

Diskussion zur Zusammenarbeit im IZA-System

29.1.2026

Agenda & Leitfragen

Agenda

- **Opening**
- **3 Short inputs**
- **Group Discussion** (Concrete Examples, Ideas, thoughts and doubts)
 - ❖ Tische 1 & 2: Kollaborative Partnerschaften (Aurélie, Felix)
 - ❖ Tische 3 & 4: LLC und capacity sharing (Simon, Patricia)
 - ❖ Tische 5 & 6: Andere Akteure und neue Finanzierungsmodelle und Rolle der NGO (Patrick und Derek)
- **Harvesting** (3 insights per table)
- **Closure**



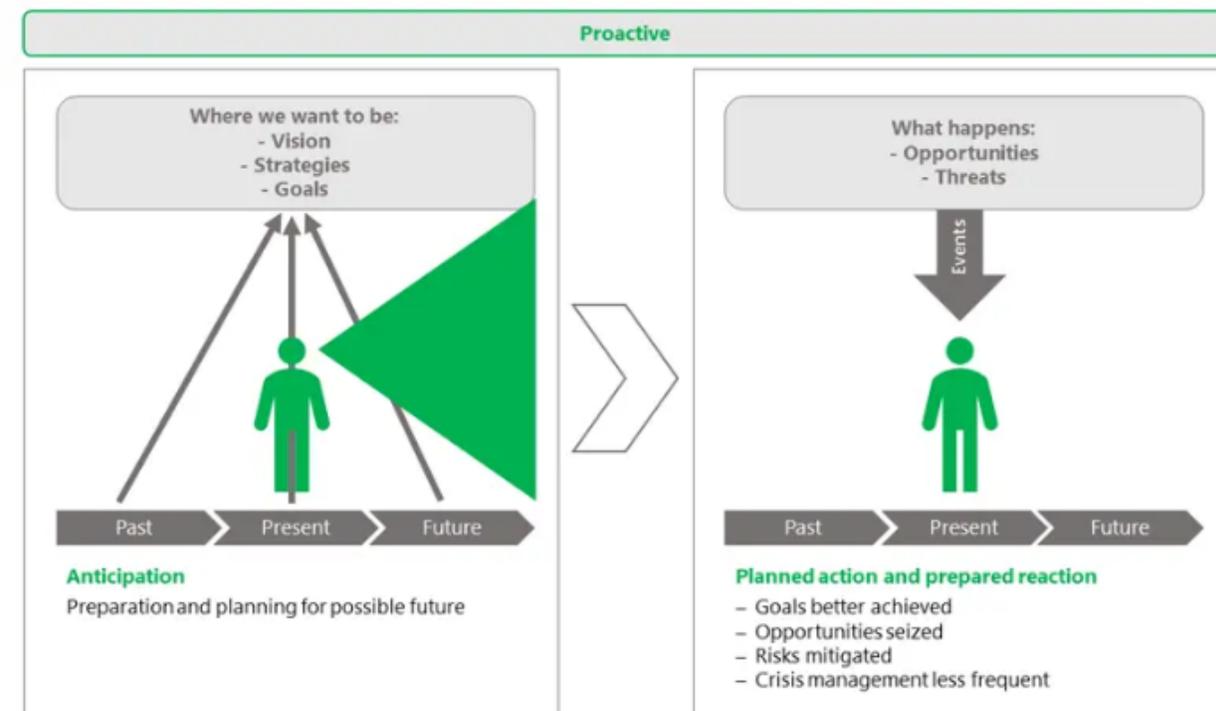
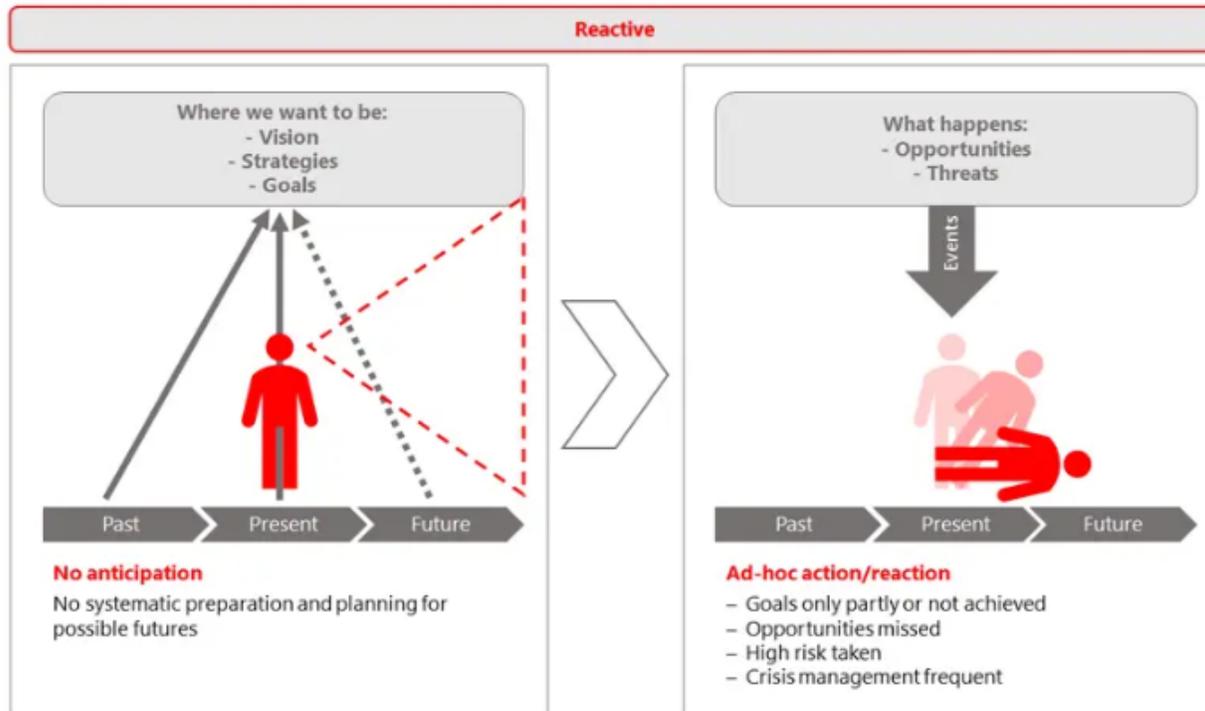
Working together in the IC- System

Pia Hänni

Head of section Swiss NGO



Strategic foresight





Tendencies

- Multipolarity and fragmentation of multilateralism
- **IC = the answer to everything?** Overlapping of objectives and multiplication of expectations: Official Development Assistance (ODA), impact investments, management of Global Public Goods (GPGs)
- Pressure on the budget and cuts
- Criticism
 - Internal: efficiency, usefulness, and profitability of ODA
 - International: neocolonialism
- Me first: fatigue of solidarity ...
- ... and questioning of values
- Return from quality funding to results-based financing
- Localization and reweighting of partnerships
- → Impact on communication around IC (unclear and outdated?)



Approach to Swiss IC: purposeful, horizontal, and catalytic

- **Differentiation:** no blueprint; adapt instruments, partnerships, and approaches to the specific context.
- **Catalysis:** Use IC as a lever to mobilize additional resources (beyond CHF).
- **Horizontality:** Foster partnerships based on trust and reciprocity, highlighting Swiss expertise and know-how.
- **Integration, less fragmentation:** Align various funding sources, ensure policy coherence, and promote interdepartmental collaboration.
- **New alliances:** Collaborate with other emerging or influential actors, both governmental (BRICS) and in youth, philanthropy, and the private sector – Switzerland with tech expertise and as a bridge builder.



Swiss NGOs – Process (pro memoria)

- Definition of changing factors (Switzerland/IC/NGOs)
- Identification of implications
- Identification of measures and roles for NGOs and SDC
- Deepening of four fields of action



Fields of action

Communication

- Jointly develop shared narratives (based on successful examples)
- Leverage third parties (e. g. private sector representatives, media, ...) as “door-openers” to reach broader audiences
- Engage multiple channels

Locally-Led Cooperation

- Connect local actors with government partners (utilize synergies)
- Common narrative on LLC
- Capacity sharing instead of capacity building
- Clarify financial framework conditions and document return on investment

Innovation

- Create hubs and spaces for creativity and collaborative work
- Promote collaboration and networks (strengthening civil society)
- Flexible and small-scale financing instruments
- Less stringent accountability requirements

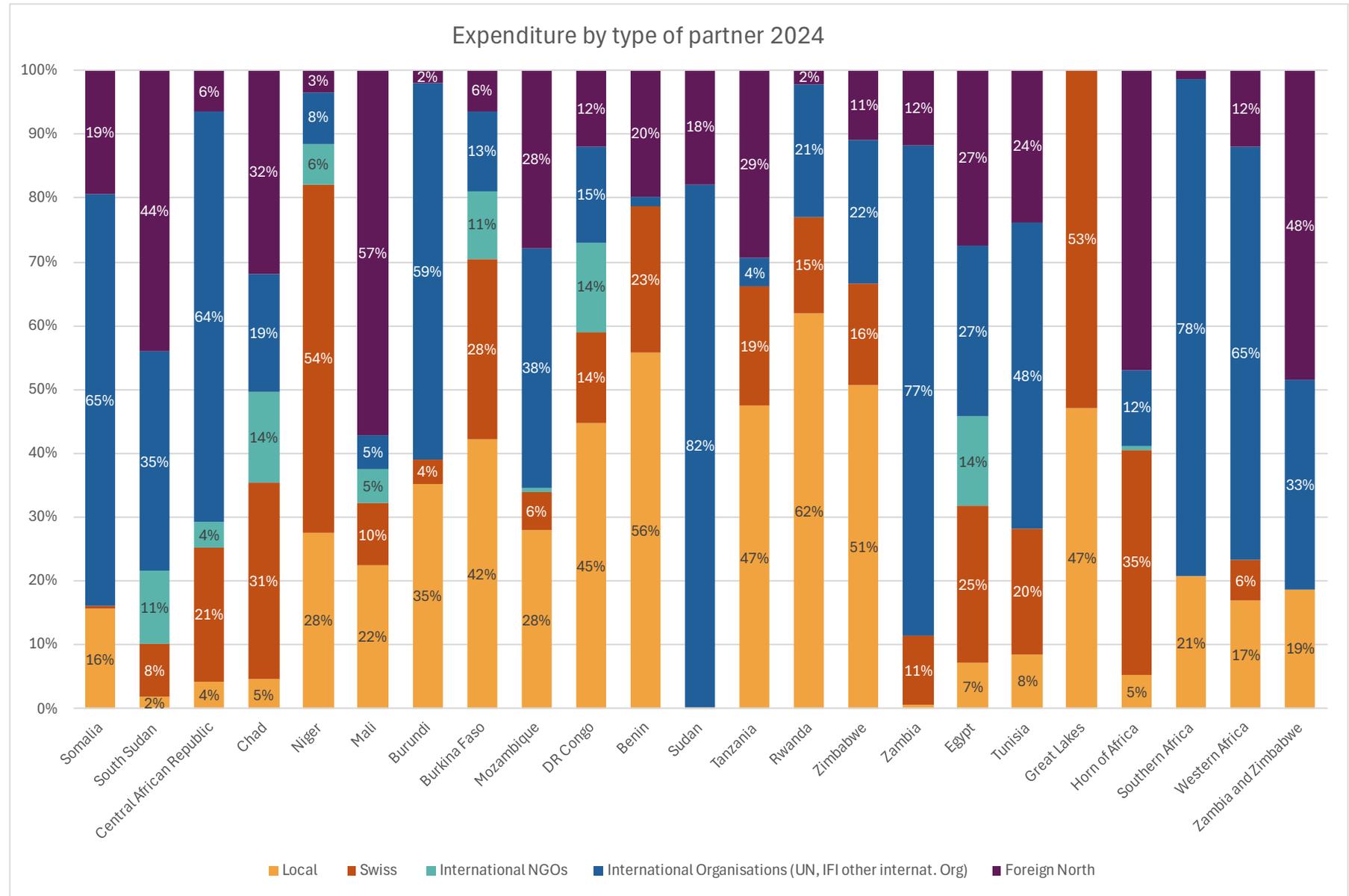
Collaboration in IC-Ecosystem

- Increase thematic cooperation
- Enhance exchange between SDC/NGOs
- Build and strengthen alliances -> alliances as “collective-IC”



Next Steps

Working in the IC System





From grants to investments – SDC's perspective

Africa Division Partner Day 2026, January 28, 2026

Patrick Egli, Head of Economy and Education Section





Private Sector Engagement at SDC

1. Without the innovative strength and additional financial resources of the private sector, **the UN Sustainable Development Goals cannot be achieved.**
2. PSE is a modality, not a topic or an instrument. **PSE is therefore a way of conducting international cooperation in which various instruments can be used** (grants, financial or investment instruments).
3. The SDC has a total of 1,000 projects, of **which 100 are PSE projects and 20 follow an investment logic or have an impact-linked finance approach.**
4. From grants to investment: **SDC will continue to scale up PSE** in the coming years with the aim of generating additional development impact by mobilizing private capital.



How can the SDC invest?

- 1. Direct:** Use of investment instruments via first-loss participations in structured funds. Funded via the investment credit managed by the section E+E. SDC has considerable influence, including thematic/geographic orientation.
- 2. Indirect:** Contribution to a financial intermediary that invests the money on its own account and on the basis of pre-agreed criteria in funds or equity in companies (equity participation or loans), or uses it as collateral to issue guarantees. Financing is provided via transfer credit. SDC has less influence but faster.

Example: Water Access Acceleration Fund

Water Access Acceleration (W2AF): a private equity fund with senior, junior & first-loss capital

THE FUND: a collective investment vehicle registered in France with different layers of capital



THE FUND MANAGER: the company appointed by the Fund to manage the investment operations



Class A – Senior Equity (low risk)

Class B – Junior Equity (moderate risk)

Class C – First Loss capital to absorb FX losses in LDCs

THE INVESTORS: 60% of public investors, 40% of private investors



- **W2AF is a € 70 mio “impact first” private equity fund which provides long-term equity to local companies which work along the water value chain to enable and accelerate access to safe and affordable drinking water, mainly in South Asia and Sub-Saharan Africa.**
- **W2AF plans to invest in around 12 local companies operating in the water sector (water technology companies and decentralized piping infrastructure projects), aiming to provide >40 billion liters of safe drinking water to >60 million people, mostly at the bottom of the pyramid.**

We fight inequality.

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Kräftefeld auf IZA NGOs: Impact & Response

Felix Gnehm, Geschäftsleiter Solidar Suisse /Präsident Alliance Sud

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COORDINATION SUD



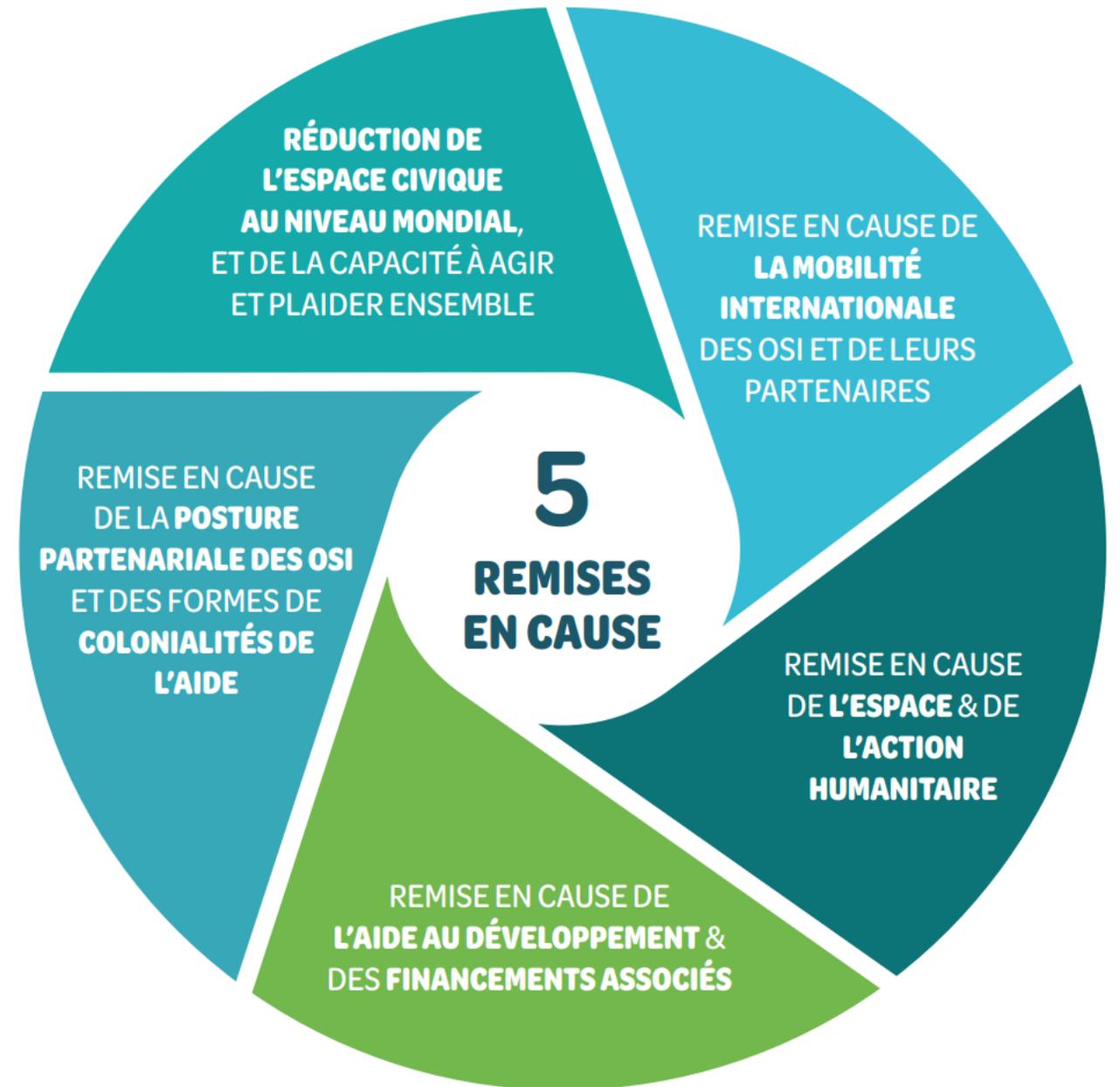
ONGLAB
ÉTUDES · ANALYSES
PROSPECTIVE

ÉTUDE

**POURSUIVRE, S'ADAPTER,
OU SE RÉINVENTER
FACE À DES VENTS CONTRAIRES**

Quelles capacités d'agir pour les organisations de solidarité internationale dans un contexte politique et géopolitique qui met en cause leur légitimité ?

Octobre 2025



Responses & Coping strategies

- **Reflexionen zur Zukunft der IZA auch bei NGOs & lokalen Partnern**
- **Aktuell werden die Strategien vieler NGO reflektiert & angepasst**
 - **Resultate dieser Prozesse eher mittel- langfristig**
- **Keeping the messaging right: less funds create less impact**
- **Wir reflektieren aktuell eine Verstärkung von Kooperationen, Netzwerken und als Praxis- & Interessensverbund**
- **Ebenfalls gemeinsam planen wir IZA-Imagekampagnen (Absender wird eine neue, interessierte Koalition)**
- **Viele Kurz- und mittelfristige Anpassungen bereits getätigt**

Umgangsstrategien (1)

Threat / Force Field	Measures
Finanzierungsrückgang	Priorisierungen / Programmschliessungen / Ausstieg aus Ländern / Personalabbau / Erschliessung neuer Geldquellen <i>→ Konkurrenz aber auch viel mehr Kooperation</i>
Shrinking Civic Space	Diskretere Finanzierung / Anpassung Finanzierungskanäle / Teilen der Risiken / Advocacy lokal

Umgangstrategien (2)

Threat / Force Field	Measures
Einschränkungen Mobilität	Smart Fokus Klima, von «Selbstgeisselung» zu Einfordern von Verantwortung, Verursacherprinzip, Impact at scale / Investitionen Safety & Security / Distance Learning / Online collaboration / Verzicht Regionen
Lokalisierung	Ausbau & Nutzen Stärken Schweizer IZA / Anpassung Finanzierung / Strukturen anpassen / NGO Manifest entwickelt
Bedrohung humanitäre Werte / Angriffe auf humanitären Staff	Stärkung humanitäre Standards (CHS u.a.) / Collective Advocacy / Sensibilisierung / Collective Action

Was meint Co-Pilot?



Thank you

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Group discussion

Leo Näscher

Head of Section Horn of Africa



Goal: to discuss concrete examples, ideas, thoughts and doubts

Organisation:

- ❖ Tische 1 & 2: Kollaborative Partnerschaften (Aurélie, Felix)
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- 1. Wie können wir in einem sich wandelnden IZA-System mit neuen Modalitäten, Partnern und Finanzierungsansätzen sowie mit LLC konkret anders und wirkungsvoller arbeiten?*
- 2. Welche Chancen und positiven Beispiele gibt es für Afrika konkret und wie können wir diese in schwierigen Kontexten realistisch umsetzen?*

- 1. How can we work differently and more effectively in a changing international cooperation system with new modalities, partners, and financing approaches, as well as with LLC?***
- 2. What specific opportunities and positive examples exist for Africa, and how can we realistically implement them in difficult contexts?***

1. Dans un système de coopération internationale qui évolue, comment pouvons-nous travailler différemment et plus efficacement, notamment avec de nouveaux partenaires, de nouvelles méthodes de financement et un plus grand rôle pour le *Locally Led Development* ?
2. Quelles opportunités concrètes et exemples positifs voyons-nous pour l'Afrique, et comment pouvons-nous les mettre en pratique même dans des contextes difficiles ?

Harvesting (3 insights per table)

Closure