - Use of equity - Saving measures, re-structuration

10 FINANCE

10.1 FUNDING, FUNDRAISING

The income from DM is largely (40-45%) based on institutional agreements: framework agreement with the EERS (7% of income), distribution key of the PPP collection (8-10%), distribution key of "Terre Nouvelle" free donations (9-11%), public co-financing SDC (14%) and cantonal cooperation federations (2-4%) and "Fondation Solidarité Tiers-Monde" (STM) (1-2%). In 6 years, these contributions, coming from institutional policies, have fallen by 20% to reach CHF 1,324,467 in 2018.



Donations from individuals or parishes represent between 35 and 40% of income. Community donations are relatively stable, while the total number of donors is constantly decreasing (-25% between 2014 and 2018).

The balance of around 20% comes from other contributions, institutions, foundations outside institutional agreements and church circles, contributions from the DM Fund and non-operating income (movable and immovable assets).

The fundraising concept consists mainly of:

- negotiating agreements and conventions with the various institutional players in our network.
- planning and implementing fund-raising activities aimed at private donors and parishes. A specific programme was launched in 2008.
- seek direct financial support for project programmes from third parties (foundations, patrons, etc.).

In 2019, a working group carried out an assessment of old and new funding avenues which resulted in a financial planning 2019-2024 validated by the Council in June 2019.

With a view to financing the Institutional Programme, the following measures are envisaged:

- To perpetuate or even increase church institutional funding (agreement with the EERS and distribution of “Terre Nouvelle” donations) according to current developments (HEKS-PPP merger, uncertainty about PPP collections).
- To optimise links with the parishes: contacting parishes with little commitment to DM, developing the range of services on offer, extending Mission Sunday to the whole of French-speaking Switzerland, for example.
- To increase institutional fund-raising, especially with church foundations.
- To develop fund-raising outside church circles.
- To increase the annual contributions of the DM Fund.
- To enhance the value of real estate assets.
- To seek new financing linked to the Swiss added value of reciprocity projects: in the context of collaboration projects between partners in the South and training institutions in Switzerland, for example HEPs or agricultural schools, DM could receive financing as a facilitator of these exchanges.
- Encourage contributions related to new implications within the framework of the new strategy: twinning, support groups.

The financial plan foresees to generate CHF 100'000 to CHF 300'000 of additional income per year. In return, an increase of 0.5 to 1 full-time equivalent (FTE) dedicated to fundraising will be necessary.



10.2 FOUR-YEAR BUDGET PLANNING

The financial strategy of DM always aims at a long-term financial equilibrium and an efficient use of its resources according to the indications of the donors. This is why, in addition to the annual income, DM plans to use the movable and immovable income from its assets (non-operating income) and the exceptional contribution of important legacies to balance its finances over the long term. As of 2014 and the reduction of certain revenues, savings programmes have been introduced. DM has, however, maintained most of its commitments over the last ten years and has compensated for the operating deficit with its non-operating and extraordinary income (legacies).

The financial planning for 2019-2024 is marked by DM's intention to stabilise its income at around CHF 3.7 million with the continuation of current income (CHF 3.4 million) and the activation of additional new income (CHF 0.3 million). These additional revenues are to be generated in particular in the new areas of commitment in connection with the theme of reciprocity. The accumulated fortune of DM, CHF 3.387 million as at 31.12.2018, should make it possible to invest in the implementation of the new strategy. In recent years, the fortune has benefited from significant legacies: CHF 1.1 million in 2010, almost 1/2 million in 2012 and 2013 and 0.7 million in 2019. In order to respect the wishes of donors, the fortune must be used efficiently to ensure the institution's sustainability. The Asset Management Regulations provides for the use of a maximum of 5% of the fortune per year for budgeting purposes. The minimum fortune base required for the operation of DM, also defined in the Asset Management Regulations, is CHF 1.5 million.

Following the gradual reduction in expenditure between 2015 and 2020, with the reduction and the adaptation of programmatic commitments with its partners and the reduction in administrative expenditure, still in line with the decline in income observed in recent years, planning now envisages aiming for financial equilibrium as of 2024, with the full deployment of the new operational strategy. A stabilization of expenditure, including future investments, is therefore planned at the level of expected income of CHF 3.7 million.

	2021		2022		2023		2024	
x 1'000 CHF	Total	Co-fi-nanc	Total	Co-fi-nanc	Total	Co-fi-nanc	Total	Co-fi-nanc
Expenditures								
Exchange of person-	450	300	470	310	490	320	490	320
Partnerships and support to projects	1'250	900	1'230	900	1'210	900	1'210	900
Communication, awareness, networks	200	150	200	150	200	150	200	150
Management and follow up of programmes	600	450	600	450	600	450	600	450
Institutional and administrative communication	1'000	400	1'000	400	1'000	400	1'000	400
Investment for the news strategic orientations	150	150	200	200	200	200	200	200
Total expenditures	3'650	2'350	3'700	2'410	3'700	2'420	3'700	2'420



Revenue								
EERS	202		202		202		202	
PPP	289		289		289		289	
DDC	520		520		520		520	
Donors and parishes	1'570		1'570		1'570		1'570	
STM	70		70		70		70	
Other revenue	426		426		426		426	
Legacies	100		100		100		100	
Mutual fund	108		108		108		108	
New assets	150		200		250		300	
Out-exploitation	150		150		150		150	
Total Revenue	3'585		3'635		3'685		3'735	
Final results	-65		-65		-15		35	
Fortune	3'760		3'695		3'680		3'715	

11 APPENDIXES

Appendix 1: Statutes

Appendix 2: Charters

Appendix 3: Concept of exchange of personnel

Appendix 4: Project Management Process

Appendix 5: Planning for personnel exchange

Appendix 6: Programmes per countries (under development for April 2020)

Appendix 7: Summary of partners' feedback: assessment of previous phase

Appendix 8: Summary of partners' feedback: perspective for the 2021-2024 programme

Appendix 9: Financial reports of final program phase

Appendix 10: Annual reports of the last program phase

Appendix 11: Institutional analysis and management response