

INSTITUTIONAL STRATEGY

Sommaire

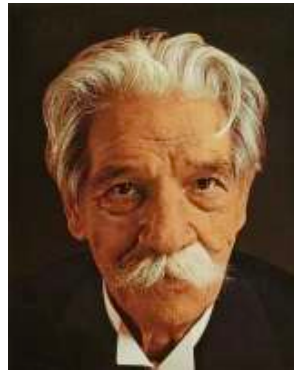
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Presentation of Nouvelle Planète

Nouvelle Planète is a Swiss non-profit organization founded in 1986, which is neutral in terms of religion. Nouvelle Planète supports the efforts of marginalized rural populations in disadvantaged and remote areas of Africa, Asia, and Latin America, to help themselves and protect their environment. The aim is to reduce poverty and improve the resilience of people living in rural areas.

1. Birth of an innovative organization

As a delegate of the Red Cross during the wars in Yemen and Vietnam, director of the Albert Schweitzer hospital in Gabon, and secretary of «Pain Pour le Prochain» in French-speaking Switzerland, **Willy Randin** proposed a new way to carry out international cooperation in 1980.



Albert Schweitzer

He was influenced by the philosophy of **Albert Schweitzer** :

« I am life that wants to live in the midst of other lives that want to live. I must therefore respect all forms of life. »

« Start from what people know, what they can do, what they want, and what they want to do. »

« We are not the experts, the beneficiaries are. »

« Support is only appropriate when it complements people's efforts. It is inappropriate when it falls from the sky on people who do not know what they are dealing with. »

- **Simple organizations** with effective and efficient administration.
- **Unconditional respect for local partners** and beneficiaries.
- **Respect for the environment** through the use of appropriate technologies and local know-how.
- **Direct relations** between people in Switzerland and in the regions of intervention in the form of solidarity twinnings (from which the solidarity trips are derived).

In 1981, Willy Randin founded :



Sahel Action

based on Albert Schweitzer's work, which became **Nouvelle Planète** in 1986



The Albert Schweitzer Ecological Centre to develop appropriate technologies



Movements such as
« Youth without Borders »
« Dental Relief International »
« Women without Borders »
 and numerous solidarity twinnings linked to voluntary action groups

2. Evolution of the context

The world has changed significantly since the 1980s (accelerated globalisation, geopolitical shifts, development of communications, mobility, etc.). This is also the case in the field of development (international cooperation).

The « projects » approach¹ has come under fire because of its lack of coherence and logic. This approach has too often disempowered national authorities and led donors to define the countries' priorities themselves.

For this reason, the « program » approach² has gained in importance. These comprehensive ap-

proaches are embedded in specific sectors and in regional or national programs and allow for a significant overall impact. Back then, the Millennium Development Goals (MDGs) were a framework for international reference. They were subsequently replaced by the Sustainable Development Goals (SDGs) which place particular emphasis on the responsibility of all people in the world.

During this period, local civil society actors have also become much stronger. Now, in all countries, there are specialists in many fields. Local associations have

also become more structured and now function as centers of expertise. It has been necessary to take this evolution into account and adjust our operating methods accordingly.

1. A project is an operation limited in time and circumscribed in its objectives.

2. A program is a set of actions structured to achieve overall objectives at the level of a sector, region, or country.



The role of Nouvelle Planète has changed over time. We have refined and professionalized our method of intervention by drawing lessons from previous experiences. We have gone from **supporting small local organizations** to **supporting associations**, many of which have become large and fully autonomous.

With the lessons learned, we developed the strategy explained in this document, focusing on certain regions and themes, leaving

as much responsibility as possible to local actors. Now, all interventions are carried out according to **a precise strategy that is part of local development plans** and in line with national policies.

The **participatory approach** has also been strengthened so as to include as much as possible local partners and beneficiaries in the identification, design, implementation, and finalization of our interventions. The capacity of our

strategic partners has also been strengthened so that they can work as committed civil society actors.

3. Today's values

The original values are still the foundation of our activities today. They are expressed in our charter and form the acronym CARE :



Creating trust

- We leave it to local actors to define their 'development' and to be the subjects of their own history. Our approach is community-based.
- We find ourselves in the position of facilitators, accompanists, and temporary translators of a process initiated by the local population. Our support complements the efforts of local actors, who are the ones who want the initiative and support it.
- We value local expertise by using local strategic partners external to the projects.

Application

- We act with diligence, care, and promptness, with a focus on quality. We are accountable to our beneficiaries, partners, and donors.
- We seek to prevent beneficiaries and partners from falling into the trap of dependency. Once finalized, each project must be self-sufficient in its operation and finances.
- Long-term monitoring is carried out to assess whether the established objectives are met, and this feeds into a continuous improvement process.

Respect

- We follow Albert Schweitzer's ethic of respect for life by respecting all forms of life and supporting both the autonomy of communities and the protection of their environment.
- We treat each person with respect and dignity. We work beyond prejudice, without religious, ethnic, or gender discrimination. We challenge any form of harassment, contempt, or abuse. We promote human rights³. We favor horizontal and reciprocal relationships.
- We focus on supporting marginalized populations, especially women⁴ and ethnic minorities, to leave no one behind⁵.

Empathy

- Our interventions are organized to suit local conditions, lifestyles, and customs.
- Our participatory approach ensures that everyone has a voice. Power relationships are identified and mechanisms are put in place to reduce their influence.
- We recognize the qualities of the people with whom we collaborate and we work to create a climate of trust. We seek to promote mutual enrichment through knowledge exchange.

3. <https://unsdg.un.org/fr/2030-agenda/universal-values/human-rights-based-approach>

4. <https://unsdg.un.org/fr/2030-agenda/universal-values/gender-equality-and-womens-empowerment>

5. <https://unsdg.un.org/fr/2030-agenda/universal-values/leave-no-one-behind>

4. Our strategic objectives



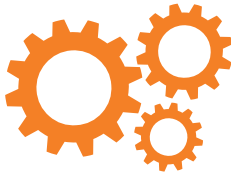
OUR VISION

Nouvelle Planète works to build a just and sustainable world, based on **respect for all life**, where people can live in their homes with **dignity, security** and a **healthy environment**.



OUR GOAL

Our main objective is to **reduce poverty and increase the autonomy and resilience** of people living in rural areas.



OUR MISSION

Nouvelle Planète's mission is to **support the efforts of marginalized populations living in rural areas** in disadvantaged and remote regions of Africa, Asia, and Latin America so that they can help themselves and protect their environment.



5. A problem linked to the rural environment

Main problem

Lack of opportunities in rural areas. Poverty is systematically higher in rural areas than in urban areas. People in rural areas are often engaged in subsistence farming, which for many of them does not generate enough income to cover their cash needs, including, for example, school and medical costs.



In rural areas, **employment** opportunities are often limited to the primary sector. **Food insecurity** is also widespread, for example, due to inappropriate farming methods, storage, and processing problems, and **land security** issues. Rural populations rarely receive external support, unlike those in urban areas. This also results in a **low density of basic infrastructure and services** (education, access to drinking water, healthcare, mobility, social protection, etc.). These shortcomings lead to higher rates of disease and mortality than in cities. As for social protection, it is often lacking or non-existent.

This reality is exacerbated by **climate change**, which puts the agricultural world under pressure and leads to environmental degradation and an increase in conflicts, for example, between farmers and herders or between local inhabitants and newcomers wishing to settle on good land. Censuses and surveys in different countries consistently report these disparities⁶.

These problems cause **rural exodus and emigration**. The percentage of people living in cities is increasing. The perceived lack of prospects for rural populations and the desire for a better life fuel

the exodus to the cities and emigration.

A second consequence of the lack of opportunities in rural areas is the **low self-esteem** of the inhabitants, particularly in the case of indigenous and minority populations. These perceptions also have an impact on the remuneration of rural labor and on the vulnerability of rural people.

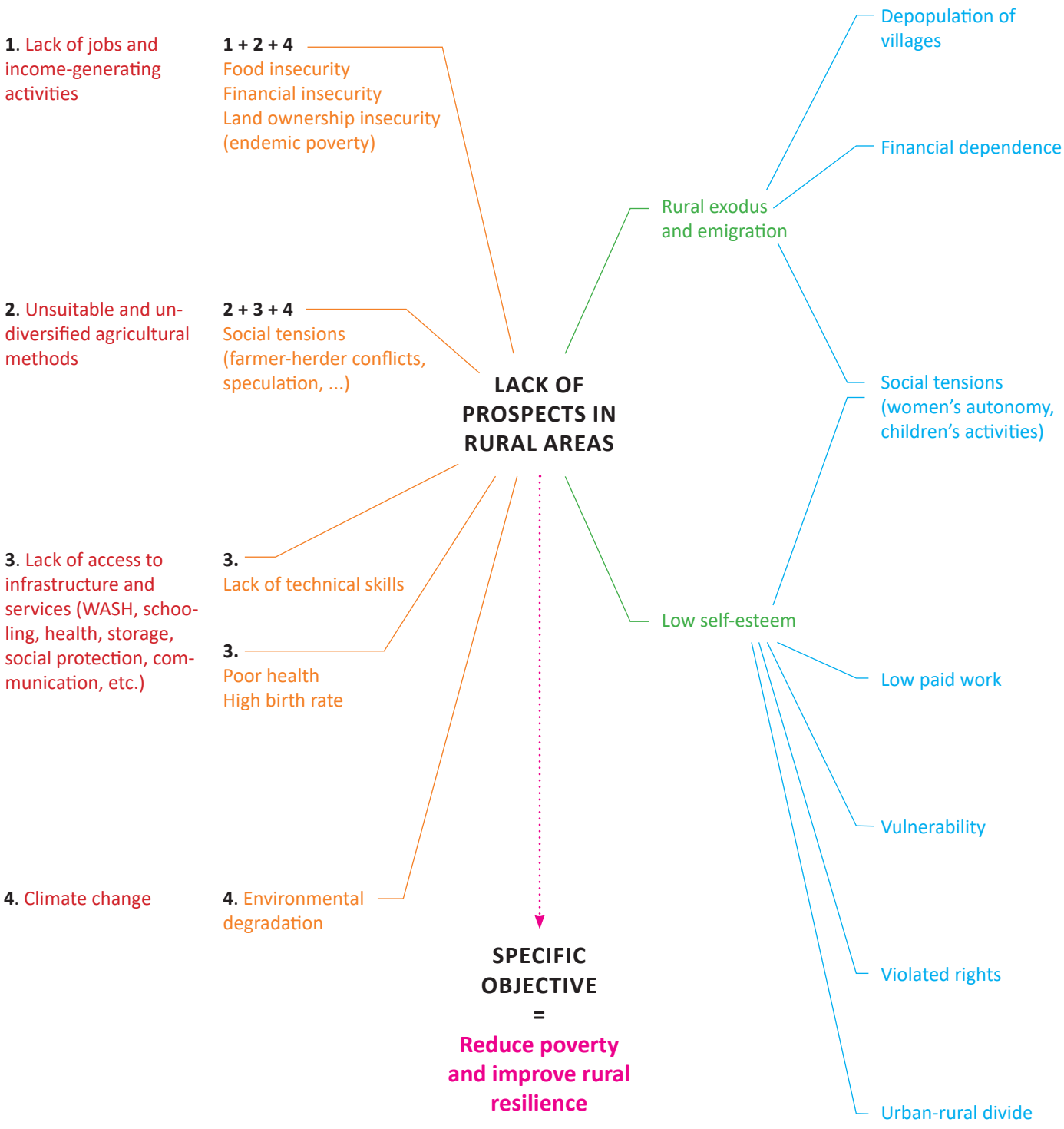
These issues remain little known. Valuing the rural world, its people, and cultures, bringing about societal change by the local population, and mobilizing local actors in this sense, are important to mitigate global, economic, social, and ecological upheavals. The actions that are required to bring about change need to be promoted, as indicated by the Sustainable Development Goals developed by the UN.

Our approach: Despite the numerous difficulties they face, the inhabitants of rural areas are attached to their region. To support them, it is necessary to offer them perspectives, by creating jobs, promoting adapted agricultural methods, and ensuring minimal services, while protecting the environment, accompanying people through training, and mobilizing other local organizations.

In the short term, it is necessary to develop a successful family farming system that includes income-generating activities. It must be resilient and adapted to the challenges of climate change and the environment. It must also take women into account, as they are at the base of the domestic economy in these regions.

The change we wish to see: Our logic, based on the theory of change, is the following: If people can make a living in rural areas, if basic services are available, if people are integrated into the process, if they are strengthened and better supported, then they can live with dignity and will no longer be tempted to leave.

6. The State of Food and Agriculture, FAO, 2018, reports on these issues



6. Our specific objectives

Our specific objectives correspond to the UN Sustainable Development Goals. They are to :



Improve food, financial, and land security, in order to increase the autonomy of populations and give them new perspectives, and face the consequences of climate change.



Promote the rights of marginalized and vulnerable populations, particularly women and indigenous peoples (ethnic minorities), through education, training in appropriate agricultural methods, and access to and strengthening of basic services.



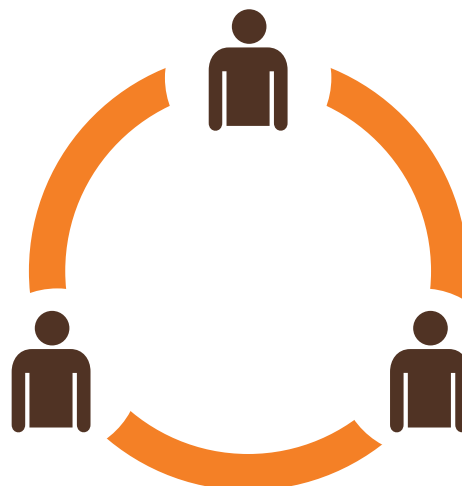
Protecting the environment, involving local populations, and seeking the best symbiosis between humans and their environment.



To raise awareness of international solidarity and the global challenges of the rural world, by providing information to people in Switzerland, organizing solidarity trips, and coordinating volunteer groups.

7. Our resources

Our projects aim at **institutional strengthening of strategic and local partners**. They are developed using a **participatory approach**, in which these partners collaborate with Nouvelle Planète on a horizontal exchange basis. They follow a programmatic logic according to the regions in which we intervene and to priority action themes.



8. Our countries of intervention

Nouvelle Planète is active in the following countries :

In each country, Nouvelle Planète limits its actions to well-defined regions, such as districts with tens of thousands of inhabitants, and grouping together several communes and villages. We invest for periods of **4 to 10 years** in these places by choosing them according to precise **criteria**:



- The needs of the region (local development plans)
- Infrastructure needs (schools, access to drinking water, etc.)
- The dynamism of the inhabitants and the authorities
- Activities that have already been undertaken to improve conditions
- The presence of groups, their purpose, role, strengths, weaknesses
- The presence of other socio-economic development actors
- The isolation of the region (accessibility and internal mobility)
- The number of inhabitants
- The size of the region
- Security of access (limiting the risk of violence for strategic partners and officials)
- The cost of monitoring (desire to concentrate activities regionally to facilitate the monitoring of projects in the long term).

Aim of this geographical concentration : To bring about coordinated and coherent development at the regional level, which is anchored in the long term.

The choice of countries :

- Was originally made according to the choices of Nouvelle Planète's founders, for reasons linked to their personal journey (activities of Willy Randin in Vietnam, Myanmar and Burkina Faso, or of Jeremy Narby in Peru. Meetings with unusual partners). After actions in Burkina Faso, projects were developed in Haiti, the Philippines, India, Uganda, Cameroon, and in the countries where we are still active. Actions in some countries have been suspended.
- Is established today according to the Human Development Index (HDI), the Fragile State Index (FSI), as well as national statistics and an on-site feasibility study.

9. Our thematic priorities

The actions carried out concern the following themes (which are in line with the sustainable development objectives proposed by the UN):



SUSTAINABLE AGRICULTURE

Irrigation, market gardening, processing units, income-generating activities, storage areas, and land tenure security.

(MDGs 2.1, 2.4, 5.a and 8.3)



WATER, SANITATION, AND HYGIENE

Water supply systems, toilets, wells.

(SDGs 6.1 and 6.6)



ENVIRONMENT

Renewable energy, reforestation, and protection.

(SDGs 7.1 and 13.1)



EDUCATION AND TRAINING

Primary and secondary schools and technical training.

(SDGs 4.1,5.1,3.3 and 5.6)

10. Our method

A partnership approach:

In each country of operation, we work with **a single strategic partner**.

This partner remains external to the projects. It is a local organization chosen according to the following criteria :



Autonomous legal structure, non-governmental organization recognized by national authorities



Only local staff (no expatriates)



Specialized in the participatory approach



Several years of experience in implementing projects in rural areas



Proven skills in project and program delivery



Proven skills in management, accounting, communication, personnel management, material management, calling for tenders, etc.



Ability to carry out projects while remaining external to them



Compatibility with Nouvelle Planète's values and vision

The role of each strategic partner is :

- to **define our intervention** in his/her country thanks to his/her skills, capacities, and local knowledge
- to **develop an intervention strategy** (focusing on defined regions and themes)
- to **accompany the entire process** in his/her country
- to **identify**, implement, and evaluate programs and projects
- to **achieve the objectives**, results, and expected effects of the proposed programs and projects

To do this, he/she must :

- **collaborate with local partners** (associations, groups, villages)
- **organize their involvement** in the process
- **take into account public policies** (local, regional and national)
- **involve other civil society actors**
- **commission local specialists**

In short, by exchanging and consulting with us, we take together the strategic decisions necessary to achieve a strengthening of local partners and civil society.

Our privileged collaboration also aims to :

- strengthen each strategic partner at the institutional level
- enable them to play a role in raising public awareness in their country and in their community
- strengthen knowledge sharing

The relationship between Nouvelle Planète and the strategic partner is based on contracts.

Nouvelle Planète signs a collaboration agreement with each strategic partner and provides funding for their operation, which is independent of the number and importance of projects they support.



Action programs

Each strategic partner defines one or more multi-year intervention programs (between 3 and 6 years) that respect our methods and values and correspond to our budget. These programs enable specific objectives to be achieved and the effects of several concordant projects to be multiplied.

Aiming for the autonomy of action

We aim for the autonomy and sustainability of projects, which must be entirely in the hands of the beneficiaries and be able to function on their own once we withdraw. For this reason, we do not support operational projects and we avoid importing techniques that cannot be found locally and infrastructures that are difficult to repair without foreign intervention.

Building on local expertise

Through our strategic partners, we support the actions of beneficiaries by drawing on their skills and experience. These beneficiaries belong to local organizations that play a leading role in civil society at the local level. Our support is only appropriate if it complements the efforts of these actors and if the action is wanted and carried out by them. With our support, our strategic partner can strengthen them, help them to network, give them a voice and enable them to generate action with positive effects. A horizontal and reciprocal relationship must prevail. The beneficiaries have no one to catch up with. They are the subjects of their own history: it is up to them to choose their destiny, not up to us to define it.

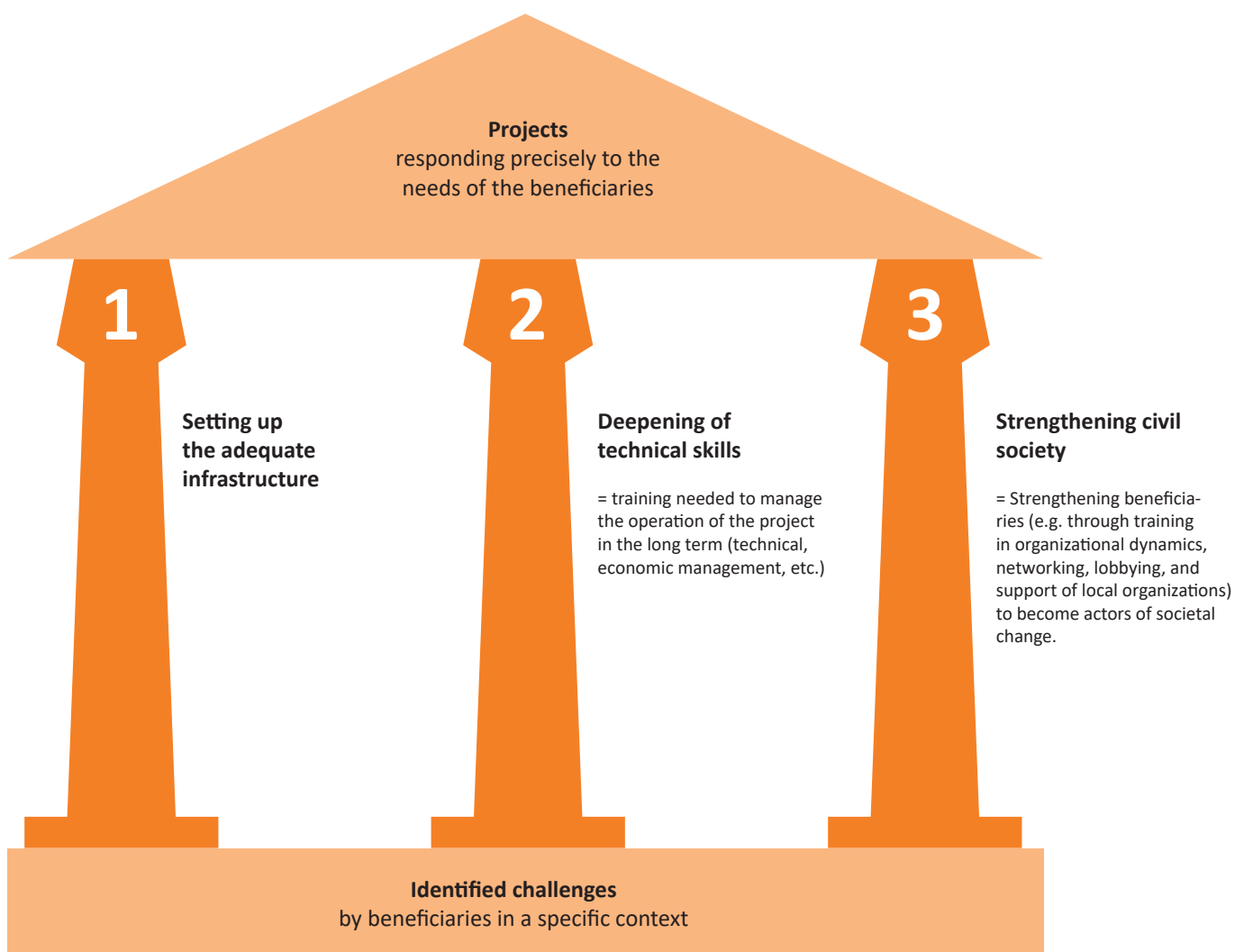
Our method is based on a participatory approach, taken up by each strategic partner. In the interest of the beneficiaries, it includes :

- taking into account their demands
- including them in the decision-making process
- listening to their solutions
- involving them in the development of projects
- participating in their implementation
- taking responsibility for their long-term functioning



The 3 Pillars approach

Projects or programs are carried out according to the 3-pillar approach by combining :



To ensure a high-quality implementation, our strategic partners mobilize their networks and mandate the necessary specialists. Local specialists are preferred.

Long-term monitoring

Long-term monitoring of projects and programs as well as verification and evaluation of results is a priority for Nouvelle Planète. This monitoring policy is based on :

- **strategic partners who evaluate projects and programs** (externally).
- **evaluation visits by Swiss officials.**



A report is systematically drawn up to :

- evaluate the evolution and effects of projects and programs
- evaluate the satisfaction of beneficiaries
- capitalize on experiences
- adjust the methods used



This report seeks to ensure the quality and relevance of projects and programs over the long term.

11. Raising awareness and organizing solidarity trips

Awareness of international solidarity and the global challenges facing the rural world is raised through sharing information in Switzerland, the organization of solidarity trips, and the coordination of volunteer groups.



DISCOVER

the way of life and concerns of local people



REFLECT

understand the issues, be aware of the reality of the regions of intervention and open up to the concerns that affect our global world



ACT

take concrete action to defend both a specific project and our values in Switzerland (fundraising) and locally



SHARE

unforgettable experiences with the local population

- We take care that the solidarity trips do not create dependency.
- We only organize one solidarity trip per village and per project.
- Each stay lasts between **2 and 3 weeks** for groups of **10 to 18 people**.

Solidarity trips come in the following forms :

- **YOUTH TRIPS (YT)**
In summer for 3 weeks. Preparation and awareness raising from January to June. Groups are composed on the basis of individual registrations.
- **ADULT/SENIOR TRIPS (AT)**
In autumn for 3 weeks: Preparation and awareness raising from May to October. Groups are composed on the basis of individual registrations.
- **GROUP TRIPS (SCHOOL CLASSES, SCOUTS, FRIENDS, ETC.) (GT)**
All year round for 2 to 3 weeks. Flexible program. Preparation and awareness raising during six months.
- **DISCOVERY TRIPS (DT)**
6 to 10 participants have the opportunity to accompany a country coordinator to discover our interventions and exchange with the beneficiaries. Preparation during a single session.

Preparation in Switzerland for participants

A preparation of **at least 6 months** takes place before departure and aims to :

- Find out about the country, the aid project, administrative procedures in general (travel and health documents), procedures in case of crisis, etc.
- Follow training courses on different themes related to solidarity and sustainable development objectives (intercultural communication, power relations, behavior, sustainable development, geopolitics, etc.).
- Organize activities to raise funds to cover part of the costs of carrying out the solidarity project.
- Create a friendly dynamic within the group.

Coordination of volunteer groups

Through the organization of solidarity trips, Nouvelle Planète has indirectly initiated the creation of several groups or associations wishing to support projects in the region where they carried out the initial intervention. We offer our services to share, inform, raise awareness, learn, and advise.



Our information service



Our information service helps to **raise awareness among the Swiss public** concerning the challenges of international solidarity and the rural world. It has several target audiences:

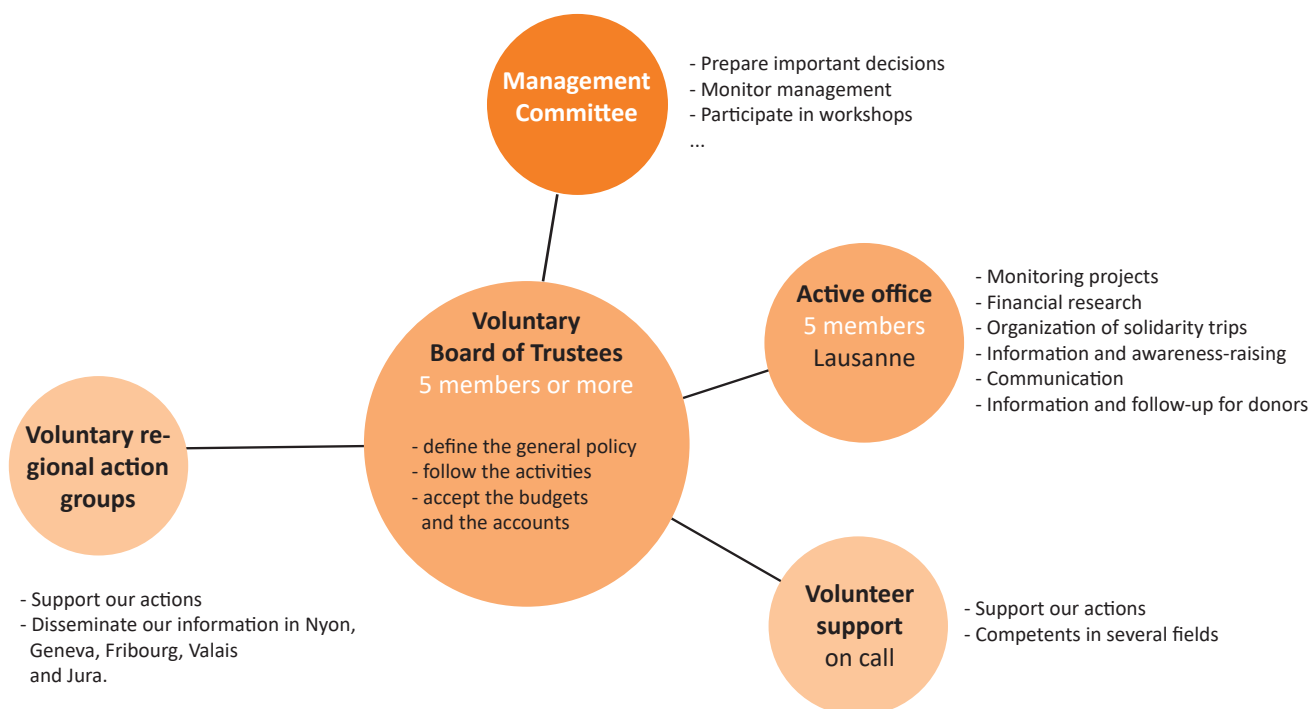
- Young people, to talk about solidarity trips and raise awareness
- Adults/seniors, to talk about solidarity trips and raise awareness
- The general public, through information stands often run by volunteers.

We act using different means and media: leaflets, newspapers, mailings, conferences, press, website, Facebook, Instagram, meetings with participants in solidarity trips, organization of exchange and training days, participation in events, etc.

Solidarity trips are a good way to motivate and mobilize volunteers. People who have participated in a trip and know our work are mobilized either on an ad hoc basis or in regional action groups to inform, raise awareness, and help us.

12. Our structure in Switzerland

Our internal organization



Anchoring

Umbrella organizations

Nouvelle Planète is a member of :

- the Fédérations Cantonales de Coopération vaudoise (Fedevaco), fribourgeoise, jurassienne (FICD) and valaisanne
- the Conseil Suisse des Activités de Jeunesse (CSAJ)
- active action groups by country (such as proMADAGASCAR for Madagascar, Burkinamis for Burkina Faso).

It is part of the network of Albert Schweitzer associations.



Associations and groups

Nouvelle Planète supports groups in Switzerland that have a relationship with groups in one of our intervention regions. We share our experiences and advice.

Technical partners

We work in collaboration with technical partners based in Switzerland and in our countries of intervention.

Investment in other organizations

The employees and members of the Board of Trustees are involved in other organizations, which allows for interesting synergies with :

- Board of Trustees of Secours Dentaire International
- committee of the Swiss Albert Schweitzer Association
- committee of the Raoul Follereau Association
- committee of the Roger Riou Association
- communal councils, and inter-communal councils



Our financial resources

Our financial resources are divided into three categories :

- Support for a specific program
- Support for our activities in general
- Support for our youth and public awareness activities and the organization of solidarity trips

The amounts received annually amount to over **3 million Swiss francs**. They come from :

- Private individuals who read our newspaper
- Foundations and associations
- The Swiss Confederation
- Cantonal federations for international cooperation
- Cantons and communes
- Participants in our solidarity trips and volunteers

Our accounts are audited by a certified trustee according to RPC 21 standards. Donations are tax-deductible.



Quality and Control

The Office is responsible for quality improvement. A continuous improvement program is completed on an ongoing basis through reviews, team meetings, annual reviews, and internal and external audits. The internal control system allows, among others, the assessment of and response to risks. These processes are evaluated annually in the context of ISO 9001 standards.

To guarantee the quality of its actions, Nouvelle Planète aims first of all to satisfy the beneficiaries and participants of solidarity trips.

- **Evaluation of beneficiary satisfaction**

For each project, reports are produced during and after implementation to evaluate the success of the project and the satisfaction of the beneficiaries in the short and long term.

Staff visit reports take into account the assessment of beneficiary satisfaction.

- **Evaluation of the satisfaction of participants in solidarity trips**

Participants fill in a questionnaire. Nouvelle Planète provides annual feedback.

- **Evaluation of donor satisfaction**

Each year, a report on donations is drawn up, including statistics. Project news is sent out for donations over CHF 1,000.

- **Evaluation of volunteer satisfaction in Switzerland**

Volunteer hours are recorded and evaluated. Volunteer satisfaction is monitored through personal contact.

- **Evaluation of the satisfaction of employees and agents**

Employees regularly express their views on their working conditions at informal meetings. An annual review is carried out to discuss the terms of reference for the past and coming year.

- **Evaluation of the satisfaction of strategic partners**

The project managers are in contact with the strategic partners. An assessment is made during each site visit.

- Nouvelle Planète is recognized as being of purely public utility and benefits from **tax exemption**.



- Nouvelle Planète is certified by **ZEWO** (a foundation that guarantees the responsible use of donations).



ISO 9001-14001 v. 2015

- Nouvelle Planète has obtained **ISO 9001 v 2015** certification for quality management.



ISO 9001-14001 : 2015
par UNICert & Independent

- We are certified as a « **citizens enterprise** ».



- We also have « **ISO 14064-2** » certification which allows us to offer greenhouse gas offsetting for some of the projects in the Amazon and Vietnam.

- The Office selects the actions that deserve to be supported, according to established quality criteria. It then **checks that these are carried out properly and that appropriate follow-up** is in place. Regular updates are requested, even after the projects have ended.
- The Foundation's accounts are set up according to **normes RPC 21** and are audited by an independent trustee. They are then accepted by the Foundation Board. The Board also approves the budget for the following year.
- The meetings of the Board of Trustees and the Executive Committee **define the general policy** of the organisation, adapt its resources, define and control its important actions, and guarantee its ethics.
- As a foundation, Nouvelle Planète's activities are subject to the **supervision of foundations** under the Federal Department of Home Affairs.
- Within the framework of ISO 9001, **internal audits** are regularly organized. All processes are audited every three years. External audits take place every year in connection with the certifications.
- A **internal control system** is organized on an ongoing basis.
- For each area of activity, the team carries out a **management review** and checks that its objectives are being met using indicators. This work complements the annual report which is available on the website.
- A **Protection Against Abuse of Power Policy (PAAP)** clarifies the behavior of all stakeholders. The policy has a complaints mechanism for victims and witnesses to report possible transgressions.
- Many of the projects and programs are reviewed and approved by the **technical committees of the cantonal cooperation federations**.
- The regular use of **evaluation sheets** following solidarity trips, training days, etc. allows for continuous improvement of processes.
- The purchase of goods or services is based on several offers as soon as the amount exceeds CHF 10'000. The **quality and ethics of each supplier** are checked and taken into account.
- There is a strong emphasis on **long-term monitoring of projects** to ensure that objectives and even impacts are achieved and are positive. Regular visits are organized as well as external audits of projects.

13. Conclusion

The original method of supporting projects and organizing solidarity trips has enabled Nouvelle Planète to achieve satisfying results for more than 35 years. Our quality policy aims to continue this trend in our actions in the countries of intervention as well as during the solidarity trips.

Our warmest thanks go to donors, funders, volunteers, staff, and supporters.



Accepted by the Foundation Board on 29 April 2008
Corrections accepted on 17 November 2022