



INSTITUTIONAL PROGRAMME 2025-2028

November 2024



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List of abbreviations and acronyms

ACO	Christian Action in the East (Action chrétienne en Orient)
ARI	Aggregate reference indicators
CEP	Cooperation through personnel exchange (Coopération par l'échange de personnes)
CER	Conference of French-Speaking Reformed Churches (Conférence des Églises réformées romandes)
Cevaa	Community of Churches in Mission, international association of churches (Communauté d'Églises en mission)
CHF	Swiss francs
CLCF	French-language Christian literature centre (Centrale de littérature chrétienne francophone)
COVID-19	Coronavirus 2019
Défap	Protestant Mission Service, mission service of five Protestant churches in France (Service protestant de mission)
DTN	New Earth Donations (Dons Terre Nouvelle)
EDP	Exchange of personnel (Échange de personnes)
EERS/EKS	Evangelical Reformed Church in Switzerland (Église évangélique réformée de Suisse)
Fedevaco	Vaud Federation for Cooperation (Fédération vaudoise de coopération)
FJKM	Church of Jesus Christ in Madagascar (Fiangonan'i Jesoa Kristy eto Madagasikara)
FTE	Full-time equivalent
HEKS/EPER	Swiss Protestant Aid (Entraide protestante suisse)
HEP	University of Teacher Education (Haute école pédagogique)
HR	Human resources
ICS	Internal Control System
IP	Institutional programme
KME	Co-ordinating Conference of Mission Organisations (Koordinationskonferenz Missionsorganisationen und EKS)
NGO	Non-governmental organisation
PCM	Project Cycle Management
PPP	Bread for all (Pain pour le prochain)
PSEAH	Protection from sexual exploitation, abuse, and harassment
PTNER	Strategic platform New Earth (Plateforme stratégique Terre nouvelle)
Secaar	Christian support service for rural development (Service chrétien d'appui à l'animation rurale)
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goals
UN	United Nations
Unité	Swiss association for the exchange of personnel in development cooperation
ZEWO	Central information centre for charitable undertakings, Swiss certification service for charitable organisations collecting donations (Zentrale Auskunftsstelle für Wohlfahrtunternehmungen)



1 INTRODUCTION

Since the early 2000s, DM has been engaged in a programmatic approach to structure and direct its activities, in accordance with its mission. This document presents DM's institutional programme for the years 2025 to 2028, providing a coherent and detailed overview of the objectives pursued and the measures envisaged, also based on the assessment drawn up in the previous phase.

The 2025-2028 institutional programme is an essential internal management and planning tool for DM, enabling it to verify the fidelity of its vision, structure and organise its activities, clarify its objectives and manage its resources effectively. It includes monitoring and evaluation mechanisms to measure progress, strengthen partnerships and improve the quality of exchanges. The programme also plays a key role as a communication tool with partners, stakeholders and donors.

The period 2025-2028 represents the second programme phase for which DM has applied for a contribution of Swiss Agency for Development and Cooperation (SDC) funds via Unité, the Swiss association for the exchange of personnel in development cooperation. Until 2020, these funds were channelled through Bread for All. In 2023, DM drew up an "International Cooperation Programme 2025-2028" to address this request to Unité. This programme was favourably received by the Quality Management Commission, and the funding application for 2025-2028 was approved in November 2023.

This institutional programme takes up, extends and clarifies the International Cooperation Programme 2025-2028. Whereas the latter focused mainly on activities co-financed by public funds and their effects in DM's countries of action, the institutional programme offers a more comprehensive overview of DM's activities. It pays particular attention to ecclesial and theological cooperation activities, and highlights the effects at personal and interpersonal levels of cooperation through the exchange of personnel, conducted according to the principle of reciprocity. With these adjustments, the institutional programme remains fully consistent with the International Cooperation Programme, incorporating some updated figures based on the state of affairs for 2024.

2 PRESENTATION OF DM

2.1 INTRODUCTION

DM is an association within the meaning of Articles 60 and following of the Swiss Civil Code, mandated by the member churches of the Conference of Protestant Churches of French-speaking Switzerland (Conférence des Églises protestantes de la Suisse romande - CER). It supports training and community development activities in partnership with institutions, organisations and churches in various countries around the world.

DM was founded in 1963 when the activities of several missionary societies were grouped together, and for a long time it helped its young partner churches to become autonomous. Then, as these became stronger and took charge of their own development and pastoral activities, it shifted to a role of support with a view to strengthening the capacities of partner churches and institutions. Based on this ecclesial identity, DM supports development cooperation and charitable activities. DM has had the Zewo quality label for charitable organisations collecting donations since 2021.

From its beginnings to the present day, the exchange of personnel has been one of DM's preferred modes of action, particularly in the form of long North-South stays. From an



organisation focused on support and solidarity between churches in the "North" and those in the "South", DM has evolved into a structure that facilitates exchanges and mutual learning. As a matter of principle, DM does not undertake projects of its own, but supports those of its partners, whether churches or related institutions in Switzerland or elsewhere in the world. These projects are generally identified with the partner churches or institutions and formalised within the framework of partnership programmes. However, DM's involvement is not limited to a financial contribution. The projects supported are the subject of regular dialogue in a spirit of co-responsibility, with technical support where necessary.

DM has been working with a programmatic approach since the early 2000s. As early as 2004, a first programme document was discussed, defining both a normative level (profile, vision, mandate, values, nature of activities) and strategic partnership criteria. In 2012, DM adopted Guidelines, followed by a broad institutional programme for the period 2017-2020, for which a request for co-financing by the SDC was submitted via Bread for All.

A major process of reflection on the future of the organisation was launched in September 2016, which resulted in a new strategic direction decided by the Missionary Synod (highest body) in November 2018 emphasising South-North-South reciprocity. In June 2019, it was thus decided for the period 2021-2024 to submit a request for co-funding to the SDC through Unité, the umbrella organisation for personnel exchange organisations. This document is therefore the third complete institutional programme. It complements the "International Cooperation Programme 2025-2028" submitted in September 2023 and validated by Unité as a request for co-financing.

2.2 VISION, VALUES AND OBJECTIVES

Vision

Responding to the biblical invitation to "welcome one another as Christ has welcomed you" (Romans 15,7), we aspire to a world where peace, justice and respect for our earth prevail.

We believe in a united humanity facing a shared future 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 is necessary and possible.

As a service for the member churches of the Conference of Protestant Churches in French-speaking Switzerland (CER), DM works with a range of partners, mainly denominational, who are involved in bringing about change in Switzerland and around the world. Our mission is to make "humanity in solidarity" and "the universal Church" a reality. Drawing on extensive networks, we aim to facilitate exchanges and encounters. And to enable us to strengthen our capacity for action, we want to intensify mutual questioning, joint learning and the transfer of skills.

Values

Integral mission: the Church's mission is based on 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 needs to be incarnated in the concrete life of individuals and communities. In its actions, DM demands respect for ethical values such as justice, equity, particularly between the genders, 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 that transcend geographical and cultural barriers.

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

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 these challenges must take into account all the dimensions of human existence, in all its complexity and globality.

Diversity and dialogue: the encounter and collaboration between people of different cultures, religious sensibilities, generations and genders is a powerful factor for innovation and creativity, as well as a driving force for social and spiritual development. However, in order to reap the benefits of diversity, we need to learn about otherness and develop the ability to decentre and engage in dialogue.

Objectives

Through our mission, we want to contribute to change on two levels:

- directly, through institutional reinforcement and personal transformation, using a training and co-learning approach;
- indirectly, through a wider impact on people's quality of life and the framework conditions of society.

Our objectives are:

- Capacity building for action: in DM's areas of commitment - education, agroecology and living together (peace and human rights; theology and church life) - the contribution of partners, both abroad and in Switzerland, in both social and church life, is strengthened by supporting projects, transferring skills and exchanging good practice.
- Promoting and practicing global citizenship: people directly or indirectly affected by an exchange or encounter experience demonstrate changes in attitude and state of mind. Over the long term, this change leads to new practices and behaviours in terms of professional, community, ethical and consumer commitments, and in the democratisation of information. In this way, DM is making its contribution to the Sustainable Development Goals (SDGs).

Implementation principles

To achieve these objectives, we work in a dynamic of reciprocity based on the following approach:

Exchange of personnel: DM places a strong emphasis on all forms of exchange, such as sending people to share skills and knowledge, to gain experience, or for intercultural exchange, for a few weeks, months or years, alone, as a couple, as a family or in a group.

Project support: financial support for our partners' projects and programmes is supplemented by technical or methodological assistance.

Bi- and multilateral partnerships: collaborations take place within the framework of long-term institutional partnerships, formalised bilaterally or as part of multilateral networks.



Communication, awareness-raising and networking: the promotion of global citizenship is achieved through communication, parish events and participation in wider awareness-raising campaigns.

Training: this is a key element in all our collaborations, in Switzerland and elsewhere, as we face up to new challenges.

Funding: to achieve its objectives and finance its activities, DM relies on contributions from the churches and public and private bodies, as well as individual and parish donations. These financial contributions are used responsibly and transparently.

2.3 ORGANISATION

DM's bodies are defined in its articles of association:

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

The Director is responsible for operational work and running the secretariat.

Three thematic commissions (missiology, Cevaa and Christian Action in the East (ACO)) support and advise the secretariat in its operational work.

At secretariat level, the aim is always to strive for the best form of organisation to meet the general objectives of the Institutional Programme (IP) as effectively as possible.

3 GENERAL STRATEGIC DIRECTION

3.1 GENERAL OBJECTIVE AND THREE KEY AREAS

DM's general objective is to contribute to the promotion and exercise of global citizenship by strengthening its partners' capacity for action. To this end, DM works with its partners in three sectors: agroecology, education and living together, which contribute to the Sustainable Development Goals (SDGs) in three key areas that are also aligned with the objectives of Swiss international cooperation:



Eliminating hunger: DM contributes to the objective of Swiss international cooperation in terms of climate and environment, which identifies the principles of agroecology as a key element in the fight against hunger in its International Cooperation Strategy 2025-2028.¹

DM's agroecology sector strategy is in line with SDC's overall food security programme, which considers sustainable agriculture to be fundamental to guaranteeing healthy nutrition and preserving biodiversity. Innovations that enable consumers to enjoy a healthy and varied diet and have access to quality foodstuffs in rural and urban areas are encouraged.



Ensuring access to quality education for all: by supporting access to quality basic services for the most disadvantaged populations, DM is contributing to the SDC's human development objective. Quality education is essential to the personal development of every individual and to the economic and social development of every society. Education helps to reduce poverty and

inequality. In Switzerland, too, maintaining quality education is a challenge, and the global issues of sustainable development are gaining increasing recognition in curricula.



Promoting peaceful and open societies for sustainable development: DM contributes to social cohesion and peaceful coexistence by promoting dialogue, particularly inter-religious dialogue, and ensures that it does no harm. By addressing the causes of potential conflict, DM is working to open up opportunities for all, with a view to sustainable development fostered by

mutual understanding. Promoting peaceful and inclusive societies is also at the heart of DM's work to raise awareness among the Swiss public.

3.2 IMPLEMENTATION APPROACHES

The implementation of DM's institutional programme is based on two complementary approaches: cooperation through the exchange of personnel and support for projects, anchored in long-term strategic partnerships.

COOPERATION THROUGH EXCHANGE OF PERSONNEL

The commitment of people sent on mission has always been at the heart of the activities of the DM association, which grew out of mission societies and the sending out of missionaries. Today, the people we send come from a wide range of backgrounds and it is under the sign of reciprocity that cooperation through the exchange of personnel takes place. Through the

¹ Swiss Federal Council (2024). International Cooperation Strategy 2025-2028 (Message SCI 25-28). Bern: Federal Department of Foreign Affairs. *In the process of being adopted at the time of writing.*

exchange of personnel, an approach that complements technical and financial support for projects, more and more individuals, institutions and communities linked to DM, in Switzerland and elsewhere, are developing synergies and strengthening each other, with a view to living together better and experiencing global citizenship.

Exchanges of personnel help to revitalise the life of communities, develop a spirit of welcome and openness to others, make communities more aware of realities elsewhere and develop a testimonial culture, particularly of the Christian faith. DM supports its partners through interpersonal, intercultural and interprofessional exchanges, with the aim of sharing experiences, skills, convictions and questions, whether by sending people to partners around the world or by welcoming people to Switzerland.

SUPPORT FOR LOCAL PROJECTS

DM favours action that supports the initiatives and efforts of local players who are recognised and rooted in the social fabric. DM works with Protestant institutions, organisations and churches, supporting their training and community development activities. DM is careful to maintain balanced and dynamic partnerships, based on the principles of reciprocity, good governance and strengthening the role of women in particular. Each partnership is regularly reassessed. DM is also a member of multilateral networks, which are essential for global exchange.

DM and its partner churches and institutions work actively with local communities, both rural and urban, who are active in civil society. Depending on the context, they also collaborate with state actors, particularly in the fields of agriculture and education (services). For DM, simply adapting or optimising structures will not bring about fundamental change. Deeper changes are needed, sometimes affecting value systems, lifestyles and the way people look at each other and the environment. DM therefore encourages development that pursues a transformation of structures based on a transformation of priorities and initiatives at individual and community level.

3.3 INTERVENTION PRINCIPLES

DM's actions are guided by several strategic principles.

RECIPROCITY

Following the decisions taken by the Missionary Synod in November 2018, DM is placing a priority emphasis on the principle of reciprocity. For DM, reciprocity refers to a type of cooperation in which all parties make the most of their knowledge and skills, sharing available resources in the achievement of concerted joint projects. International cooperation thus takes the form of mutual and multilateral interactions, not only North-South, but also South-North and South-South. Churches and other institutional players thus draw on the strengths and skills developed by their partners in other contexts in a vision of a common destiny, in line with the vision proposed by the UN's Agenda 2030.

STRENGTHENING CIVIL SOCIETY

The political contexts in which DM operates are often uncertain and involve dealing with sometimes fragile social cohesion. The inclusive participation of civil society and civil society organisations is therefore central to any activity. In terms of the management of joint projects, the aim is to use existing systems where possible, and to strengthen the capacity of structures through support where these are still deficient. National players are involved in steering collaborative programmes. The Church is a force for bringing people together



and rallying them collectively around values. It is a dynamic of socialisation and integration that is at the heart of strengthening civil society.

LOCAL OWNERSHIP

DM's actions are anchored and supported by its partner churches or institutions at local level so that, in the long term, they can continue without DM's intervention. The organisations, institutions and churches with which DM works have important social and educational functions and, in some cases, work alongside the State to meet national challenges. For example, in the education sector, many shared experiences contribute to the development of local and even national policies.

Churches that provide high-quality services in their schools or in their other areas of activity (agroecology, peace promotion, etc.) are thus recognised by the public authorities as important players in civil society, which encourages good cooperation between the State and the Church.

Finding innovative and viable responses to challenges requires an approach that integrates all the dimensions of human existence. In its work, DM seeks and reinforces transversality and decompartmentalisation between its sectors of involvement and its partners. Networking and the sharing of information and experience within bilateral, regional or global collaborations contribute to this effort. Similarly, the principles of inclusion and non-discrimination (particularly on the basis of ethnicity, religion, gender, age, language, illness, physical or mental disability, sexual orientation) are essential to ensure that no-one is left behind. This means extending the analysis to all dimensions of human life, not just the economist approach. In all its programmes, DM pays close attention to social cohesion and equal rights and obligations, which are essential to the rule of law.

3.4 MULTI-STAKEHOLDER PARTNERSHIPS AND CROSS-SECTOR COOPERATION

For strategic reasons, but also partly for historical reasons, DM works with different types of partners.

AROUND THE WORLD

- Protestant organisations, institutions and churches: especially in Africa, DM has long-standing partnerships with churches and faith-based organisations, linked to its missionary heritage. In Latin America and the Middle East, the partners are also mainly institutions linked to or close to the churches, or alliances of churches.
- Multilateral networks: these have the potential to contribute to reciprocity by placing each member on an equal footing. In order to take advantage of this potential, it is necessary to encourage the churches in Switzerland to become more involved in the activities proposed by these networks.²

² The four multilateral networks in which DM is active are: (1) Cevaa, a network of churches set up in 1971, bringing together 35 Protestant churches in 24 countries in Africa, Latin America, Europe, the Indian Ocean and the Pacific; (2) ACO-Fellowship, an ecclesial network bringing together three Protestant churches in the Middle East and three mission offices of European Protestant churches; (3) Secaar, a network of 18 churches and development organisations active in a dozen countries in French-speaking Africa and Europe; (4) CLCF, a mutual aid service for theological training institutes with some 120 establishments in Africa, the Pacific and the Caribbean.



IN EUROPE

- Cooperation partners historically linked to mission work, such as Brot für die Welt (Germany), Kerk in Aktie and GZB (Netherlands), Église protestante unie de Belgique (EPUB), Otto per mille (Italy) and Défap, the missionary service of three French Protestant church unions, are involved in the same multilateral networks as DM.

IN SWITZERLAND

DM maintains important collaborative and coordinating relationships with faith-based organisations and/or organisations involved in development work:

- Swiss platform Unité, which brings together organisations active in cooperation through the exchange of personnel. Involvement in Unité is strengthened by the request for co-financing from SDC's.
- The network of cantonal federations for international cooperation and in particular the Fédération vaudoise de coopération (Fedevaco) based in Lausanne, where the DM secretariat is located.
- Players in Switzerland linked to DM's areas of involvement: in line with its reciprocal approach, collaboration with Swiss organisations is being developed in DM's areas of involvement, such as teacher training colleges (HEP) and state schools (education), agronomic research and/or training centres (agroecology), as well as theology faculties and the Office Protestant de Formation (training of pastors and deacons).
- Protestant churches and church-related organisations in Switzerland: on the basis of reciprocity, the churches in Switzerland (mainly DM member churches), the CER and the PTNER are partners (both beneficiaries and contributors) in the same way as the churches abroad.
- The parishes and Terre Nouvelle services of the French-speaking churches, which are responsible for raising awareness and fundraising on behalf of Swiss Protestant Aid (HEKS) and DM.
- The Co-ordinating Conference of Mission Organisations (KME) and the Evangelical Reformed Church of Switzerland (EERS), which enables DM, Mission 21 and the EERS to discuss missionary issues and activity programmes in depth.
- Players in French-speaking Switzerland active in cooperation through the exchange of people: in particular for the training of envoys (Isango Formation) and for information and recruitment (Comundo, Eirene, E-changer).

3.5 IMPACT AMPLITUDE

In line with its objectives, DM's work is based on a model of reciprocal effects, both through cooperation through the exchange of personnel and through its programmes and projects, which involve DM and its partners on three levels of impact:

- At a personal level, among the partners: changes in the people who are on the move (people in exchange), those who are hosting or those who are affected by a project, as well as indirectly in their respective entourages.
- At the level of the local communities and populations concerned: together, host and sending communities and envoys work for revitalised, renewed and peaceful relationships and better living conditions for all, giving each person the opportunity to



make a personal commitment to a fairer world. The programmes and projects involve communities in order to extend the effect to a wider level.

- At institutional level: DM's action is aimed at changing the behaviour of the target audience (participants in the project-programmes) on the basis that changes at system level can only occur if such changes in behaviour have already taken place at the level of the people and governing bodies of the partner churches and/or institutions.³ These changes can then have an impact on state policies.

DM's added value as a player in international cooperation in Switzerland is therefore linked to the unique combination of its partnerships outside Switzerland and long-term programmes, its long experience of exchanges of personnel and direct testimony that puts people at the heart of the encounter, and finally its networking activities in Switzerland.

By being close to the ground and to people's realities, DM and its partners choose to evolve together, favouring a real mutual understanding that is essential to their co-development. Finally, DM contributes fully to strengthening the tradition of a Switzerland and of churches that are supportive, dedicated and open to the world.

4 REVIEW OF THE PREVIOUS PHASE

4.1 2021-2024 PROGRAMME ACCORDING TO THE SDGs

SDG2: SUSTAINABLE FOOD PRODUCTION SYSTEMS AND RESILIENT AGRICULTURAL PRACTICES ARE STRENGTHENED

The mid-term review carried out in 2023 shows good results and visible effects. DM's partners, who had already been involved in agricultural production and environmental protection issues for many years, quickly embraced the principles of agroecology, albeit with varying levels of technical knowledge at the outset.

Skill-building is now evident among most of DM's partners, who are increasingly at ease with the issue, its practices and its advocacy. Thanks to continuous training, the producer groups supported in French-speaking Africa have developed new activities in market gardening, maize, fish farming, rice growing and livestock rearing, with very good results in terms of productivity. Partners in Cuba and Mexico have also developed promising initiatives with the implementation of urban vegetable gardens using the agroecological approach, which costs very little in terms of initial investment.

However, during the course of the programme, a key learning point was to provide beneficiaries with more rapid support in terms of processing and market access, linked to the identified production improvement channels, so that they could immediately benefit from the increase in sustainable production generated by the good agroecological practices promoted. In particular, this would have made it possible to react more quickly to

³ When these changes in behaviour are achieved, the partners are then able to influence behaviour at regional/national level. In the contexts in which DM operates, meetings with church leaders, for example, can have an impact at a systemic level.



the economic slowdown caused by the COVID crisis and to avoid losses linked to the sudden absence of outlets for production.

One of the experiences capitalised on by DM's partners has been the issue of farmers' seeds, recognised as a lever for community food sovereignty. Generally speaking, DM's partners have observed a better understanding on the part of public authorities of the need to promote healthy, environmentally friendly agriculture, which is an essential element of sustainable development. This awareness has a definite impact from a systemic point of view.

The theme of agroecology is very popular with communities, and similar issues in the North and South have led to a balanced dialogue between all parties.

SDG4: NATIONAL EDUCATION SYSTEMS ARE STRENGTHENED

The 21-24 phase has been fraught with difficulties, linked in particular to the COVID crisis. Throughout the world, the closure of schools in 2020 (and in some countries until September 2021) led to children dropping out of school, learning processes being difficult to resume, teachers and pupils' families becoming increasingly insecure, and violence against girls and women on the increase.... Yet this period of crisis has led institutional partners and players on the ground to mobilise their creativity and pool their strengths to come up with innovative, contextualised responses and strengthen the ownership of projects at local level.

The participatory approach to project development has become a flagship approach for our partners, as it is essential for projects to run smoothly. Although this approach takes more time, some partners are asking for their capacity in this area to be strengthened, as in Madagascar, where the mobilisation of local teams, the parish and parents has made it possible to monitor construction sites and budgets in a way that would not have been possible from the capital and has ensured the success of the project.

Teacher training has become a major issue for all the partners. Pedagogical and didactic approaches, or reinforcement of the use of the language of instruction, are worked on with teachers, in their working environment, using new approaches: the use of theatre to reinforce the language, support and coaching for teachers, creative time to develop teaching materials, the use of games, etc., enable teachers to move from a passive and frontal training approach to a proactive approach that is constantly seeking to adapt.

The partners have therefore realised the need to develop multi-disciplinary "trainer-accompanist" teams, in particular by working with other players (training institutes, artists, educationalists, etc.).

Exchanges of experience and capitalisation on experience enable us to take stock of the collective challenges in the education sector, both in Switzerland and far afield, and are becoming more important among partners who see them as training tools and generators of innovation. For example, the South-North-South exchange between school headmasters in Rwanda and Switzerland revealed the extremely formative effects of these exchanges between professionals. The General Directorate of Compulsory Education in the canton of Vaud recognised this experience as continuous education and supported the stay of the Swiss headmasters in Rwanda.



SDG16: PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT ARE PROMOTED.

In the 2021-2024 institutional programme, this objective was linked to the theology sector. Good results were achieved thanks to awareness-raising projects, non-violent conflict management and support for inter-religious dialogue.

In Togo, for example, motorbike taxi drivers trained in peaceful, non-violent communication and life-saving gestures have reduced tensions and now say they can intervene positively in conflicts between drivers and customers. One of the lessons learned from the programme was that most of the motorbike taxi drivers trained, who are in charge of motorbike taxi stations, very often have a university degree and have a strong influence on their peers. Similarly, in Cameroon, work on preventing violence in schools has helped to restore dialogue between teachers, pupils and parents. However, the problems of student addiction represent a new challenge in a context already weakened by tensions linked to the Anglophone crisis.

In Central America and the Caribbean, the beneficiaries of projects supported by DM have had non-discriminatory access to various training, awareness-raising and learning opportunities. Local leaders now have the necessary skills to support participative processes of social transformation. People who have been made aware of these issues are adopting behaviour that is respectful and supportive in social, environmental, human rights and hosting terms. In Cuba, the partners' awareness-raising efforts made a major contribution to the adoption of the new, highly progressive family code. Around 80% of the people whose awareness has been raised have become involved in local transformation processes.

As part of its Islamology programme and through multilateral networking, DM has developed a collaboration with the Al Mowafaqa Ecumenical Institute in Rabat, Morocco. This institution trains church leaders (mainly from sub-Saharan Africa and Europe) in Islamology, with the aim of improving the inclusion of Christian populations in Muslim countries (and vice versa) and promoting more peaceful social relations.

In 2023, with the support of DM, 3rd and 4th year students from the Faculty of Theology of the Church of Jesus Christ in Madagascar (FJKM) spent several days immersed in hospital and prison environments, as well as on the street working with prostitutes and/or drug addicts. This made them realise that their mission was not limited to preaching, and that they could take concrete action by accompanying participatory processes, thus making the link between the world of the Bible and current issues.

In Switzerland, the promotion of dialogue between culture and religion has had a special place in phase 21-24 of the programme. In addition to the three sessions between 2021 and 2024 of training in intercultural theology at the Ecumenical Institute in Bossey, DM has supported other highlights and activities in intercultural exchange and events.

In the 2025-2028 IP, this sector has been renamed "Living Together" and subdivided into two areas: Peace and Human Rights, and Theology and Church Life.

SDG4.7: THE SWISS PUBLIC IS MORE AWARE OF SUSTAINABLE DEVELOPMENT

Through its testimony and awareness-raising activities, DM has brought the links between the churches in Switzerland and those of its partners outside Switzerland to life and made them tangible to the Swiss public. DM reaches a wide audience within its historical networks and opens to other types of public when the opportunity arises, as with the Travel Diary Days and the Solidarity Christmas Market. As a result, an ever-growing number of people

are being made aware of the need for more socially responsible and environmentally-friendly behaviour. In 2022, for example, an estimated 3,500 people took part in awareness-raising events, with a slightly higher percentage of women than men (55%). DM has also had many opportunities to present the results and effects of its work and to be identified as an organisation promoting equal partnerships based on reciprocity, through support for projects and exchanges of personnel.

4.2 EXCHANGE OF PERSONNEL

For phase 21-24, DM's objective was to strengthen the Exchange of Personnel (EdP) unit, in particular by creating a dedicated unit to develop and structure support throughout the process. The work carried out on the types of envoys (by objective rather than by duration), the overhaul of the training process and the development of support tools have made it possible to consolidate this central instrument of DM's action.

Despite a limited number of envoys at the start of the programme due to the COVID crisis, interest in the exchange of personnel has been widely confirmed, both from partners and applicants. This shows that human links and the need to meet people and find meaning in professional and personal commitments are essential, perhaps even more so in times of crisis.

So, with a marked upturn in the number of envoys in 2022 and then a significant number of departures in 2023, it is possible to take stock and draw lessons. Some of the key elements of this phase include:

- Interest in North-South "skills and knowledge sharing" exchanges of relatively short duration (a few weeks to a few months). This has been done to the great satisfaction of the partners, who appreciate the opportunity to benefit from specific skills over a given period of time. This has also opened the possibility of sending people with relevant profiles who are not available to leave for several months or years.
- The challenges of planning over time: recruitment processes take time, and administrative challenges (particularly those relating to visas) can have an impact on the start of a commitment. Regular monitoring of candidates helps them to manage the highly variable pace of the preparation process, without losing motivation.
- South-North and South-South exchanges have been carried out and have clearly shown strong results in terms of reciprocity with effects on the programmes. These experiences are very encouraging, but they have required a great deal of support and the mobilisation of many resources during the stay in Switzerland.
- Maintaining medium and long-term contact with returnees is a challenge, even if the sensitivity and closeness to the realities of their country of commitment remains very marked over time. Proof of this is the mobilisation of the networks of former envoys on different occasions: a very strong financial response following an emergency appeal (e.g. flooding in Mozambique, with an average donation of nearly CHF 170), participation in a special evening when representatives of partner churches or institutions visit the country (e.g. an evening with former envoys to Cuba in 2023, attended by 17 people), or being available to meet future envoys (e.g. in 2022, 4 people who had been back for at least a year came to share a meal with envoys in training).

4.3 TRANSVERSAL THEMES

During the first quarter of 2023, the secretariat noted that after two and a half years of setting up the new secretariat structure, the resources deployed to meet the programmatic objectives relating to transversal themes were not adequate. In fact, in order to ensure their implementation, it had been decided to include them in dedicated percentages for various



positions. However, it became clear that these themes were being addressed by everyone and that it would be more effective not to separate them but to really address them in a transversal way in each DM approach and activity.

Environment

Increasingly frequent and severe droughts and floods have contributed to growing insecurity and inter-community conflict, as in northern Togo and Benin. With its agroecology programme, which promotes sustainable management of resources (water, soil), DM has helped to strengthen the sustainable development of agriculture and to manage the consequences of climate change in a way that reduces the risk of disasters and strengthens people's resilience. DM and its partners have also proposed practical tools to protect against climate change, such as the promotion of energy-efficient stoves and reforestation projects. Generally speaking, raising awareness in schools and among communities has led to open and informed dialogue.

The capacities of state actors in disaster risk management and climate change adaptation have improved in recent years, but national climate change adaptation policies remain weakly implemented and the adoption of a systemic approach to the issue is still lacking.

Gender

In terms of gender, the emphasis has been on including women and girls right from the design stage of projects and throughout their implementation. Efforts have focused on combating and correcting gender inequalities without really tackling the root causes that generate and entrench these inequalities in society, mentalities and institutions. Work is still needed on power relations, social norms and practices, and stereotypes that lead to discrimination against women, both at the level of the two groups (men and women) and within each group, to ensure that no one is left behind. DM has run workshops with its partners on the notion of consent in relation to the prevention of harassment.

Governance

The issue of good governance is central to DM, both in its own activities and in the monitoring of its projects with its various partners. Rigorous procedures and clear rules have been put in place at several levels.

- In agreements with partners to ensure effective governance.
- A partnership analysis document has been drawn up to assess and improve collaboration.
- Risk management policies and the policy on protection against sexual exploitation and abuse (PSEAH) are at the heart of the security and internal control strategy.

During the 2021 - 2024 phase, the application of these rules led, for example, to the termination of the partnership with the Evangelical Presbyterian Church of Togo due to internal divisions and management problems, as well as the absence of a reliable contact person, making it impossible to agree on working methods in line with those of DM. This work of monitoring partnerships is continuous. Some are doing very well, while others still need adjustment. Efforts to professionalise programme management by partners and ensure compliance with established procedures were a particular feature of this 21-24 phase.

Governance is also central to the DM secretariat. An external organisational diagnosis with terms of reference defined jointly by all staff was carried out to improve the association's internal operations. Finally, all the processes involved in personnel exchange have been structured and managed, harmonising and monitoring the entire sending process.



Communication and fundraising strategies have also been developed to support DM's initiatives.

Interculturality

DM is increasingly present in the Swiss and French-speaking ecclesial networks, with a real specificity and relevant contributions on the theme of interculturality and its consideration in a transversal way. A major effort to raise awareness and promote dialogue has been made with parishes and communities throughout French-speaking Switzerland, with the publication and promotion of Espoir Adadzi's book *Interculturalité en Église*⁴. DM has also launched discussions with the churches and theology faculties in French-speaking Switzerland with a view to integrating a course in intercultural theology into the university theology curriculum.

5 ANALYSIS OF THE CONTEXT AND CHALLENGES

5.1 GENERAL

Despite a positive balance sheet, DM's activities remain subject to global developments in an increasingly polarised and interdependent world. This polarisation is visible beyond the international landscape, fracturing societies themselves and increasing political, social and financial instability. In this context, the economic crises that already exist in many countries are being exacerbated by continuing inflation and the persistent burden of debt. The growing environmental crisis is increasing the already high level of vulnerability of part of the world's population, intensifying food insecurity and/or migratory flows. In response to these many challenges, we are seeing protectionist foreign economic policies, asymmetrical social policies and growing security instability. DM's work in its three areas of involvement is obviously affected by this fragile and constantly changing global configuration. International cooperation remains "one of the instruments that [...] enables us to respond to the global challenges"⁵ in this context of interdependence. It is by working on the basis of reciprocity that DM and its partners work through a "global dynamic of exchange, sharing, collaboration and enrichment", mobilising and further developing their capacities for adaptation and resilience.

5.2 AGROECOLOGY

The crises and political choices of recent years have contributed to stagnation, or even regression, in the achievement of several sustainable development goals in the field of food and agriculture. According to the latest estimates from the United Nations Food and Agriculture Organisation, the proportion of the world's population suffering from chronic hunger was of 9.2% in 2022, compared with 7.9% in 2015.⁶ The repercussions of armed

⁴ Adadzi Espoir (2021), *Interculturalité en Église : Témoignage et propositions d'un envoyé du Sud*, Lausanne : OPEC

⁵ Swiss Confederation, FDFA, EAER. (2023, 20 June). *International Cooperation Strategy 2025-2028 (Message SCI 25-28) - explanatory report for the opening of the consultation procedure*, page 2. https://www.fedlex.admin.ch/filestore/fedlex.data.admin.ch/eli/dl/proj/2023/12/cons_1/doc_2/fr/pdf-a/fedlex-data-admin-ch-eli-dl-proj-2023-12-cons_1-doc_2-fr-pdf-a.pdf

⁶ Food and Agriculture Organization of the United Nations, *The State of Food Security and Nutrition in the World 2023 - Chapter 2 Food security and nutrition in the world*. <https://openknowledge.fao.org/server/api/core/bitstreams/f1ee0c49-04e7-43df-9b83-6820f4f37ca9/content/state-food-security-and-nutrition-2023/food-security-nutrition-indicators.html>

conflicts around the world, high inflation and the increasingly serious consequences of climate change are all to blame, as is a dysfunctional global food system.

Food is at the heart of environmental, societal, economic, cultural, public health and North-South relations challenges. Food consumption habits also have a considerable environmental impact throughout the product lifecycle (production, transport, distribution, consumption). The few positive trends observed in 2023 mainly concern the conservation of plant genetic resources, the efficient use of water and the adoption of instruments to combat illegal fishing.

However, the necessary transition to a form of agriculture that is more respectful of the environment and people is coming up against a number of obstacles. In the South, small-scale agriculture (farms of two hectares or less) is not always sufficiently productive to meet needs, and has to cope with the increasing frequency and intensity of droughts and floods, soil degradation and over-exploitation of resources. In many countries, the opening up of markets is putting local farmers in difficulty. Massive imports at low prices are responding to changes in consumption patterns, but they are also reducing the proportion of self-sufficiency. Everywhere, people are abandoning farming-related occupations, sometimes with significant migratory effects.

In Benin and Togo, DM's support focuses on providing access to quality farmers' seeds and on exchanging and capitalising on experience in agroecology, thereby helping to improve productivity, soil fertility and biodiversity. In Cameroon, the stakeholders involved are influencing the evolution of the food system towards a strengthening of family farming - or on a larger scale - of the organic type, offering a viable alternative to the so-called conventional model, which has shown its limits in terms of sustainability. This is contributing to an upsurge in young people's interest in farming.

5.3 EDUCATION

Education is a pillar of sustainable development on several levels: it acts "as a powerful lever to reduce poverty [...], gives more capacities and opportunities to build a better life [...] and strengthens our ability to face global challenges".⁷

In recent years, the strong mobilisation of the world's education players has led to a number of successes, including the reduction by almost half of the number of children of primary school age who do not attend school, and the reduction of gender disparities. However, access to an educational structure does not guarantee that pupils will leave it with assimilated knowledge.

Ensuring quality education for all is a prerequisite for realising the right to education. A quality education reduces the number of school drop-outs, but also eliminates discriminatory gaps in basic learning between individuals. Quality education also provides students with the life skills, professional success and personal fulfilment they need to break the cycle of poverty and contribute fully to the development of society. But it comes up against a number of obstacles: a lack of well-trained teachers, appropriate infrastructure or teaching environments, and a language of instruction that is not mastered by either teachers or pupils. Added to these obstacles are fragile local contexts and sometimes devastating events that close the door on any form of education (war, natural disasters, etc.).

Our partners' schools offer new approaches to education, teaching and alternatives that meet the expectations of national policies and the various aspects of quality education. In Rwanda and Madagascar, for example, their capacity for innovation, experimentation and

⁷ Sager Manuel (2017), SDC Director, *SDC Education Strategy*, Bern 2017.

research has made it possible to put in place a context-specific approach to teacher training, providing specific support for teachers and developing communities of practice. In Madagascar, the introduction of theatre is helping to make the use of the language of instruction less complex and is also changing the relationship between teachers and pupils.

5.4 LIVING TOGETHER

Cultural, religious and denominational diversity gives our world and our lives their richness, their colours and their dynamism. Encounters that multiply our knowledge and develop our capacity to act. However, the history of religions and Christian denominations shows that diversity is not in itself a guarantee of peace and progress. Moreover, most Churches and ecclesial institutions today are often rooted in very fragile contexts and have to work in a cultural, religious and denominational mosaic, sometimes marked by intolerance. More than ever, this diversity represents both a challenge and a source of opportunity.

However, through their history, tradition and influence, churches and ecclesial institutions have a privileged and undeniable place for dialogue within communities. For DM, they are credible partners in promoting dialogue and peace, with concrete actions to support development and help disadvantaged populations. They can also assume their responsibility as interlocutors with the powers that be (local, regional and national). By promoting methods and practices that break down barriers and encourage exchanges, ecclesial initiatives have a lasting impact on civil society as a whole. The aim is to support partners, strengthen their power to act and enable them to take responsibility for the challenges of today's world.

To this end, DM supports their efforts to develop high-quality reflection, awareness-raising and training for leaders, focusing in particular on issues relating to the environment, human rights, peace promotion, interculturality and gender equality. The projects also aim to achieve results in inclusiveness, theology, awareness-raising and social animation, as well as strengthening communities through training and other actions as levers for sustainable change.

Successful awareness-raising initiatives bring about a positive change in the daily lives of beneficiaries, such as the number of people adopting new ethical, respectful and supportive behaviours as a result of conflict transformation workshops.

Through the activities of the Living Together sector, DM is reinforcing, in Switzerland and elsewhere, the capacity for decentring and dialogue, while acting according to a "conflict-sensitive approach". In a spirit of reciprocity, partners challenge each other and work together to find the best projects and practices. A strong emphasis is also placed on interfaith and interreligious dialogue, as well as North-South-North and South-South learning.

5.5 SWITZERLAND

From an ecclesial point of view, the context in which DM operates in Switzerland is characterised by a decline in the influence and weight of the traditional Protestant churches, as well as a certain withdrawal of these churches into internal issues. The perception of North-South issues is still generally marked by a very charitable image of assistance and charity.

While Switzerland's involvement in colonial activities is increasingly being questioned, both in academic research and more widely in society, the issue of the 'decolonisation' of

communication has taken on greater importance in recent years. Increasing attention is being paid to the ethics of communication in international cooperation.⁸

In addition, the COVID pandemic and the return of inflation have led to a drop in purchasing power. Faced with these concerns, the tendency is to turn in on ourselves, making awareness of other contexts more difficult, but no less essential.

While the Swiss population remains generous towards aid organisations overall, some causes attract more support than others, for example humanitarian crises such as the war in Ukraine. The large number of organisations seeking funds, as well as the increasing professionalisation of fundraising, makes fundraising more complex.

In terms of cooperation through the exchanges of personnel, the organisations working in this field are facing a major paradigm shift: the pace of life has speeded up considerably and there are many opportunities to travel to the other side of the world tomorrow (including through so-called solidarity tourism). For many people, the length of the application process and the time it takes to send an application do not match their desire for spontaneity or their immediate availability. This, combined with other issues such as the environmental impact of travel, the need for aid here, a tight labour market, etc., has a direct impact on the recruitment framework.

6 TARGETS FOR 2025-2028

This institutional programme is a continuation of the 2021-2024 programme, which demonstrates concrete and promising results in terms of capacity building and the promotion and exercise of global citizenship. However, adjustments have been made to better respond to current challenges and changes.

DM's three sectors of commitment for 2021-2024 have been renewed, with a refinement of the definition and delimitation of the Living Together sector (formerly "Theology: faith and community dynamics") for the period 2025-2028 in order to give greater visibility to the objectives of promoting peace and inclusiveness, and to give our partners in the North a better understanding of the distinction between activities from DM's institutional programme that can be co-financed and those that cannot be co-financed with public funds. The Agroecology and Education sectors will remain unchanged.

6.1 GENERAL OBJECTIVE

By strengthening its partners' capacity for action in the fields of agroecology, education and living together, DM is contributing to the promotion and exercise of global citizenship.

According to the principle of reciprocity, these changes take place both abroad and in Switzerland. There is therefore no distinction between a "Southern strategy" and a "Northern strategy". Switzerland is one of a number of countries where we work, developing partnerships with churches and other local players, for example. In addition, however, there are activities to raise awareness of sustainable development and networking that are specific to Switzerland.

To ensure greater effectiveness in achieving its overall objective, DM is concentrating on three areas of commitment: agroecology, education and living together. DM has also set itself the objectives of raising awareness in Switzerland and exchanging personnel.

⁸ See the *Manifesto for Responsible Communication on International Cooperation* drawn up by Alliance Sud and adopted on 10 September 2020.

6.2 SECTOR OBJECTIVES

The sectoral objectives are valid for all regions, depending on the specific needs of the partners. The thematic concentration on three well-defined sectors enables regular dialogue with our partners and high-quality monitoring of the programmes. The three specific objectives focus on a different level of impact (individuals/partners - populations concerned - system):

AGROECOLOGY

Sectoral objective: in the areas where DM's partners operate, food systems are sustainable and agricultural practices are resilient (SDG 2).

1. Farming families improve their production and income in a sustainable way, while adapting to climate change and preserving their agroecosystems.
2. In the communities where DM's partners operate, the various players in the food system, particularly women, are made aware of agroecology and make progress towards food sovereignty, by adopting more sustainable production and/or consumption patterns.
3. By sharing agroecological knowledge across their networks, DM's partners are promoting productive, environmentally friendly agriculture.

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

DM's partner churches and organisations have strong roots in rural areas, where they often play an important role in raising awareness. In order to encourage a transition towards sustainable food production, distribution and consumption that preserve ecosystems, DM supports the efforts of its partners to encourage new consumption and/or production patterns.

The farming families involved in the projects run by DM's partners produce food in balanced agroecosystems, in which there is an improvement in terms of soil fertility and biodiversity. Farmers have access to land, seeds and training in agroecology. Their production is better valued in terms of sales. There has also been a resurgence of interest in agriculture among young people. Finally, the players involved in the projects are influencing the development of the food system in their region towards a strengthening of family farming (or sometimes even on a larger scale) of the agroecological type, offering a viable alternative to the so-called conventional model, which has shown its limits in terms of sustainability.

In relation to the 2030 Agenda, DM's agroecology activities contribute to the following SDGs (goals and targets):

2. Eliminating hunger, ensuring food security, improving nutrition
12. Responsible consumption and production
- 2.4 Ensuring sustainable food production; maintaining key ecosystems



EDUCATION

Sectoral objective: in the areas of intervention of DM's partners, quality, inclusive and equitable education is accessible to all (SDG4).

1. Teachers offer quality teaching and develop teaching approaches that are adapted to their work context and to the students.
2. In the communities where DM's partners operate, the various local players are organising themselves and setting up a quality education system.
3. By sharing educational knowledge across their networks, DM's partners promote pedagogical and organisational practices that ensure quality education for all.

Quality, inclusive education is an important lever for improving people's quality of life and civic engagement, both directly (acquiring skills to secure livelihoods) and indirectly (acquiring the tools needed to develop innovative solutions to global problems).

With a view to providing quality, inclusive education that will enable 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 Organisation, particularly for the benefit of children and young people in marginalised and vulnerable situations.

Through its approach, DM aims to have an impact on schools (teachers, school management) and their environment, as well as on pupils. By integrating new pedagogical and management approaches, as well as sustainable development topics, schools are able to:

- Enhance the role of the teacher. This dynamic is integrated into the partners' programmes and into initial and continuing education for teachers. Surrounding schools are taking an interest and introducing innovative pedagogical elements.
- Improve pupils' knowledge, skills and attitudes. Pupils apply outside school what they have learnt and experienced, particularly in their families. Families share with their neighbours, for example, environmental issues such as agroecology or waste sorting, which are then taken up by local communities. All these effects have an impact on national policies and the social and professional integration of young people.

This experience attracts attention at national level, particularly in terms of education policy.

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

4. Equitable and inclusive education
- 4.5 Equal access to education for all
- 4.7 Education for sustainable development
- 4.c Increase in the number of qualified teachers



LIVING TOGETHER

Sectoral objective: in the areas where DM's partners operate, societies become more peaceful and more inclusive (SDG 16).

Human beings, as social beings, need to live in peaceful, supportive, inclusive and safe communities in order to flourish. Such communities, as well as fostering well-being, provide individuals with an essential resource of resilience to face life's challenges. DM's partner churches and organisations work in contexts where there are many tensions that threaten our ability to live together: ethnic and inter-religious conflicts, and various social and political crises. As recognised social actors, they can make an important contribution to promoting peace, inter-community dialogue and social cohesion. Moreover, as churches, they are themselves communities made up of individuals who find spiritual, emotional and social resources, enabling them to overcome difficulties and promote harmonious living together.

For this reason, DM's living together sector is subdivided into two complementary lines of action. The first area, "Peace and Human Rights", supports the work of DM's partner churches and organisations to create a more peaceful, supportive, inclusive and secure social context. The second area, "Theology and Church Life", strengthens the internal community life of DM's partner churches, enabling them to be an even more challenging and resourceful place for their members. This second axis, which is entirely a matter of inter-church collaboration, cannot be co-financed by public funds.

Axis 1: Peace and human rights

The specific objectives of the first axis are:

1. The leaders of local authorities and institutions put in place measures to ensure a safe, participatory and inclusive environment for all participants in their activities.
2. In the communities where DM's partners operate, members of the various local authorities are made aware of the culture of peace and the current transversal themes that have a direct impact on their communities, adopting more inclusive, responsible and respectful behaviour.
3. By sharing knowledge within their networks, DM's partners promote peaceful living environments that ensure inclusiveness for all.

Through its activities, DM fosters the capacity for decentring and dialogue, and recognition of the value of each culture, tradition and religion, while taking a "conflict-sensitive approach". In a spirit of reciprocity, the partners challenge each other and work together to find the best projects and practices. In this way, there is a close link between democratic, transparent and inclusive management of ecclesial institutions (particularly with regard to women) and a dynamic of reflection and training.

An important emphasis is placed on efforts to break down barriers and foster intercultural, interdenominational and interreligious interactions, as well as North-South-North and South-South learning. As credible partners in promoting dialogue and peace, the churches, especially in contexts of great fragility and crisis, can assume their responsibility as interlocutors with the powers that be (local, regional and national).

Axis 2: Theology and Church life

The specific objectives of the second axis are:

1. DM's partner churches and organisations are strengthened in their ability to carry out and share high-quality theological reflection in relation to current social challenges in their context.

2. Members of DM's partner churches and organisations, without discrimination, have access to and make use of opportunities to strengthen their faith, as a challenge and as a lever for action in the face of current social challenges in their context.
3. By sharing their theological and ethical reflections, DM's partner churches and organisations help to guide decisions at regional, national and international level towards a society that is more peaceful, more just and more respectful of the Creation.

What is special about the churches is that they draw their commitment to a more peaceful and inclusive society (sectoral objective) from their religious heritage. At the heart of this heritage is the Gospel. By deepening and disseminating an understanding of the Gospel as a challenge and a resource for action, the churches can both increase the commitment of their members and help to shape decisions at regional, national and international level.

At institutional level, DM therefore supports its partners' ability to carry out and disseminate high-quality theological reflection. The work of publication and training is at the heart of many projects carried out by churches and theological training institutions in Switzerland and around the world. The beneficiaries are mainly leaders and multipliers, whether ministers or lay people. The methods used may be traditional or based on new information technologies.

At the level of individuals and Christian communities, DM supports initiatives that enable members of partner churches to draw on their spiritual resources to meet the social challenges of their environment. These projects do not dissociate the spiritual dimension from the material and social reality but integrate them to put into action a living faith that is tolerant and in solidarity with the most vulnerable.

Networks

DM supports the work of multilateral networks and mission communities, one of the richnesses of which lies in the exchange of knowledge between local players, deeply rooted in the contexts, which strengthens the capacity for action of pooled projects. Whether it's exchanges of theological knowledge (CLCF), the development of an integral approach to the well-being of rural populations (Secaar), support for minority Christian communities from the ACO Fellowship, or the sharing of experience and support for church projects (Cevaa), these networks place reciprocity and the sharing of know-how at the heart of their objectives.

In relation to the 2030 Agenda, DM's activities in the area of living together contribute to the following SDGs (goals and targets):

16. Peaceful societies, responsible institutions
- 16.6 Developing accountable and transparent institutions
17. Partnerships to achieve objectives
- 17.16 Global partnership for sustainable development
- 4.7 Education for sustainable development



6.3 TRANSVERSAL THEMES

DM's activities are underpinned by four major transversal themes, which are integrated within each commitment sector and across all geographical areas.

ENVIRONMENT

Changes in rainfall and temperature in some of the areas where we operate are affecting ecosystems such as forests and cultivated farmland, as well as the fauna, flora and people who live there. Climate change is a crucial issue for sustainable development, as it threatens the living conditions of entire population groups. While the integration of measures to adapt to climate change is already very much in evidence in the field of agroecology, which contributes to the resilience of rural and local economies, other sectors are also working to raise awareness.

The current environmental crisis also has a social, moral and spiritual dimension. The poorest people are particularly affected by the consequences of climate change, as are young people, for whom it is sometimes more difficult to have hope for the future. Creation is a gift from God, and human beings are called to care for it (Genesis 2:15). Through its actions, DM therefore seeks to ensure integral human development.

GENDER

Equality between men and women is a fundamental right. DM is committed to this, promoting the elimination of stereotypes and combating all forms of discrimination. Increasing women's participation in the public arena and female leadership are necessary for balanced representation and consideration, particularly in decision-making processes.

DM pays particular attention to the training of girls and to keeping them in school, as well as supporting the development of women's entrepreneurship in all the sectors in which DM operates. At the level of the Churches, DM is attentive to women's access to theological training and to the exercise of ministry.

GOVERNANCE

DM continues to place good governance at the heart of its activities and partnerships. The rigorous procedures in place and clear rules are maintained and developed in agreements with partners to ensure effective governance. Partnership analysis is regularly updated to evaluate and improve collaborations. Risk management and protection against sexual exploitation and abuse (PSEAH) policies remain central to our security and internal control strategy.

DM continues to monitor and adjust its partnerships, focusing on the professionalisation of programme management by its partners and compliance with established procedures.

On the financial side, and in line with its commitments, activity and financial reports are made public every year to ensure transparency towards donors, partners and beneficiaries.

Finally, ongoing training for the secretariat's staff remains an important aspect, enabling everyone to be at the cutting edge of their respective areas of activity, ensuring that all DM activities operate efficiently. In addition, in each sector, training courses or formal meetings addressing the four transversal objectives in the local context will be organised on a systematic and regular basis in order to keep the issues at stake in the definition and implementation of the programmes.



INTERCULTURALITY

In a general context of inward-looking attitudes, it is essential to offer places for intercultural encounters, the opportunity to broaden one's horizons to other realities, and to encourage co-learning and mutual questioning. At a time when the world's multiculturalism is present in our cities, schools and sports clubs, just as it is in our churches, the challenges of interculturality are everywhere. There is therefore a real need, at personal, organisational and societal levels, to acquire intercultural skills. Professional and personal experiences in other cultural contexts lead to the development of innovative visions and practices.

7 EXCHANGE OF PERSONNEL

7.1 FOUNDATIONS

As a central instrument of DM's strategy and an integral part of its sectoral programmes, the exchange of personnel is an effective means of action and an essential tool for supporting partners in the North and South. As well as making a direct contribution to DM's general objectives, the cross-cutting dimension of the exchange of personnel implies strong personal and reciprocal transformations. Sending people has both personal and interpersonal effects. Aware of this particular dimension and the wide-ranging impact of the people sent, DM also encourages the personal and professional development of the people sent themselves, as well as the people they come into contact with. In addition to strengthening the partners' capacity for action, the envoys are called upon to share their experiences, skills, convictions, commitments, questions, etc. widely, in Switzerland and elsewhere.

TYPES OF EXCHANGES

The new types of exchanges, introduced during the previous programmatic phase, have proved their worth and remain valid, applying equally to North-South, South-North and South-South exchanges. All these exchanges can take place over varying periods: a few weeks, months, or years.

Sharing skills and knowledge: by sharing skills and knowledge, DM means sending people of all ages with proven skills, knowledge and professional experience in both know-how and interpersonal skills to meet a specific need of one of its partners. Above all, these are assignments or professional mandates which encourage the strengthening and sharing of specific skills necessary for the development of the activities of DM's partners.

Acquisition of professional experience: this type of exchange offers people the opportunity to gain professional experience as part of their initial training, first (pre-)professional experience or continuous education. This category also includes civil service assignments, end-of-study projects, and sabbaticals. These exchanges are primarily aimed at acquiring and sharing professional experience in different cultural and professional contexts and are particularly relevant in the context of South-North exchanges lasting a few weeks or months.

Intercultu(r)al exchange: intercultural exchange is an opportunity to experience something outside one's own context, to come face to face with differences, to encourage meeting, sharing, getting to know one another, and opening up. It can be as much about discovering another culture (intercultural exchange) as another way of living in the Church (intercultural exchange). This type of exchange can take place on an individual basis or possibly during group trips. It is not necessary to have experience or skills in a particular field. People taking part in an intercultural exchange thus develop their sense of belonging to a global

community rich in infinite diversity, of which they are the relays in their environment of origin, in particular in the parish environment.

7.2 OBJECTIVES, MEASURES AND EXPECTED RESULTS FOR 2025-2028

Considering the transversal, personal and reciprocal dimensions of the exchange of personnel, in addition to strengthening the capacity for action of the partner churches and institutions, the general objective is as follows:

Through the exchange of personnel, based on the principle of reciprocity, DM also encourages the personal and professional development of envoys and the people they encounter. This personal transformation is achieved in particular through intercultural learning, experimenting with otherness and raising awareness of global challenges.

This general objective is translated into three specific objectives, each of which will have an impact at different levels:

1. Exchanges of personnel enable envoys to acquire skills and share professional and personal experiences, particularly intercultural and relational, leading them to develop new practices and behaviours.
2. Exchanges of personnel, through the many ways in which envoys share their experiences, raise awareness of intercultural issues, world citizenship and global challenges among those around them in both the North and South.
3. The exchange of personnel strengthens the sense of common identity, beyond differences, of the host and sending communities and encourages these communities to live and adopt practices of solidarity.

In a globalised and interconnected world, the various skills acquired through an exchange, or by living alongside someone on exchange, are essential. They encourage us to think about the world differently, without distinction between South and North but taking into account our interdependence in the face of global challenges (migration, climate change, etc.).

The breakdown of these objectives into expected results with indicators, both qualitative and quantitative, is presented in the Logical Framework in Annex B.

8 AWARENESS AND COMMUNICATION

8.1 PRINCIPLES

As part of a reciprocal approach, raising awareness in Switzerland is not a complementary activity, but lies at the very heart of the programme derived from the strategic objectives. DM's awareness-raising activities are aimed at raising awareness and mobilising people in favour of sustainable development, in particular through publications, events and training. Similarly, institutional communications promote the organisation's mission, vision, values, objectives, and strategic directions, in particular the reciprocity approach.

To achieve its awareness-raising and institutional communication objectives, DM gives priority to its target audiences, i.e.: the general public (in French-speaking Switzerland), cantonal churches and parishes, young people, institutional donors (SDC and Unité,



cantonal federations, foundations, etc.), private donors, envoys (current and alumni), partner institutions (universities of applied sciences, etc), partners abroad, the internal team and bodies (members of the Board and committees, office and delegates to the Missionary Synod).

8.2 RESULTS, ASSESSMENT AND LESSONS LEARNED

After a major process of reflection involving all the bodies (secretariat, Council, Missionary Synod), DM-échange et mission became DM in January 2021. This change of name is the fruit of a long participatory process, which was not always easy, and which brought to the fore expectations and positions that were sometimes very different from one person to another. While it has the advantage of clarifying the situation⁹, it continues to raise several questions, particularly concerning the meaning of the two letters, D and M.

This change was accompanied by a complete overhaul of the logo, visual identity, and website. These changes, which have received very positive feedback, have rejuvenated, and revitalised the association's image. It has also been an opportunity to update and develop almost all our communication materials, so that they better match our objectives and target audiences. The production of video capsules, giving a voice to partners visiting Switzerland, has also contributed to this. However, it remains a challenge to have the resources to create such videos, and the change of multimedia manager at the end of the phase put a stop to this.

A dedicated blog has been created to raise the profile and value of the different types of assignments, particularly those for which there are no newsletters. It quickly found its audience and led to an interesting bounce rate to other pages on the website, as well as a systematic relay on social networks. Testimonials from people concerned by an exchange help to raise awareness of the realities of their various contexts.

In recent years, special emphasis has been placed on relations with the churches and parishes in French-speaking Switzerland. The autumn campaign, historically run jointly by DM and HEKS, has become a campaign run solely by DM since 2021, enabling more specific projects and themes to be highlighted. Despite this priority, DM's visibility in the parishes and its reputation among parishioners and ministers are major challenges. Regular exchanges, an extensive presence - for example with a tour of all the ministerial colloquia - and special collaborations have helped to maintain and consolidate links, while at the same time raising awareness among participants and mobilising them for more sustainable and supportive behaviour. DM's 60th anniversary (in 2023) was an opportunity to highlight the human links forged, in Switzerland and around the world, and to publicise the association's current commitments.

However, given the unstable context and DM's limited resources, both human and financial, it remains a major challenge to ensure broad and constant visibility and to achieve objectives. The risks of dispersion and overload are significant. Renewing the base of people and institutions that support DM remains a concern.

⁹ Until then, the name used was "DM-échange et mission" (which was difficult to remember and translate) and the official name was "Département missionnaire des Églises protestantes de Suisse romande" (a name that was used, for example, on payment slips, creating some confusion).

8.3 OBJECTIVES, MEASURES AND EXPECTED RESULTS FOR 2025-2028

Objective: The Swiss public is more aware of sustainable development (SDG 4.7)

Global citizenship is promoted through communication, parish events and participation in wider awareness-raising campaigns.

This objective is broken down into three specific objectives, each focusing on a different level of impact (individuals/partners - populations concerned - system):

1. DM raises awareness and trains its target audiences to make a personal commitment to sustainable development.
2. DM mobilises its target audiences to adopt more sustainable and supportive behaviours through various types of events.
3. DM uses a range of publications to raise awareness among a wider audience of the realities of other contexts.

In relation to the 2030 Agenda, these DM activities contribute to the following SDG:

4.7 Education for sustainable development.

9 INSTITUTIONAL DEVELOPMENT

9.1 PRINCIPLES

INSTITUTIONAL MANAGEMENT AND GOVERNANCE

The structure and principles of DM's institutional governance are defined in the organisation's statutes, revised in 2021, and set out in detail in the General Organisational Rules, as well as in other specific regulations, particularly with regard to staff and envoys.

To monitor and manage the secretariat's operational work, DM's Management relies on and works with the coordinators of the secretariat's various divisions (partnerships, exchange of personnel, communication and mobilisation, administration). These five people form DM's General Coordination team. Each department coordinator acts as a link between the staff in his or her department and the general coordination team.

Operational decisions are taken by the Director or the Department Coordinators. Strategic decisions are taken by the Board. The budget and annual accounts are discussed by the General Coordination before being presented to the Board for approval and then to the Assembly (Missionary Synod) for acceptance.

To implement the institutional programme, the Director is assisted by a person responsible for coordinating the institutional programme and ensuring that it is operationalised and monitored. This person works in collaboration with the coordinators and with the people in charge of DM's three areas of commitment (agroecology, education, living together). All the risks associated with institutional management and governance are dealt with in the tools and framework documents of DM's risk management policy (see chapter 10).



STAFF

DM has administrative regulations for staff employed in Switzerland, which were revised in 2021. The administrative regulations for envoys were completely revised in 2022.

In terms of human resources, each department coordinator is responsible for managing the team in his or her department and conducts an annual interview with each of his or her colleagues. The Management conducts annual interviews with the department coordinators. The HR Manager has an overall view of human resources and centralises all related documents. This person supports the members of the General Coordination team, particularly in the recruitment process, as well as in the general monitoring of HR (13.4 FTEs by 31 December 2023).

NETWORKING

DM works with a wide range of players within various networks, both in Switzerland and in the countries where it is active.

In addition, the strategic option of reciprocity, which has been at the heart of DM's action since 2021, is reflected in concrete terms by the increased importance given to sharing knowledge and learning together. Thus, in each of its areas of commitment, DM has set itself the objective of working in a network with its partners to promote productive and environmentally friendly agriculture, pedagogical and organisational practices that ensure quality education for all, and peaceful living environments that ensure inclusiveness for all.

In Switzerland, cooperation within cantonal (Fedevaco) and national (Unité) umbrella organisations helps to strengthen skills in the field of abuse and harassment prevention (PSEAH), as well as maintaining high quality standards in terms of programme management and personnel exchange. These same networking venues enable us to exchange ideas with other organisations operating in the same countries and therefore facing the same types of challenges.

9.2 RESULTS - ASSESSMENT - LESSONS LEARNED FROM THE PREVIOUS PHASE

BEFORE 2021

In 2017, with the development of an initial institutional programme, DM gave greater coherence to all its activities, enabling better monitoring and evaluation of its implementation and facilitating communication with its various audiences. Various surveys and analyses have also led, in 2019, to a far-reaching strategic reorientation, embodied in the Institutional Programme 2021-2024, with reciprocity as its central element.

To implement this new reciprocity strategy, the aim has been to open the field of action to partner-beneficiaries in Switzerland and to secure the support of both Southern and Northern partners. In line with this new strategic direction, DM has launched several institutional reforms in 2019 to ensure effective management of the institutional programme with an appropriate structure and the development of monitoring and evaluation tools. In 2020, the reorganisation of the secretariat led to the establishment of four departments and involved a review of all the terms of reference for staff. It is planned that these reforms will be continued during the 2025-2028 programme phase.

RESULTS AT THE END OF THE 2021-2024 PHASE

Generally speaking, DM's work is relevant, effective and sustainable. DM is accountable to its Synod Council for the way in which it fulfils the mandate given to it. It also fulfils its duty of accountability to its principals, donors, and partners. Within its network and beyond, DM is recognised as a competent, serious organisation that respects differences, both in the exchange of personnel and in support for programmes/projects.

More specifically, in relation to the specific objectives set for institutional development, we note that:

- With regard to the principle of reciprocity, South-South and South-North exchanges are on the increase and actions promoting reciprocal effects are possible thanks to increased interaction with all those involved in the development and monitoring of projects.
- The Institutional Programme is effectively implemented on a daily and ongoing basis. The overall evaluation of the implementation of the IP, in the form of a mid-term review carried out in early 2023, has also highlighted areas for improvement in terms of effectiveness and efficiency.
- Regarding the clarification of the organisation and governance system, the effects of the new operational structure put in place at the end of 2020 are visible and, overall, relations and interactions between the various departments have improved and become more fluid. Substantial work is underway to adapt roles and responsibilities with a view to greater efficiency. An organisational and financial diagnosis was carried out following the identification of frustrations/criticisms regarding the new structure. This revealed the need for improvements, which are the subject of ongoing work to meet the requirements of good governance.
- Regarding the agreement with the member churches, the presence of the President of PTNER on the DM Council has strengthened interaction with the churches' heads and those responsible for solidarity issues at executive level, bringing a form of reciprocity to the structure.
- The creation of the exchange of personnel (EdP) unit was a major step forward, enabling us to consolidate the support we provide to envoys. This change has helped to strengthen this support beyond the recruitment and training period (the EdP coordinator also remains the contact person during the period of involvement in the field and on return, working closely with the partnership managers). In this context, during the period 2021-2024, particular attention has been paid to the consistent updating and, where necessary, the creation of new basic tools and processes.

HIGHLIGHTS OF THE 2021-2024 PHASE

- Clarity: three clearly defined areas of commitment and indicators for the way forward
- Strengthening programmes: a clear vision and better-defined activities. An asset for future capitalisation work.
- The resumption of personnel exchanges in 2022, the work on types of exchanges and the diversification of types of exchanges (including South-North) are among the major achievements of this period.
- Tools were created during this period (for reporting, but also for internal regulations, including the exchange of personnel, etc.) which greatly helped the work and proved useful for effective decision-making.

- Relationships with parishes have been strengthened and DM's repositioning (particularly with church bodies at various levels) has led to a deepening of relationships.
- The new visual identity is a success: a good thing from a communications point of view, but also a good way of presenting DM's modernisation (particularly in relation to reciprocity).
- The PI's new identity and graphic presentation will help to communicate the institution's activities and essence, and to connect with different audiences.

LEARNING AND CHALLENGES

- The requirements for the reporting process are heavy, and the deadlines imposed do not always allow for in-depth work to be carried out in the time available. We need to define what would be an effective report for DM, to find a way of reporting on what is really happening, on long-term processes, and to enable what has been done to be valued.
- It is still necessary to facilitate communication around the principle of reciprocity and what DM puts behind this term. To do this, we need to identify a few basic principles to have common communication on the subject and greater visibility around this term, also other than through the exchange of personnel, particularly in programmes. There also remains the challenge of better reporting and promoting the impact of this reciprocity as a beneficial relationship for all parties, enabling joint development.
- These constant changes and adaptations have resulted in a major overload for our staff. Similarly, the many changes in HR have had a major impact on the team. Roles and responsibilities still need to be clarified.

9.3 OBJECTIVES, MEASURES AND EXPECTED RESULTS FOR 2025 - 2028

The general objective of DM's institutional development is as follows:

DM can fulfil the mandate entrusted to it by the member churches of the Conference of Protestant Churches in French-speaking Switzerland (Conférence des Églises protestantes de Suisse romande - CER) in an effective, efficient, sustainable and relevant manner, responding adequately to the expectations of its principals, donors and cooperation partners in Switzerland and abroad.

This objective is also translated into four specific objectives:

1. The principle of reciprocity is anchored in DM's structures and operations.
2. The institutional programme is implemented in an effective, efficient and economical manner because it is adapted to DM's mission and context.
3. The principles of good governance are maintained and reinforced within the organisation.
4. Learning and knowledge sharing are reinforced around DM themes.

To achieve these objectives, DM has identified several measures. For example:

- Continue to strengthen South-North and South-South exchanges (with the adaptation of exchange of personnel management processes for these specific cases, in discussion and collaboration with all partners);



- Continue updating and improving tools and processes to better exploit the results and effects achieved;
- Continue to improve quality management and monitoring tools;
- Consolidate the tools for exchanging personnel and/or adapt them to practical uses, paying particular attention to strengthening the following elements: the reception of envoys by the partners (with the development of common bases for all the partners and the sharing of experiences between them, while maintaining a system of assistance adapted to the context);
- Continuing the process of decompartmentalising and streamlining internal collaboration, with a view to better rationalisation of resources;
- Systematise, improve, and better communicate existing knowledge-sharing practices.

10 QUALITY AND RISK MANAGEMENT

10.1 PROJECT CYCLE MANAGEMENT (PCM)

The institutional programme is implemented using quality management tools based on the standard PCM model. This means in particular:

General planning: the programme is translated annually into an operational plan and a budget, followed by a review at the end of the year, ensuring tangible consistency between operational activities, financial planning and expenditure.

Partnerships: regularly updated collaboration agreements clearly define roles, responsibilities, shared objectives, collaboration principles, strategic orientations and financial management issues. They also include legal and PSEAH issues. A roadmap enables DM to monitor and evaluate these partnerships.

Partnership programmes: a programme agreement is drawn up and signed with each partner. This describes in detail the requirements for implementing the collaboration programme (both in terms of projects and exchanges), which enables DM to clarify the collaboration and to collect data relating to quantitative and qualitative indicators in order to monitor the objectives according to our internal sectoral analysis organised around the SDGs.

At the level of the exchange of personnel: for its management of assignments, DM has acquired skills and methodological tools, particularly in the areas of human resources and support, enabling it to provide a solid framework for all exchanges. In this way, DM complies with the quality standards for cooperation through the exchange of personnel laid down by Unité. The various monitoring stages of the global process for the exchange of personnel apply regardless of the type of sending, its duration, or its purpose. In particular, the envoys' administrative regulations define the framework conditions for relations between DM and the envoys, as well as with the partner church or institution (in addition to the partnership programme agreements). In addition, a sending contract is signed for each assignment, whatever the type and duration. The interview and sending assessment report templates are used to monitor and collect data relating to the exchanges.



10.2 PROGRAMME MONITORING AND EVALUATION

DM's monitoring system focuses on results and changes. The partnership managers ensure regular follow-up by e-mail, telephone, videoconferences and visits to partners, projects and envoys (at least once a year). Projects and envoys are monitored through constant dialogue with partners.

On this basis, an internal operational report is drawn up for the DM Board. This report is also used for discussions with the Unité quality assurance committee. The progress of the programme is monitored each year, both qualitatively and quantitatively. In the third year of the programme phase, a mid-term review is carried out, including participatory workshops involving the entire DM team. The conclusions and recommendations arising from this process serve as a basis for making immediate adjustments along the way, if necessary, and providing guidelines for the development of the next institutional programme.

Finally, every two years, a "qualitative-participatory identification of effects" is co-organised with Unité and carried out using its methodology and terms of reference. The recommendations of this analysis, coupled with more specific ad hoc studies as needed, are used to improve the implementation of the institutional programme.

10.3 CONFLICT SENSITIVITY

DM's partners are active in the fields of development and are committed to strengthening social cohesion through initiatives to promote peace, living together and the peaceful resolution of conflicts. The DM programme's Living Together sector contributes to successes in this area, which have been achieved thanks to tools such as communication and non-violent conflict management, as well as support for inter-religious dialogue.

While the link between peace-building and sustainable development has long been at the heart of DM's work, the increasing fragility of the contexts in which it operates requires a more consolidated approach. The link between development projects, humanitarian intervention and action to promote peace has now been strengthened by the search for more sustainable responses to sometimes recurring humanitarian crises (such as repeated cyclones).

In order to pursue relevant and effective activities, DM is also identifying the most promising levers for conflict prevention and reduction in its other areas of involvement. This means taking greater account of factors of fragility when defining programme strategies in terms of territories and target groups.

Networking and the sharing of information and experience within bilateral, regional or global collaborations contribute to conflict prevention efforts. Similarly, the principles of inclusion and non-discrimination are essential to ensure that no one is left behind.

In all its programmes, DM pays close attention to social cohesion and the equality of rights and obligations that are essential to the rule of law.

10.4 KNOWLEDGE MANAGEMENT AND SHARING

DM contributes to enriching and disseminating the know-how, experience and knowledge of its partner organisations, both in the South and in the North. Collaborative dynamics between partner organisations are encouraged and supported, as is the dissemination of good practice within projects and in the support provided to envoys. Networks, platforms and ad hoc events are also put in place by DM to facilitate these exchanges, both in the South and in the North.

A strong emphasis is placed on learning between DM's partners, in connection with the development of personnel exchange but also by relaying discussions and reflections. In this way, DM strengthens the debate on development cooperation in its areas of involvement and enhances the voice of its partners on global thematic issues.

10.5 RISK MANAGEMENT

To ensure optimum implementation of its programme, DM has a reference framework for its risk management, established procedures and tools on which to draw. Each person's roles and responsibilities are clearly defined, enabling measures to be monitored and adapted if necessary.

The management of the DM secretariat is monitored in accordance with the standard tools used for the Swiss international cooperation, such as an internal control system (ICS), an internal audit and external audits of funded projects. The ICS is one of the essential governance tools for ensuring that the resources available are used effectively, efficiently and economically to achieve the organisation's strategic objectives and mission. A DM directive on security lists the reference documents, roles and responsibilities depending on the situation (e.g. staff sent/ staff in Switzerland). The DM Board approves the ICS and its various updated components, in particular the risk analysis matrix, which is analysed and updated once a year. The overall risk analysis matrix is organised in two parts, depending on whether the risks are internal or external, and applies to all areas of the institution (financial and human resources, programmes, partnership relations, exchange of personnel, governance, etc.).

The implementation of the institutional programme is supported by professional risk management and monitoring in the countries where DM operates. To this end, DM is guided by the standards formulated as part of the Unité platform. Regular and systematic field visits complement an in-depth knowledge of the contexts, enabling a continuous analysis of risks through observation, analysis and dialogue with partners. The programme-specific risk analysis matrix is organised on three levels: contextual, programmatic and organisational.

Programme reviews and evaluations reveal the results achieved in the field and assess the relevance of the programmes developed and the institutional arrangements chosen. The sector managers take part in the high points of the programmes to add thematic value and strengthen institutional knowledge management. Particular attention is paid to the internal governance of each partner.

10.6 PREVENTING AND MANAGING SITUATIONS OF ABUSE AND HARASSMENT

For DM, any type of abuse, including sexual abuse, psychological, spiritual and sexual harassment, and any type of violence that undermines personality, is unacceptable. Boundaries in interpersonal relationships must be respected, regardless of the fact that their codification may differ according to the social and cultural environment. DM does not tolerate any infringement of personal rights and is committed to preventing abuse. Zero tolerance applies. DM has therefore developed a prevention policy, as well as a specific directive describing the procedures to be followed for the prevention, identification, reporting and follow-up of situations of abuse and harassment¹⁰. In the period 2021-2024, no cases of abuse were reported to the relevant bodies for handling.

¹⁰ The "Directive on the prevention and management of situations of abuse and harassment" describes in detail the principles, scope, definitions, competencies, and procedures applied at DM.

The director, in collaboration with the General Coordination team and, if necessary, with specialists in the field, is responsible for implementing measures to prevent unlawful breaches of the personality. DM's General Coordination organises the implementation of its prevention policy, by training and informing all the people working for the institution or in direct contact with them. The Director and the Board are responsible for imposing sanctions in accordance with their own responsibilities. Cases may be reported using an internal process or an external platform (Safecall).

11 FINANCE

11.1 RESULTS - ASSESSMENT - LESSONS LEARNED FROM THE PREVIOUS PHASE

The 2021 - 2024 IP was marked by an investment phase decided by the DM Board, which was made possible by the financial reserves available. Participatory work was carried out to create a new fundraising strategy. These discussions led to the creation of a dedicated post. However, the objectives were not achieved and the results did not compensate for the continuing fall in income.

A significant factor in the drop in income was the end of Bread for all's (PPP) fundraising mandate. This loss is due in particular to the cessation of the redistribution of unallocated donations from the ecumenical collection. The mechanism put in place at the time to compensate for the anticipated loss by redistributing the New Earth Donations (DTN) has proved ineffective, especially as these donations are constantly falling. The end of this mandate resulted in an average loss of CHF 200,000 per year for DM. Revenues were also severely affected by the containment of the COVID-19 pandemic. DM's communications and the donations we receive are closely linked to the parishes. The ban on gatherings, and therefore on worship services, has had a major impact on DM's finances.

This complex situation has shown that, during the 2025 - 2028 phase, we will have to work harder to stabilise expenditure while increasing income, in order to ensure DM's sustainability.

It should be noted, however, that thanks to its reserves and the deficit incurred during this period, DM was able to maintain most of its commitments.

11.2 PLANNING 2025 -2028

DM's programme budget is based on a financial plan that forecasts income and expenditure over four years. This planning is itself based on DM's financial strategy, which aims to achieve financial equilibrium by the end of phase 25-28 and to make efficient use of its resources according to the indications of donors, sponsors and the Missionary Synod.

That's why, in addition to annual income, DM plans to use income from movable and immovable assets (non-operating income) and exceptional legacies to adjust its finances over the long term.

Amounts in thousands of CHF

PROGRAMME EXPENDITURE	2025	2026	2027	2028
Agroecology sector	352	350	350	350
Education sector	463	460	460	460
Living together sector	895	890	880	830
Partner relationship management	694	634	634	634
Communication	308	308	308	308
Fundraising	267	243	243	243
Administrative costs	511	421	421	421
TOTAL EXPENDITURE	3'490	3'306	3'296	3'246

PROGRAMME REVENUE	2025	2026	2027	2028
SDC Contribution / Unité Programme	512	512	512	512
Other public contributions	148	148	148	148
Other institutions	300	300	300	300
Donors and member churches	1333	1333	1333	1333
EERS Coordination Conference	217	217	367	367
Specific contributions	350	350	350	350
Legacies	50	50	50	50
Other income	10	10	10	10
Real estate products	197	197	197	197
Financial income	80	80	80	80
Use of funds	90	90	90	90
TOTAL REVENUE	3'287	3'287	3'437	3'437

For the coming years, the challenge of the gradual erosion of revenues is taken seriously. The budget for the 2025-28 programme therefore reflects the options chosen to remedy this situation, with continued efforts to gradually acquire new additional resources and a reduction in operating expenditure.

This new programme is also affected by the reduction in the SDC contribution that DM receives via Unité. The precise reduction over the 4 years of the programme is not yet known at the time of writing, but a reduction of around 10% is envisaged.

To achieve this, DM needs to take action on both expenditure and revenue. A review already underway is based on the following three axes, and from 2025, a significant reduction in expenditure is planned. This effort will continue for the rest of the phase:

- **AXIS 1 - WORK ON PROGRAMME EXPENDITURE**

An analysis of all the programmes has been carried out, enabling DM's action to be optimised both operationally and financially. Another measure concerns the gradual reduction in the contribution to Cevaa (CHF -50,000 per year until 2028, for a total of CHF 250,000). In addition to possible savings, this sum could also be "reinvested", in whole or in part, in other programmes that cannot be co-financed by Unité-SDC.

- **AXIS 2 - OPERATING EXPENDITURE**

An overall reduction in the costs of the secretariat in Switzerland will be necessary. A cost assessment will have to be carried out for operations, various service providers and travel. In this context, a reduction in HR costs cannot be ruled out.



- AREA 3 - WORK ON REVENUE

As well as reducing costs, work on revenue that has been underway for several years need to continue.

11.3 FINANCING AND FUNDRAISING STRATEGY

In 2020, a major collective effort was undertaken to draw up a new fundraising strategy for 2021-2024, aimed at stabilising revenues and then diversifying and increasing them. Priorities were defined on this basis. Some positive points have been noted during these years, for example, appeals for donations via mailings have been well received, specific communication media for legacies have been developed, specific actions for parishes have gained in importance, in particular sponsorships and twinning, etc. One of DM's priorities has been to strengthen its links with the churches and parishes, a desire that is a continuation of the work of recent years. At national level in Switzerland, an increase in the Evangelical Reformed Church's (EERS) support for its organisations is currently being discussed and should bear fruit in DM's income from 2026.

However, the results achieved have not lived up to expectations, and have not led to an increase in revenue. DM's fundraising policy will therefore need to be analysed, both in terms of strategy and the resources allocated for its implementation. Revenue diversification remains a priority, as it will also help to limit DM's dependence, and therefore its vulnerability, to certain sources of income. This resilience is all the more important in the current uncertain economic climate.

12 APPENDICES

Appendix 1: DM Charter

Appendix 2: Logical framework for programme objectives

Appendix 3: Logical framework for institutional objectives