

2018

ANNUAL REPORT



429,729
people completed vocational training or attended primary school or a literacy course.



958,033
people have improved access to schools, hospitals and markets thanks to construction of bridges and roads.

907,750
people benefitted from sustainable agriculture, biodiversity, better commercialisation of their farm products or balanced nutrition.



366,768
people improved their capacities to adapt to climate change, learned to reduce and manage disaster risks and have assured access to natural resources.



531,145
people gained access to clean drinking water and sanitary installations or have benefitted from efficient water use.



A BETTER LIFE FOR

3,613,871 PEOPLE

420,446
people attended courses at which they learned about their civil rights and/or democracy, decentralised administration, migration and peace-building.



20 small and medium-sized towns in Bolivia are improving their waste management. They are getting rid of hazardous rubbish dumps and are building new, environmentally sound landfill sites. People are also benefiting from new waste water treatment plants. **Page 10**



1,350 young women and men in Kyrgyzstan are bridging the deep divide between the generations. With the help of committed adults, they are finding their place in society, rather than succumbing to the promises of extremist groups. **Page 18**



10,000 Rohingya are using the latrines which Helvetas built with the help of men living in the world's largest refugee camp. They are connected to biogas kitchens, which saves families from having to go out in search of firewood. **Page 20**

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ABOUT US

Helvetas is an international network of independent affiliate members working in the field of development cooperation and emergency response.

As a network, we promote the fundamental rights of individuals and groups and strengthen governments and other duty bearers in their service provision. The Helvetas network builds upon six decades of development experience. Its 1,450 staff members work in 29 countries. The affiliated members share a common vision and mission and subscribe to common working principles and policies. The members implement joint development programmes and adhere to one common strategy built on defined working approaches and thematic areas of intervention.



3,613,871

people (1,719,763 women and 1,894,108 men) took steps towards a better world in 2018 with the help of Helvetas. They built water supply systems and sanitation facilities; they worked together on suspension bridges and simple roads. They altered their production methods, and they began to grow new products for market. They experienced co-existence without conflict and received government services without discrimination. These 3,613,871 people include all the women, men and children involved in projects that Helvetas has carried out on behalf of the Swiss Agency for Development and Cooperation (SDC).



Our vision is a just world in which all men and women determine the course of their lives in dignity and security, using environmental resources in a sustainable manner.

ESTABLISH FAIR CONDITIONS

The demands placed on development cooperation are constantly increasing, with its remit now expected to encompass saving the climate, preventing migration, defusing conflicts and alleviating poverty. These expectations stand in stark contrast to the unwillingness of many countries – including Switzerland – to effectively reduce CO₂ emissions, create fair migration conditions and grant the funding required. The different expectations reflect the individual interests that characterise politics today, and that make meaningful compromises impossible. But it is precisely these compromises that have made Switzerland what it is today: a country with social peace, a humanitarian tradition and great prosperity.

Migration and flight have been a major focus of Helvetas in 2018. We know the motivations of the men and women who flee, the adversity they face and their sense of hopelessness, because we meet people in our work each and every day whose perspectives at home are limited and whose livelihoods barely ensure their survival, so that they see no alternative. However, most of them stay in their home country and move to a nearby city. We support them through skills development projects. We advise municipal authorities, for example in Benin, that are confronted by the challenges that migration brings. We provide information to those intending to migrate about the risks and their rights in their destination country, such as in Nepal and Sri Lanka, where we also support the families who stay.

Global migration is a fact. In order to reinforce its positive impact on the development of both the countries of origin and destination countries, we are helping to make migration more humane. This is also precisely what the UN Global Compact for Migration, adopted at the end of 2018,

“Politics and aid organisations have to collaborate more closely as they did in the past in order to create a just world.”

aims to achieve. The Compact places an equal onus on countries of origin and destination countries. Only as a signatory can Switzerland remain a credible partner to the governments in the Global South from whom it expects cooperation and assumption

of responsibility. Helvetas also needs the Compact, as it strengthens our position in the project work we do on the ground.

Development cooperation is not a cure-all. Its official mandate is to alleviate poverty and improve living conditions. These are aims to which Helvetas has also committed in its 29 partner countries. This work can mitigate the causes of migration – the

causes of flight, however, such as persecution, violent conflict and human rights violations, can only be dealt with by political means.

Politics and aid organisations have to collaborate more closely as they did in the past in order to create a just world in which every-

one can live in dignity and safety, creating opportunities and using natural resources sustainably. We therefore expect politics and government to deliver concerted and coherent development, climate and migration policies in line with our country's humanitarian tradition and the principles of sustainable development. That is what we at Helvetas are advocating for.

As President of Helvetas, I would like to extend my sincerest thanks to all of our supporters, the members of Helvetas, the numerous foundations, the SDC, SECO, the Liechtenstein Development Service, the many municipalities, cities and cantons, as well as the other donors who are pulling together in unison for our common mission. Special thanks are due to those who have pledged Helvetas a gift in their will.



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Therese Frösch
President of
Helvetas

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PEOPLE WANT OPPORTUNITIES

Climate change, migration, political extremism, poverty – these global challenges require swift action. However, those living in poverty, minority groups, displaced people and refugees generally lack the resources for this. As in previous years, Helvetas was actively engaged in enabling these groups of people to tackle these challenges themselves in 2018, and in reminding decision makers of their responsibility.

What should people do when governments either fail to provide, or provide only inadequate public services? What should people do when public health-care, education and food security cannot be relied upon? What should people do when the state turns against them? The German-American economist Albert Hirschman provided two answers to these questions over 50 years ago. Either Exit: citizens leave to find a better, more secure system elsewhere. Or Voice: they get engaged in order to improve the situation.

In Myanmar, only one option has been open to Rohingyas over the past two years: to exit – flee – to Bangladesh as a result of state persecution. Helvetas has been actively involved in mitigating this humanitarian crisis right from the beginning. In cooperation with competent partners, we have been able to provide fast emergency relief in the refugee camps. Many Rohingyas now have better access to water, sanitation facilities and energy-saving cooking facilities (p. 20).

This is just one example of our increased humanitarian engagement. We see emergency response as a moral obligation to the people in the countries we are active in. The earthquake in Haiti and catastrophic floods in Pakistan in 2010 were wake-up calls. It was then that Helvetas resolved to provide fast and efficient emergency relief in the event of future disasters in partner countries. This is also a logical complement to development cooperation: we are well connected with

public authorities, private enterprise and civil society, and our teams are familiar with the geographical and social conditions on the ground. Helvetas is also able to respond immediately to emergencies thanks to its own emergency response fund. We use this and other resources to respond quickly and save lives and livelihoods – following Typhoon Haiyan, for example, which devastated parts of the Philippines in 2013, or the catastrophic earthquake in Nepal in 2015, or Cyclone Enawo in Madagascar in 2017. Our response always focuses on our key competencies: water and infrastructure, agriculture, and good governance, as well as practical training of skilled workers who can help with the reconstruction – and

improve their own prospects at the same time. In this way, we complement the work of humanitarian organisations. We also ensure a swift transition from emergency relief to development cooperation thanks to our long-term focus and networks – because emergency relief should not lead to dependence. As soon as some degree of normality returns, people must be able to work on improving their own situation as quickly as possible.

Fortunately, ‘exit’ is rarely the only coping strategy. Many people opt instead for Voice wherever possible. They want to resolve challenges – by getting involved, joining the discussion and proposing changes. However, this is by no means as easy everywhere as it is in Switzerland. In many of our partner countries, there is virtually no dialogue between the government and the governed. More often, the prevailing climate is one of mistrust: in many places, people who demand transparency from the authorities regarding the use of tax revenues, or who claim the right to participation, place themselves under suspicion. This is precisely why Helvetas is actively involved in projects which promote constructive dialogue between state and civil society. One such project is based in Bhutan, where it has only become possible in recent years to found an association. Another is based in Myanmar, where trust between the government and the population must first of all be built up following decades of military rule. In both countries, we are doing important groundwork, creating a secure space for participation and raising aware-



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Melchior Lengsfeld
Executive Director
Helvetas



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In Bhutan, it has only recently become possible to found an association. There is now greater dialogue between civil society and the government.

ness within public authorities of the value of a lively, participatory civil society.

It is with this same conviction that Helvetas has also stepped up its development policy work in recent years. Together with our partners, we are actively involved in improving the political framework conditions on the ground – whether this is for greater food security, safe labour migration or practically oriented vocational skills development. In Kyrgyzstan, for example, we are working with long-standing partners to adapt national water laws so that communities can finally take irrigation matters into their own hands. In Switzerland, too, we speak out on issues that impact development, because regulations on arms exports, public procurement criteria and the responsibilities borne by global corporations usually have direct consequences for people in developing countries (p. 28).

These commitments reflect the three main objectives that Helvetas has

set with its organisational strategy 2018–2020. Firstly, we are providing tangible support to poor, disadvantaged people to help them improve their livelihoods. Secondly, we are promoting voice so that these people can play an active role in shaping development. And thirdly, we are helping to create better political and institutional framework conditions to ensure positive change in the long term. Only by meeting all three of these objectives will local development successes continue to reap rewards in the future, because staying quiet and waiting for

the situation to improve is definitely not an option for us and our partners.

We would like to thank you – our

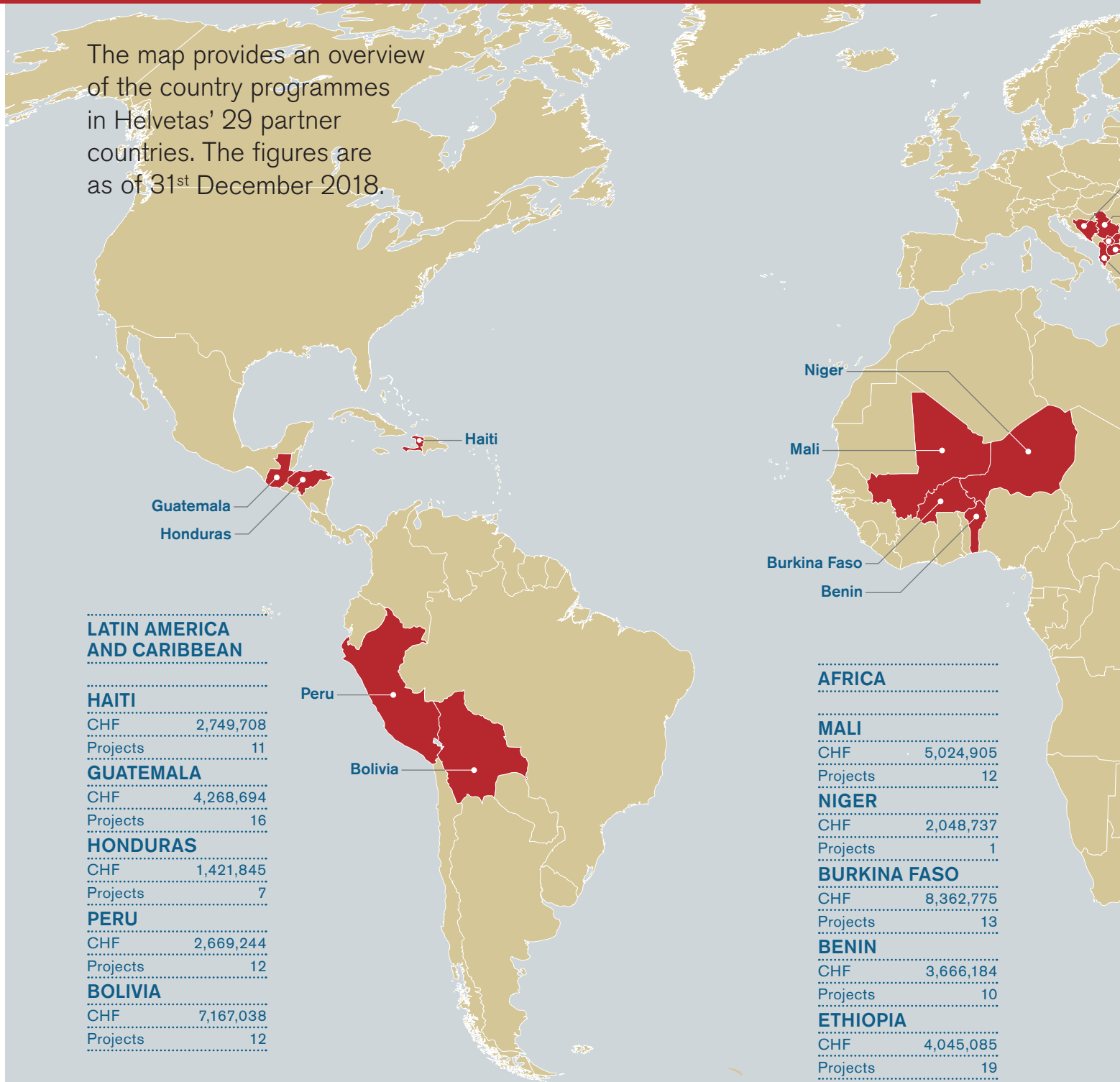
donors of contributions big and small, foundations, government agencies such as the SDC, the Seco and the Liechtenstein Development Service, companies, public authorities, partner organisations and networks – for your valuable support over the past year. We look forward to tackling development challenges with re-

newed vigour and helping to bring about lasting change for disadvantaged men and women with your continued support in 2019.

“Fortunately, Exit is rarely the only coping strategy. Many people opt instead for Voice wherever possible.”

COUNTRY PROGRAMMES IN 2018

The map provides an overview of the country programmes in Helvetas' 29 partner countries. The figures are as of 31st December 2018.



LATIN AMERICA AND CARIBBEAN

HAITI

CHF 2,749,708
Projects 11

GUATEMALA

CHF 4,268,694
Projects 16

HONDURAS

CHF 1,421,845
Projects 7

PERU

CHF 2,669,244
Projects 12

BOLIVIA

CHF 7,167,038
Projects 12

AFRICA

MALI

CHF 5,024,905
Projects 12

NIGER

CHF 2,048,737
Projects 1

BURKINA FASO

CHF 8,362,775
Projects 13

BENIN

CHF 3,666,184
Projects 10

ETHIOPIA

CHF 4,045,085
Projects 19

TANZANIA

CHF 2,258,553
Projects 12

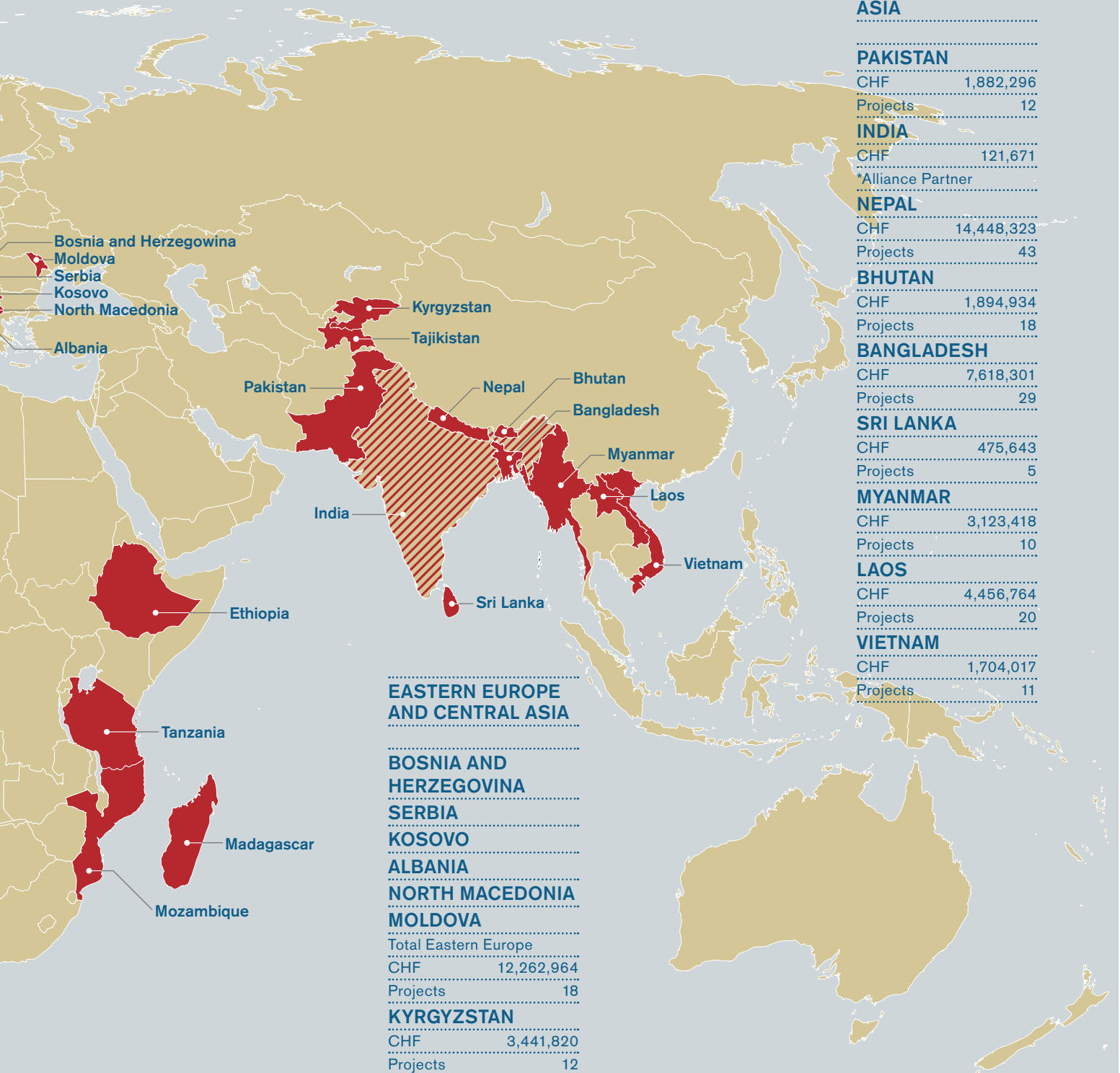
MOZAMBIQUE

CHF 2,848,211
Projects 14

MADAGASCAR

CHF 2,715,245
Projects 16

- Country Programmes
- ▨ *Alliance Partner



ASIA	
PAKISTAN	
CHF	1,882,296
Projects	12
INDIA	
CHF	121,671
*Alliance Partner	
NEPAL	
CHF	14,448,323
Projects	43
BHUTAN	
CHF	1,894,934
Projects	18
BANGLADESH	
CHF	7,618,301
Projects	29
SRI LANKA	
CHF	475,643
Projects	5
MYANMAR	
CHF	3,123,418
Projects	10
LAOS	
CHF	4,456,764
Projects	20
VIETNAM	
CHF	1,704,017
Projects	11

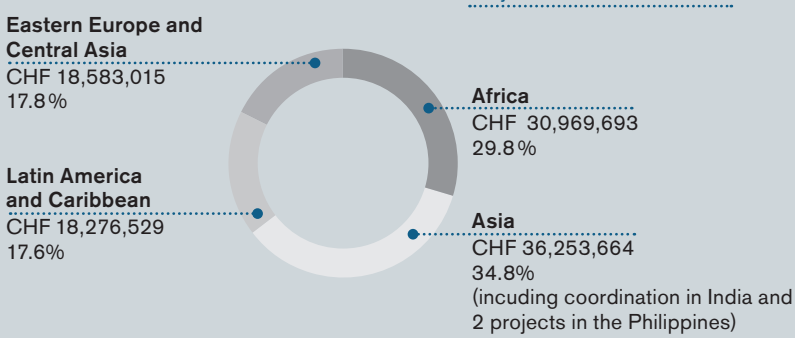
EASTERN EUROPE AND CENTRAL ASIA

BOSNIA AND HERZEGOVINA	
SERBIA	
KOSOVO	
ALBANIA	
NORTH MACEDONIA	
MOLDOVA	
Total Eastern Europe	
CHF	12,262,964
Projects	18

KYRGYZSTAN	
CHF	3,441,820
Projects	12

TAJIKISTAN	
CHF	2,878,231
Projects	11

PROGRAMME EXPENDITURE BY CONTINENT



SAFE WASTE DISPOSAL

In Bolivia, Helvetas is helping 20 small and medium-sized cities to install wastewater treatment plants and organise landfill sites in a way that does not harm the environment or public health. In 2018, Helvetas carried out 55 projects in the Water and Infrastructure working area and invested CHF 26,148,836.

BOLIVIA: WASTEWATER TREATMENT PLANTS FOR CLEANER IRRIGATION

“Villazón is one of the first towns to have bin women like me. It used to be men who did this work,” explains Silvia Alejo Oyola, a waste collector on lorry number 7 in Villazón. Before Silvia Alejo Oyola used to sweep off the streets litter that residents had carelessly thrown onto the ground.

Despite their importance, small and medium-sized cities get a raw deal in many ways: often just large villages which have experienced rapid growth, these cities now have to contend with completely unfamiliar challenges, such as the growing mountains of waste in open rubbish dumps filling the air with putrid smells. Plastic, dead animals and polluted urban wastewater contaminate rivers, the water from which is used by farmers to irrigate their vegetables on the surrounding land. In short: a lack of waste management threatens the environment and public health.

Therefore Helvetas is, on behalf of the SDC, helping public authorities in 20 small and medium-sized cities in Bolivia to improve their waste management and treat their wastewater. This is not just a matter of redeveloping open rubbish dumps and building wastewater treatment plants, but above all of engaging the population in how to correctly dispose of waste and convincing them of the value of the service, since this must be paid for year after year.

Today, Villazón, a city of 50,000 people, is a shining example to the whole of Bolivia.



Well planned landfills reduce the health risks to the population.

The city has a seep-proof landfill site, a composting plant and a special facility for hospital waste. It has committed citizens who separate their rubbish – and who value their waste collector women. A large proportion of the waste can be composted and sold. The rest is separated and recycled. The city’s schoolchildren have also contributed to the success of the project. At school they learn what value which types of rubbish have and how to sort it at home.

Helvetas is working increasingly in small and medium-sized cities, as they provide important impetus for development and are a vital feature of the rural environment: this is where the schools, local hospitals, markets, jobs and public authorities are based. Helvetas wants to leverage the positive experiences gained from these 20 smaller cities by working in the city

of Sucre, with its approximately 300,000 inhabitants. The aim is that Bolivian cities are better equipped to deal with political, economic and climatic challenges through secure infrastructure and establishing clear rules on cooperation between government, public authorities and the population.

The programme is a SDC mandate.

Helvetas has been active in Bolivia since 1992. Helvetas Bolivia supports farmers who are exposed to extreme weather conditions in the Andes, helps cocoa producers in the Amazon region to market their wild cocoa, and provides assistance to public authorities to improve disaster risk reduction.



“My work begins at 6 o'clock in the morning. We dump the first lot of rubbish at the landfill site at midday. Depending on the amount of waste we have to collect, our working day finishes at around 6 pm. It is incredible how much support and appreciation people show us.”

Silvia Alejo Oyola, waste collector,
Villazón, Bolivia

385,239

people gained access to clean drinking water and/or sanitation in 2018 thanks to Helvetas.

958,033

people gained better access to schools, hospitals and regional markets in 2018 thanks to Helvetas bridge-building projects.

ADVISORY SERVICES: FAIR WATER SUPPLY

In 2010, the UN recognised access to safe drinking water and sanitation facilities as a human right. Agnès Montangero had long been an advocate of this. Since then, she has been working on effectively securing this right. This is no longer simply a case of aid organisations drilling wells or laying water supply pipes in developing countries; the aim now is to work with all stakeholders to develop water supply systems that function for decades beyond the end of the project. She and her team work with public authorities, who are responsible for ensuring that the service is delivered, and assist them with planning, public auditing, and the development of long-term water strategies, such as the protection of sources. She supports water committees and small businesses to manage and maintain the systems correctly, as well as to charge adequate rates for the services in order to safeguard the quality. After all, users are only willing to pay for quality.



Agnès Montangero obtained her doctorate at Eawag, ETH's water research institute. The environmental engineer is head of the Water and Infrastructure

working area of Helvetas. She specialises in governance, sustainability, water and hygiene (WASH), particularly sustainability assessments, sanitation and the development of national water strategies.

VANILLA FOR THE RAINFOREST

Helvetas is helping vanilla producers in Madagascar to market the valuable spice directly. The income is urgently needed – and a proportion of it contributes to rainforest protection. In 2018, Helvetas carried out 91 projects in the Sustainable and Inclusive Economy working area and invested CHF 23,249,293.

MADAGASCAR: A BETTER MARKET FOR VANILLA

“I heard that vanilla is sold at very high prices in Europe,” says Oline Rasoanandrasana. “We are paid a pittance by the middlemen.” Vanilla is currently one of the most valuable spices in the world, sometimes costing more than silver, i.e. more than CHF 500 per kilo. Cultivation requires patience, expertise and a lot of manual labour: it takes three to four years for the first harvest to be ready to reap. The flowers open for just one day and in Madagascar they must be pollinated by hand. The plant must be carefully nurtured, guarded against theft for months at a time, and finally expertly dried in the sun and protected against impurities.

Madagascar is one of the poorest countries in the world. The abundance of raw materials stands in stark contrast to the abject poverty of the population. Owing to its isolation, the island has a unique variety of animals and plants. In the north of the country, where Oline Rasoanandrasana lives with her family, an important forest corridor links two major rainforests. But alongside illegal timber dealers, small scale farmers are also destroying the forest; when existing fields yield too little, new areas are opened up in order to survive.

This rainforest is home to species such as the silky sifaka, one of the rarest species of lemur, which is classed as endangered. In collaboration with the WWF, Helvetas is helping farmers to improve vanilla cultivation methods – and at the



Vanilla must be carefully dried.

same time to protect the forest and mitigate the impacts of climate change.

In order to cut out the middlemen, who force their way into the supply chain to take advantage of exorbitant world market prices, Helvetas connects vanilla producers directly with exporters and wholesalers. An official market was held in one of the remote villages for the first time in 2018. The vanilla was inspected there for its quality and received a designation of origin. The wholesaler paid not only a fair

price, but a premium per kilo into a fund to finance rainforest protection.

In addition to vanilla, Helvetas also promotes the cultivation and sale of coffee and ginger so that farmer families are not dependent on just one product. Not only does Helvetas' work lead to an improvement in people's incomes, but rainforest protection also secures vital water reserves, which are scarce in this region at certain times of year.

Helvetas has been active in Madagascar since 1982. In addition to agricultural projects, Helvetas also works with public authorities on the island to improve decentralised water supplies – from hand pumps to water kiosks, which are based on a token system and are run by a local company. Helvetas will become increasingly involved in vocational skills development in the future, with the aim of bringing young people into the labour market.



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“My goal is one day to harvest 200 kilos of vanilla so that we always have enough to eat and can build a nicer house – one made of wooden boards, like the ones the successful older farmers in the village have.”

Oline Rasoanandrasana, 32,
Vanilla farmer from Androfiabe,
Madagascar

611,766

people attended training on methods to improve the yield of their farms in a sustainable manner with Helvetas in 2018.

231,659

people were able to market their products better after attending courses run by Helvetas in 2018.

ADVISORY SERVICES: CHANGE REQUIRES SYSTEMIC TRANSFORMATION

In order to open up new horizons and lasting opportunities for as many people as possible while ensuring the protection of the environment, existing systems must be redesigned. This means rethinking laws and regulations which hamper development and involving all stakeholders in the change process. In the project countries, Matthias Herr helps to identify starting points for the required adaptations within complex and dynamic situations and he plays an active role in developing collective visions for the necessary change. As part of this process, he involves those who are affected by the changes, as well as partners from civil society, business and politics in order to provide impetus to the changes taking place. The aim is to redesign the independent economic, social and political systems so that no one is excluded.



Matthias Herr is a development expert and has previously worked for the International Labour Organization (ILO) and the Springfield Centre, a think tank for effective development

cooperation. At Helvetas he is Regional Co-Director for Eastern Europe. One of the main aspects of his role is laying the foundations for systemic work to ensure that projects in partner countries lead to sustainable change.

STANDING UP TO CLIMATE CHANGE

In Mali, Helvetas is helping farmers to stand up to climate change and safeguard their survival using both new and rediscovered techniques. In 2018, Helvetas carried out 42 projects in the Environment and Climate Change working area and invested CHF 9,062,794.

MALI: COLLECTING WEATHER DATA FOR BETTER HARVESTS

“Previously, we would begin sowing in the villages just after the first rains. Now we know that for a harvest to be successful, sowing can only take place once at least 30 mm of rain have fallen so that the soil is moist enough,” says Sikidi Coulibaly, who collects rain data in M’Penesso in Mali.

Overall rainfall in Mali has been decreasing since the 1970s. It is no longer possible to rely on the rainy season, and when it does rain, it is heavy enough to result in flooding. What’s more, on average a natural disaster occurs every other year: whether flooding, drought, or plagues of locusts. These disasters affect three quarters of all Malians, whose livelihoods depend on arable and livestock farming. Whenever possible, they remain in their villages and adapt. However, sometimes this is no longer possible, meaning that they move away.

There are ways of standing up to climate change. Helvetas is working with small-scale-farmers and partner organisations in southern Mali to develop alternatives. Take flooded fields, for example: these can be seen as an opportunity rather than a catastrophe, since cattle fodder, and even foods with a short maturity cycle, can be grown on the mud. Seed producers also cultivate resilient corn, millet and other grain varieties.

Thanks to close cooperation with the Malian meteorological service, farmers can



© Nicole Ciot

The amount of rainfall determines when sowing takes place.

time their sowing according to weather forecasts: during the rainy season, the weather experts notify farmers of when they can sow which seeds in order to ensure that the seeds do not dry up if there is too little rain, or drown if there is too much rain. Some of the weather data on which the meteorological service bases its forecasts is collected by specially trained people like Sidiki Coulibaly in 20 villages across the region and transmitted to the capital via an app. In return, these data collectors pass on the information from the meteorological service directly to the farmers – thereby covering the last mile into households.

While there is still progress to be made among the young meteorologists, farm-

ers were able to harvest over 30% more in 2018 than they had before the project began. Thanks to new dams and irrigation channels, which the communities planned with assistance from Helvetas, 20% more land could also be cultivated in 2018.

There are likely to be more jobs for young people in weather services and improving farming methods in the future, which will allow them to expand their own opportunities.

Helvetas has been working to support access to clean drinking water and latrines in Mali since 1977. Helvetas supports short agricultural training courses to improve employment opportunities for the young rural population. In primary education and vocational skills development, Helvetas promotes teaching quality and the enrolment of children and young people who have not previously been able to attend school or who had to leave school prematurely.

“Those who followed our advice last year and coordinated the seeds with the weather forecasts were able to harvest more. Now more and more farmers are inquiring about the appropriate seeds.”

Sikidi Coulibaly, 32,
rain data collector from
M'Penesso, Mali (right)



© Adama Traore

89,304

people learned in 2018 to be better prepared for natural hazards and to reduce the risks of disaster.

131,449

farmers prepared themselves in 2018 for the consequences of climate change, with support from Helvetas.

ADVISORY SERVICES: ACCESS TO CLIMATE FINANCE

Climate finance is an umbrella term for the ways in which measures to adapt to climate change and climate protection are funded. At the 2009 UN Climate Change Conference in Copenhagen, developed countries pledged financial support to developing countries to promote climate protection and help them adapt to climate change: by 2020, developed countries aim to provide a total of \$100 billion a year for these purposes. Maya Wolfensberger helps Helvetas partner countries obtain access to these funds. Working with partner organisations, she develops projects for the Green Climate Fund (GCF) and other climate funds. She also develops measures to reduce Helvetas' carbon footprint and is responsible for offsetting the greenhouse gas emissions generated by the organisation. The aim is to make Helvetas climate-neutral in the near future.



Maya Wolfensberger studied environmental sciences and development cooperation at ETH Zurich. She is an expert in climate change at Helvetas and advises project

teams on climate protection, adaptation to climate change and climate finance. She previously lived in Latin America for several years, where she worked on SECO- and SDC-funded projects.

UNTAPPED POTENTIAL

In Myanmar, Helvetas is training young people to enable them to find employment in the private sector more easily and to earn a decent living. In 2018, Helvetas carried out 32 projects in the Skills Development and Education working area and invested CHF 14,611,419.

MYANMAR: GAINING EMPLOYMENT THROUGH DUAL VOCATIONAL EDUCATION

“In order to contribute to the family income, I looked for work at the Chinese border after primary school. But my parents are old; I wanted to take care of them. So I learned to repair motorbikes. Now I have my own workshop,” explains Mg Zin Min Ko. He is one of over 250 young men and women who received training in the drought-affected Dry Zone in the centre of Myanmar in 2018. The training is inspired by the dual education system in Switzerland: Mg Zin Min Ko learns the manual trade in a repair shop and the theoretical knowledge in a vocational training institute.

Following 50 years of military dictatorship, the establishment of democratic structures in Myanmar is proceeding slowly. The path from a centrally planned economy to a market economy is rocky and fraught with conflict. Despite the cautious optimism, abundance of resources and new personal freedoms, many people do not have access to education and healthcare or to a balanced diet. Where Mg Zin Min Ko lives, many people are landless and in debt, leading young people to seek a better life elsewhere.

Through the skills development project, Helvetas is opening up opportunities, both economic and personal, for young women and men from remote areas, ethnic and religious minorities and landless families who have left school prematurely, as well as for people with



© Flurina Rotherberger

Training courses in beauty salons are very popular with students and teachers alike.

disabilities. The training courses are short, the age limits and timetables flexible, there is a low emphasis on prior qualifications, and the training locations are female-friendly. In addition to technical knowledge, the young people also acquire entrepreneurial skills to enable them to start their own businesses, as well as basic life skills.

Helvetas currently focuses on mechanics-based jobs, as well as the textile, construction and cosmetics sectors. The curricula are developed in collaboration with companies, training institutions, the competent authorities and

youth organisations, and were officially recognised and approved – for the first time ever in Myanmar – by the regional government in 2018. This is a major step in the process of establishing this innovative and practice-oriented training in Myanmar.

When it comes to paying for the private training workshops, Helvetas uses the method that has already proven successful in projects in Nepal and Ethiopia: part of the fee is only paid to the training institutions once the young men and women are making a steady income in employment or self-employment following their final exams. This means that the vocational training institutes have a direct, material interest in preparing their students for the world of work and helping them to find jobs.

Helvetas has been active in Myanmar since 2012 and helps the rural population improve their incomes through agriculture, fishing and newly acquired skilled trades. Helvetas also supports civil society in its new role in this phase of political transformation and promotes dialogue between different ethnic and religious groups. In addition, the programme includes sustainable coastal management funded by the SDC to protect biodiversity.



© Flurina Rotherberger

“Our services have to be really good to win customers’ trust. That is very important. I would have liked the practical component of the training to last longer.”

Mg Zin Min Ko, 26, Bhee Ba Village, Magwe region, Myanmar

56,947

young people took charge of their own vocational education or training in 2018 thanks to Helvetas.

372,782

people – children as well as adults – attended basic literacy and numeracy courses in a school supported by Helvetas in 2018.

ADVISORY SERVICES: DUAL VOCATIONAL EDUCATION AS A MODEL

Switzerland owes its low youth unemployment to its dual education system. This type of market- and practice-oriented training also enables young people in developing countries to enter the labour market. Since the demand for skilled workers in tourism is increasing worldwide, training in the hotel sector, for example, is geared towards future opportunities. Adrien Rebord translates the strengths of Switzerland’s dual education system into the respective local contexts – currently in Haiti, Bolivia and Mozambique – and adapts the training modules to the needs of potential employers, young jobseekers and existing training opportunities in cooperation with all stakeholders. When all of these interests are harmonised with one another, new training opportunities and, ultimately, new jobs are created.



Adrien Rebord completed hotel management school, before specialising in development policies and practice. He has worked as a hospitality and tourism consultant in Myanmar, Thailand,

Nepal, India and the Comoros. In Bhutan, he helped to develop a hotel management training course. As an advisor for vocational skills development at Helvetas, he assists project teams in the development of training courses for young people.

DEFYING EXTREMISM

Helvetas is promoting cross-generational dialogue in Kyrgyzstan to enable young people to resist political and religious radicalisation. In 2018, Helvetas carried out 78 projects in the Governance and Peace working area and invested CHF 22,582,246.

KYRGYZSTAN: DIALOGUE BETWEEN THE GENERATIONS

“We discovered from a short survey conducted in the school that 40% of the pupils and 32% of parents had been directly affected by bullying or violence,” explains Abdul Basid. He and his friend Aikol Bolotbekova have therefore organised a sports day for children and parents, because “when pupils come together with their parents and teachers to have fun, we can send out a clear signal against violence and bullying”.

Over 500 young people from South Kyrgyzstan have travelled to Syria in recent years to support IS. Helvetas discovered that it is not just widespread poverty and youth unemployment that drive young people into the arms of extremist groups; a much more significant factor is the hierarchical social system, which makes it impossible for young people to be taken seriously by adults, as there is practically no dialogue between the generations. Young people lack role models and adults who can offer advice and support.

Helvetas therefore empowers 1350 young people through innovative workshops built on experience-based peace education to express their views to adults in a respectful way. The participants practise this with their peers, who come from different social, religious and ethnic backgrounds. This in itself teaches respect and acceptance. In separate trainings, adults learn how to support young people and to make other adults aware of young people’s concerns. After



Dialogue between the generations is still unusual in Kyrgyzstan.

the training, young and old work together across the generational divide on small projects, like the sports day, in their villages and towns in order to establish social cohesion. Other examples include discussion groups covering subjects such as religious tolerance, corruption in educational institutions, or even the consequences of marrying early and ways of resolving generational conflicts.

The local authorities also support these meetings by inviting religious leaders and politicians. Helvetas thereby combines peace education with governance. This helps young people find a way out of isolation, stigmatisation, disorientation and discrimination by enabling them to establish their own place in society. Thanks to new opportunities – including career opportunities – and optimistic vi-

sions, young people can be prevented from being lured by the promises of extremists.

Helvetas has been active in Kyrgyzstan since 1994. In the mountainous region of Alai, Helvetas is advising goat farmers on behalf of the SDC on how to market their valuable cashmere wool more effectively. In order to prevent conflicts, Helvetas is helping farmer families and communities to create user plans for the valuable water resources, and to irrigate more sparingly. Helvetas enables authorities to provide better public services. Vocational skills development and financial support for business ideas open up opportunities.

“When we as pupils come together with our parents and teachers to play sports and have fun, we can send out a clear signal against violence and bullying. And our parents respect us more.”

Abdul Basid, 16, und Aikol Bolotbekova, 14, school pupils from Jalal-Abad, Kyrgyzstan



163,758

people have learned more about their civil rights and civil duties through Helvetas in 2018.

10,269

people attended courses on peace building or conflict transformation in cooperation with Helvetas in 2018.

ADVISORY SERVICES: ANTICIPATING AND PREVENTING CONFLICT

Helvetas facilitates social change processes towards a “positive peace”. The driving force behind this work is Regula Gattiker, who links conflict transformation, conflict sensitivity and culture. She provides assistance to teams from partner countries in conflict-sensitive programme management, for example, so that conflicts can be avoided or resolved. In Kyrgyzstan, she works on the prevention of extremism through experiential peace pedagogy, and in Bangladesh on a dialogue project relating to conflict resolution. In Sri Lanka, she accompanies dialogue between young people from different backgrounds in order to help pave the road to reconciliation after years of civil war and mistrust. In Myanmar, she supports a cultural project in which decentralised exhibitions of historic photographs give the local population the strength and courage to challenge the country’s official historical narrative, and thereby strengthen their understanding of their own identity.



Regula Gattiker studied political sciences, English, international law, cultural management and mediation. At Helvetas, she is an expert in conflict transformation, develops new

projects and training modules, and is an advocate of knowledge sharing. She serves on the board of Peace Watch Switzerland and on the advisory board of the Swiss platform for peacebuilding (KOFF).

SOLIDARITY WITH THE ROHINGYA

Since thousands of Rohingya fled Myanmar to neighbouring Bangladesh, Helvetas has been providing emergency relief in what is now the world's largest refugee camp – with hygiene kits, clean latrines and biogas kitchens; Helvetas is also contributing to the protection of young girls and women. In 2018, Helvetas supported more than 333,000 people with its Emergency Response projects.

BANGLADESH: LIFE AFTER FLIGHT

“In the beginning we had to cook with wood in our huts. It was very smoky and unpleasant. Now that we have the biogas kitchens, cooking is much easier and cleaner,” says Romida, who fled Myanmar like hundreds of thousands of other Rohingya.

Almost one million Rohingya refugees now live in the refugee camp near Cox's Bazar in Bangladesh. They live in very close quarters; illness spreads due to unhygienic conditions. Following an initial phase of emergency relief, Helvetas built 320 latrines with donations from Swiss Solidarity. The biogas generated from the faeces is used to fuel 12 kitchens. These are shared by well over 100 families, while 10,000 people use the latrines every day. Rohingya refugees carried out the construction, and were able to earn some money doing so. The infrastructure has been met with widespread appreciation: the kitchens are smoke-free, the facilities are kept clean, and solar panels provide light, which also makes it safer when used at night.

In cooperation with partner organisation ACTED, Helvetas administers three sectors of this vast refugee camp on behalf of the UN Refugee Agency UNHCR; around 100,000 people live here. The safety of women and children is a major concern. A shelter is therefore provided for victims of violence. In gender-segregated meetings, young women and men discuss family planning, domestic violence, how to pre-



Working on the construction of latrines provides scarce additional income.

vent child marriage, and hygiene issues relating to menstruation.

The challenges in the camps remain immense: there is no sewage system, and no running water in the latrines to allow people to wash their hands. There are no facilities where women can wash – particularly during menstruation – or dry their reusable sanitary towels discretely. The mountain of waste is also growing. Half of the refuse is organic; if it was composted, it could be used to grow vegetables. Helvetas is currently developing several projects to tackle these challenges.

One such project to grow vegetables on very small spaces – on the roofs of huts, for example – recently began with support from Swiss Solidarity and the Canton of Geneva. The impoverished local

population, who welcomed the refugees with solidarity, also receive seeds and manure as a way of preventing conflicts.

In addition to supporting Rohingya refugees, Helvetas provided emergency relief during the flooding in Myanmar and India in August 2018. In Myanmar, Helvetas was involved in improving the food security of those affected, as well as providing shelter and rebuilding schools. In India, the main task was to restore people's livelihoods following the flooding. In both countries, Helvetas actively involved those who had been affected by the flooding in the reconstruction as a way of providing them with a source of income.

“The kitchen has changed things a lot for us. Before we had to walk for hours to collect firewood. If we were not able to find any, we wouldn’t have anything to eat – sometimes for a day or two. Now we are no longer dependent on wood and that makes us very happy. Now we have food every day.”

Romida, 20, Rohingya refugee living in Bangladesh



© Patrick Rohr

63,646

people gained access to clean water and new or repaired infrastructure after disasters in cooperation with Helvetas in 2018.

19,746

people were able to resume and improve their agricultural work after a disaster thanks to emergency aid from Helvetas in 2018.

INTERNATIONAL PROGRAMMES: COMPLEX COORDINATION

Helvetas has been active in Bangladesh for 22 years. The organisation is very well connected in the country and is recognised by the government. This enabled Helvetas to provide fast emergency relief when the Rohingya crisis erupted. Since then, Barbara Dietrich has been coordinating not only the ongoing Helvetas projects in Bangladesh but the emergency response from Switzerland in cooperation with the office in Dhaka, one of Helvetas’ largest country offices. She negotiates with donors and partners, and develops new projects with them. Whereas it was initially only possible to provide rapid emergency relief, Helvetas is now planning projects that will enable people in the camps to take their lives into their own hands again as soon as possible.



Barbara Dietrich has a PhD in biology and a Master’s in international human rights law. She is a former ICRC Delegate and has worked in a managerial capacity for other

organisations before joining Helvetas. She is now responsible for the Helvetas programmes in Myanmar, Laos and Bangladesh, including emergency relief in the Rohingya refugee camps.

A BETTER LIFE

WATER: A HUMAN RIGHT

More than 380,000 people gained new access to drinking water and/or basic sanitation in 2018 thanks to Helvetas.

Asia and Eastern Europe
187,698 people



Africa
170,472 people



Latin America and Caribbean
27,069 people



Worldwide
385,239 people



VOCATIONAL TRAINING: PREPARING YOUNG PEOPLE FOR THE FUTURE

Over 50,000 young people participated in vocational training and laid the foundations for their own future and for their communities to develop.

Asia and Eastern Europe
47,614 people



Africa
6,917 people



Latin America and Caribbean
2,416 people



Worldwide
56,947 people



GOVERNANCE AND PEACE: A WIN-WIN SITUATION

Over 420,000 women and men have learned in courses and projects what their rights are as citizens, as well as what rights they have as migrants, and have gained a basic knowledge of peace-building and democracy.

Worldwide
420,446
people



Africa
27,825
people



Latin America
and Caribbean
21,717
people



Asia and
Eastern Europe
370,904
people



AGRICULTURE: SUSTAINABLE FARMING FOR A BETTER HARVEST

Over 460,000 farmers attended Helvetas courses that taught them how to produce their crops in a more sustainable way.

Worldwide
465,860
people



Africa
353,680
people



Latin America
and Caribbean
4,298
people



Asia and
Eastern Europe
107,882
people



EVIDENCE-BASED LEARNING

In Bangladesh, democratic processes have been redesigned at a local level in order to improve the living conditions of the poorest people. In Mozambique, Helvetas has improved access to clean water and latrines in cooperation with the public and local authorities. The impact of each of these projects, carried out on behalf of the SDC, was measured in very different ways. Find out how below.

BANGLADESH AND MOZAMBIQUE: HOW TO MEASURE SUCCESS

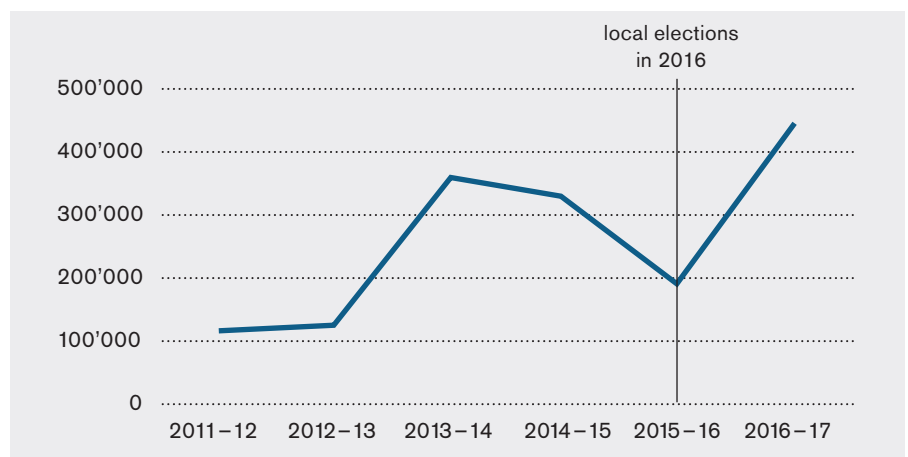
Helvetas regularly analyses the impact of its projects. These scientific studies are not just statements of accounts for donors. The main purpose of impact studies is to ensure the continuous improvement of project work. Helvetas has the impact of its projects reviewed by independent experts. Various research methods are used as part of this process.

Political decisions for the poorest

The aim of the Sharique project in Bangladesh was to empower communities to exert greater influence at local government level. Political decisions were to be aimed increasingly at meeting the needs of women and the most disadvantaged people. Planning and decision-making processes became more transparent, more participatory and more democratic. Ultimately, this was to result in improved living conditions for all.

The research concept for measuring the impact of Sharique was developed by the University of East Anglia in the UK. Following a project spanning 12 years, structured interviews of the sections of the population affected were used to record the extent to which the people thought that their needs and concerns were now being taken into account more effectively by the local authorities, and whether they were satisfied with the services being provided by the authorities.

The study shows a clear increase in the level of satisfaction within the population



Average household tax (in Taka) collected in project communities in Bangladesh.

with the services being provided by the authorities. The public services became more efficient due to higher tax revenues. Communication with the public became more open and transparent thanks to participatory planning and the inclusion of local populations in decision making. Women's issues were given greater consideration and the livelihoods of disadvantaged groups were improved. Thanks to these improvements, people were more willing to pay taxes.

However, not all sections of the population appear to be benefiting equally from the changes. Particularly for those belonging to the scheduled ('untouchable') caste, access to the authorities and public advisory services remains difficult in many cases, as the study also shows.

Political change can also jeopardise the progress that has been made. Changes of office following elections and party political influences have an unpredictable impact on positive change. Helvetas is planning to examine the changes again in a few years in order to gain a better understanding of the long-term impact of its work.

Improving water provision for villages

Helvetas chose a different method of impact measurement for the Progoas water project in Mozambique: here, selected project beneficiaries themselves analysed the impact of Helvetas' work, as participant observers. The study design was based on action research. This method, also known as 'beneficiary assessment', was developed by the World Bank. As in the Sharique project, the aim of Progoas

was also to strengthen local authorities and involve local populations in planning and decision-making processes, but with a focus on sustainable access to water.

The team of project beneficiaries who carried out the study was trained by international Helvetas staff in how to systematically survey other beneficiaries on the changes they experienced and observed during the project, which ran for 11 years in total. In the second stage, the team verified and consolidated their observations and interpretations, first internally and then together with the local population and relevant authorities.

The study focused on the sustainability of municipal water provision. Questions were also asked about the improvement of hygiene and sanitation facilities within households. The answers from the people surveyed show that water supplies are now functioning almost everywhere and that there has been a significant decline in waterborne diseases. Public identification of improved and hygienic latrines using small flags which are clearly visible to everyone is a major motivational factor for households to keep their latrines clean. The newly established water committees have met with wide acceptance. However, satisfaction also depends on the way in which charges for the water services are collected. In places where people pay per canister, the predominant feeling is that the service is too expensive. Where monthly charges are collected, levels of satisfaction are higher.

The study also aimed to clarify whether the authorities had enhanced their expertise in water and sanitation-related issues and improved their efficiency. Here too, the study paints a positive picture. Municipal authorities have embraced the new instruments for transparent planning, construction and maintenance of water and sanitation infrastructure. The public consultations with the authorities to pro-



Water-borne diseases have been on the decline thanks to the project in Mozambique.

mote accountability are being welcomed by local populations and are due to be extended to other areas in the future. However, they also have the potential to cause frustration, as not all of the wishes expressed by the public at these meetings are realistic and can be considered by the local authorities.

What does Helvetas learn from this?

Every method of impact measurement has its strengths and weaknesses and serves different aims. For example, with a beneficiary assessment like the one which took place in Mozambique, the men and women surveyed can be consulted for the planning of a follow-on project. This improves the project design and motivates the respondents to take on responsibility. On the other hand, a scientifically more rigorous research concept can make the impact and efficiency of individual project elements more visible. This is interesting for experts in particular, but increasingly also for donors. What is important is that there is an explanation, before the

method is chosen, of why the evaluation is taking place, what questions need to be answered, and who will benefit from the results. The more targeted the focus with which different methods are combined, the richer the findings and lessons from the projects will be.

Learning through project monitoring, evaluations and impact assessment is actively encouraged at Helvetas. The Knowledge and Learning Team at Helvetas has extensive expertise to develop the optimum design so that the high costs that the donors have to invest really pay off.

Both projects and both impact studies were co-financed by the SDC.

COOPERATION FOR IMPACT

Thanks to cooperation with local companies, more than 7,000 trail bridges in Nepal now shorten the routes to schools, markets and hospitals. Foundations are making it possible for young girls in Ethiopia to access vocational training opportunities. In Guatemala, associations of local authorities are improving drinking water provision. Partnerships are vital for development cooperation – and central to Helvetas' work.

GLOBAL PARTNERSHIP FOR GLOBAL CHALLENGES

When the UN General Assembly adopted the 2030 Agenda in September 2015, it seemed as if the world was coming closer together: for the first time in history, there was a global consensus on what people understand as “sustainable development”. While development goals 1 to 16 set out what we want to achieve, the last goal, number 17, is different: it calls on everyone – governments, civil society and the private sector – to create “partnerships to achieve the Goals”. Because it is in partnership that everyone unites: only when all parties meet their responsibilities and make their contribution to solving problems can the ambitious but urgently needed development goals be achieved.

Partnership is part of Helvetas' DNA

Cooperation has been part of Helvetas' DNA since its foundation. One of our fundamental values placed prominently in our Mission Statement is that “our engagement is based on solidarity and partnership”. Whether this is combating the effects of climate change in Peru or advocating for better representation of women in political offices in Bangladesh, sustainable development can only happen if we join forces with others. A single – not to mention foreign – organisation has neither the necessary contextual and country-specific knowledge, nor the network, credibility or resources to achieve goals like these in a country alone. That is why Helvetas has been working with partner organisations in all



In Ethiopia Helvetas works with public and private training institutions.

programme countries for over 60 years. Looking back – and forwards – it is clear that the mechanisms of cooperation, the type of partners and the role which Helvetas itself plays are constantly changing and will continue to change. We currently work with over 600 local partners in 29 countries – more than ever before! We are also closely involved in national and international networks, and foster intensive cooperation with Swiss NGOs, expert organisations, institutional donors and foundations.

Complex world – complex cooperation

In the early days of development cooperation, the focus was on knowledge and technology transfer. The aim was to train local experts and build infrastructure. In the 1980s, government institutions were reinforced and the establishment of civil society organisations was encouraged. With the growing complexity of the challenges in the 1990s, cooperation also

became more varied. The private sector emerged on the scene as a stakeholder. This required a change of mindset, namely the realisation that private companies are vital for sustainable development, since they bring in investment and create jobs. The so-called ‘multi-stakeholder approach’ gained traction: that is why, in our projects, we involve all those who have something to contribute to the resolution of a problem.

Partners lead the way

Today, Helvetas relies on institutionally strong, experienced partner organisations in the programme countries. They have their own visions and plans for the future of their society. They, not we, are increasingly taking the lead in development processes. And this is also ultimately in line with our goal of enabling people to advance the development of their country and region with self-determination and the support of local institu-

tions. For Helvetas, this means another role change. On the one hand, specific expertise is still in demand: for example, to develop sustainable food systems or practically oriented educational opportunities. On the other hand, we support political processes and promote networking between stakeholders, both vertically between municipalities and national decision-makers, and horizontally between government, civil society and the private sector.

New forms of cooperation are also changing us as an organisation: we invest in the competency development of our local teams in the programme countries, as well as in the capacity development of our partners. We seek new partners who optimally complement our competencies so that we can overcome challenges quickly and constructively. IT companies, for example, are integrating Helvetas' manuals for sustainable agricultural production into existing apps, which are enabling thousands of farmers in Nepal to safeguard their harvests despite climate change. Another example: diaspora groups in Switzerland are investing in start-ups in Eastern Europe that are supported by Helvetas. What is crucial in every case is that we develop innovative models of cooperation that enable all stakeholders to contribute their particular knowledge and resources in order to confront global challenges. Thanks precisely to Helvetas' often long-standing presence in partner countries, we are the first point of contact when it comes to tackling new challenges.

*Lydia Plüss,
Coordinator for Partnerships
and Capacity Development*



© Flurina Rothberger

In Nepal many suspension bridges were built thanks to good cooperation with local specialists.

FROM LOCAL COUNCIL TO MINISTRY

Helvetas has for a long time been providing support to municipalities going through the process of decentralisation, as Swiss federalism has long been, and continues to be, a model and inspiration to many countries: for example, Helvetas has supported the development of the necessary structures and services in cooperation with municipal authorities and the local population enabling them to build, maintain and administer local infrastructure, such as water provision. To this day, decentralisation remains at the top of the agenda, even in some cases at national level. In 2018, the government of Bhutan asked Helvetas for its help in developing a national decentralisation strategy.

PAVING THE WAY TO EMPLOYMENT WITH PRACTICE AND GOOD TRAINING

The multi-stakeholder approach has produced astonishing results in the vocational skills development sector: in Nepal, Myanmar and Ethiopia, practical training opportunities have been created for young people. Combined with apprenticeships – based on Switzerland's dual education system – young people are given the opportunity to enter secure, better paid jobs. The success of the initiative can in part be attributed to the collaboration with local companies, who have a say in terms of the type of employees they require.

DIALOGUE BETWEEN GOVERNMENT AND THE GOVERNED

The empowerment of civil society is a cornerstones of Helvetas' work. Often, this began with the support of community-based committees and local non-governmental organisations (NGOs). The more complex the structures became, the more important dialogue and the development of joint campaigns became to allow civil society to bring political and social concerns into policy dialogue and with broad-based support. In Myanmar, where civil society organisations still have limited space, Helvetas supports NGO networks so that individual organisations or people are not forced to stand alone, but instead have the opportunity to act as a spokesperson for the many.

DEVELOPMENT REQUIRES POLITICS

Development can only succeed with the right political framework conditions. Policy dialogue is part of Helvetas' core mission – both in the global South and here in Switzerland.

SWITZERLAND: POLITICALLY UNBIASED INVOLVEMENT

“Why, Federal Councillor Schneider-Ammann, with this amendment are you giving far greater priority to the interests of the economy than to the interests of the Swiss people, who simply do not want this amendment?” asked Sibel Arslan, National Council Member for the Greens and Member of the Helvetas Advisory Board, during a parliamentary debate in the autumn 2018 session regarding the relaxation of regulations on arms exports to countries in the midst of civil war. The Federal Council had taken the decision in the summer following pressure from the defence industry to allow future arms exports to countries experiencing internal conflict. As a result, a broad “Alliance against arms exports to countries experiencing civil war” made up of political parties, aid organisations and church organisations set out to reverse the Federal Council's decision, launching the initiative to revoke the amendment at the end of 2018. Newly elected Helvetas President Therese Frösch has been involved as Co-Chair of the Alliance from the beginning, as military equipment manufactured in Switzerland must not be allowed to contribute to people in war-torn countries being driven from their homes.

Political decisions have direct and indirect consequences on developing countries – whether these relate to arms exports, a lack of sustainability standards in procurement, for example of uniforms,

or financial assistance to combat climate change. That is why Helvetas also engages in current political discussions in Switzerland – without political bias, and with the sole commitment of contributing to Swiss policies that take the interests of developing countries adequately into account.

Together with many other organisations, Helvetas played an active role in the “Self-determination Initiative” being rejected at the ballot box in 2018, as human rights are key to effective development cooperation. As a member of the Climate Alliance, Helvetas is calling on Parliament to carry out an ambitious implementation of the Paris climate agreement, which Switzerland is currently some way away from fulfilling with the planned CO₂ Act. With the position paper “Across borders” concerning migration policy, Helvetas is calling for the humane regulation of global migration.

Long-term solutions rely heavily on good policy and legal framework conditions – not just in programme countries, but in Switzerland too.

Helvetas also helps to shape policy frameworks abroad that promote development. In cases where economic and political elites ignore the justified concerns of local people, we empower the people to organise and demand their rights. We also raise awareness within public authorities and help them to meet

their responsibility to the public, as well as to see an actively engaged civil society as an opportunity. In the dry southern region of Kyrgyzstan, for example, Helvetas is helping farmer cooperatives and public authorities to put sustainable irrigation systems in place in order to prevent water conflicts in the future. However, this requires a change in the country's law. Helvetas and its partner organisation have therefore been engaging in dialogue with political decision-makers since the beginning of 2018.

Helvetas works with over 600 partner organisations all over the world. In cooperation with Alliance Sud, Helvetas is advocating for Switzerland to align its politics with the United Nations' “Sustainable Development Goals” (SDGs). At an international level, Helvetas is a member of Alliance2015, a partnership in which seven European development organisations are joining forces to tackle poverty and help shape public and political opinion in Europe.



“The Confederation takes measures to strengthen respect for human rights and the environment through the economy.”

General principle of the Responsible Business Initiative according to the official wording.

6268

civil society organisations worldwide strengthened their capacities and working methods together with Helvetas in 2018.

4119

governmental organisations worldwide received support from Helvetas in 2018.

FAIR PRODUCTS FOR BETTER LIVELIHOODS

Fair trade is on-trend, more and more people are shopping in a more conscious and sustainable way. This trend is also being felt in the Fairshop – and is contributing to it. Thanks to a set of innovative measures, the Fairshop managed to increase sales by 13% in 2018 compared to the previous year – despite growing competition and a challenging retail environment. Annette Bernath and her team raised awareness of the Fairshop in 2018 through appearances at trade fairs, for example. But what makes the Fairshop in Zurich unique is the products from countries in the Global South and Helvetas project countries – as well as its cooperation with renowned Swiss designers, who, often for the first time, can have their products made in a way that is 100% sustainable. This has made the range more modern and attractive. The online shop is also due to be renewed in 2019. Helvetas is therefore responding to changing consumer behaviour – and investing in the future of fair trade.



Annette Bernath studied marketing management. She has many years of retail experience in buying and marketing, strategic projects and market development, including at

Orell Füssli. At Tchibo, she was Head of Marketing and Communications, and a member of the management board. Since 2017, she is responsible for the Fairshop at Helvetas.

FINANCES

Security in finance

The subject of security has become increasingly important in recent years from a whole range of perspectives – including a financial one. Helvetas works in increasingly challenging contexts and countries where the risk of fraud and corruption is sometimes very high. Efforts have therefore intensified over the past year to ensure secure project implementation. This includes further developing internal auditing, which – in addition to regular external audits – incorporates specific, risk-based audits in the project countries. Anti-corruption rules and processes have also been revised. These will be introduced comprehensively across all project countries this year – including training for local teams. It is now possible to report signs of suspected misconduct in the implementation of a project not just directly, but via an anonymous channel on Helvetas' website.

Commentary

The 2018 financial accounts show higher revenues compared to the previous year. Total revenues amounted to CHF 132.3 million, and spending totalled CHF 134.6 million. The rising revenues from donations are predominantly linked to a specific cause. The additional expenditure was largely covered by project-specific donations from previous years of CHF 2.0 million. The financial and remaining result was CHF -0.28 million, while the annual result was CHF -0.58 million.

Financial audit

KPMG audited and approved the accounts and financial statements and has approved them. Their audit report and the complete 2018 financial report can be viewed at the offices of Helvetas, Weinbergstrasse 22a, 8001 Zurich and downloaded in German from our website

helvetas.org/finanzbericht

BALANCE SHEET

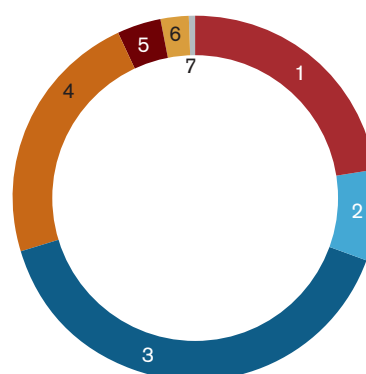
ASSETS	31.12.2018 in CHF	31.12.2017 in CHF
Cash and cash equivalents	32'915'425.90	31'554'385.94
Marketable securities	15'580'081.00	18'406'043.00
Receivables	2'774'482.24	2'915'143.82
Inventories	945'285.23	808'033.96
Net assets in project countries	12'642'492.22	13'354'450.83
Prepayments and accrued income	11'104'539.20	10'391'896.44
Current assets	75'962'305.79	77'429'953.99
Investments in financial assets	60'901.00	123'540.35
Tangible fixed assets	868'256.03	809'105.49
Intangible assets	543'845.75	376'250.83
Fixed assets	1'473'002.78	1'308'896.67
Assets	77'435'308.57	78'738'850.66
LIABILITIES		
Accounts payable	3'497'043.71	2'953'466.56
Accrued liabilities	45'928'617.46	45'187'700.24
Current liabilities	49'425'661.17	48'141'166.80
Provisions	101'529.25	99'179.73
Long-term liabilities	101'529.25	99'179.73
Liabilities	49'527'190.42	48'240'346.53
Restricted fund capital	2'589'036.33	4'620'933.52
Liabilities incl. fund capital	52'116'226.75	52'861'280.05
Elaborated unrestricted capital	11'200'920.91	11'759'409.71
Elaborated restricted capital	14'118'160.90	14'118'160.90
Organisational capital	25'319'081.81	25'877'570.61
Liabilities	77'435'308.56	78'738'850.66

STATEMENT OF OPERATIONS

INCOME	2018 in CHF	2017 in CHF
Membership fees	2'366'160.00	2'420'880.00
Donation from the public	26'384'693.42	23'858'388.78
Legacies	1'326'889.96	1'460'133.06
Income from fundraising	30'077'743.38	27'739'401.84
Programme projects SDC	10'392'000.00	10'000'000.00
Project funding SDC	52'796'379.00	55'537'352.13
Project funding from organisations	30'154'424.30	26'967'308.48
Income from advisory services	4'971'246.11	3'341'782.63
Income from Fair Trade	3'371'734.74	2'980'074.67
Other operating income	567'792.91	491'023.73
Income from service provided	102'253'577.06	99'317'541.64
Income	132'331'320.44	127'056'943.48
EXPENDITURE		
Africa	-30'969'694.67	-28'106'020.61
Asia	-36'253'664.59	-34'895'006.28
Latin America	-18'276'530.41	-19'685'843.86
Eastern Europe, Caucasus, Central Asia	-18'583'015.40	-19'249'035.48
Programme coordination & support from head office	-2'293'902.97	-2'362'226.85
Expenditures on international programmes	-106'376'808.04	-104'298'133.08
Expenditure on advisory services	-6'513'641.08	-5'375'083.78
Expenditure on projects in Switzerland	-5'650'859.40	-5'386'100.87
Expenditure on Fair Trade	-3'736'850.48	-3'622'899.20
Head Office	-4'873'259.10	-4'877'084.43
Fundraising	-7'494'623.12	-7'335'718.85
Head Office and fundraising	-12'367'882.22	-12'212'803.28
Expenditure from service delivered	-134'646'041.22	-130'895'020.21
Operating profit / loss	-2'314'720.78	-3'838'076.73
Financial result	-781'801.79	1'944'942.91
Other result	506'136.58	-242'686.31
Result before change in funds capital	-2'590'385.99	-2'135'820.13
Change in funds capital	2'031'897.19	2'065'926.13
Annual result before allocation to organisational capital	-558'488.80	-69'894.00

SOURCE OF FUNDS

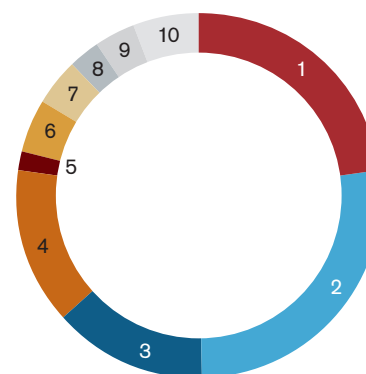
(Total CHF 132'331'320.44)



- 1 Income from fundraising 22.7%
- 2 Programme contribution SDC 7.9%
- 3 Mandates SDC 39.9%
- 4 Project funding from organisations 22.8%
- 5 Revenue from advisory services 3.8%
- 6 Revenue from Fair Trade 2.5%
- 7 Other operating revenue 0.4%

USE OF FUNDS

(Total CHF 134'646'041.22)



- 1 Africa 23%
- 2 Asia 26.9%
- 3 Latin America and Caribbean 13.6%
- 4 Eastern Europe and Central Asia 13.8%
- 5 Programme coordination & support 1.7%
- 6 Expenses on advisory services 4.8%
- 7 Expenses on projects Switzerland 4.2%
- 8 Expenses on Fair Trade 2.8%
- 9 Head office 3.6%
- 10 Fundraising 5.6%

THANKS

The work of Helvetas would not be possible without the generous contributions of our partners, members and donors. We would like to express our gratitude for the support of all those mentioned below. We also extend our thanks to all the institutions and private individuals who have supported us and wish to remain anonymous.

FEDERAL GOVERNMENT AND CANTONS • Federal Foreign Office Liechtenstein • FOEN, Federal Office for the Environment • SDC, Swiss Agency for Development and Cooperation • Erziehungs-, Kultur- und Umweltschutzdepartement Graubünden • FEDEVACO, Fédération Vaudoise de Coopération • FGC, Fédération Genevoise de Coopération • Canton Aargau • Canton Appenzell Auser rhoden • Canton Basel-Stadt • Canton Berne • Canton Grisons • Canton Schaffhausen • Canton Uri • Canton Zurich • Republic and Canton of Geneva • SECO, State Secretariat for Economic Affairs • **CITY AND TOWN COUNCILS** • Berne • Chêne-Bougeries • Elgg • Erlenbach • Geneva • Horgen • Parish of Küsnacht • Losone • Maur • Mendrisio • Muralto • Muri bei Bern • Münsingen • Nyon • Onex • Plan-les-Ouates • Zurich • **FOUNDATIONS** • Albert Jenny Foundation • Alfred Richterich Foundation • Blue Ventures • Büchi Foundation • C&A Foundation • CHARISMA Stiftung für nachhaltige Entwicklung • Charity Water • Corrado Foundation • Däster Schild Foundation • ERBACHER Foundation • Ferster Foundation • Fondation Agnès Delachaux • Fondation Assistance Internationale (FAI) • Fondation Cordama • Fondation Givaudan • Fondation Hirzel • Fondation Johann et Luzia Graessli • Fondation Renard • Schneider Electrics Foundation • SMARTPEACE Foundation • Fondazione L'Aquilone • Charity Foundation New Flower in Africa • Gebauer Foundation • Gottfried and Ursula Schächli-Jecklin Foundation • Happel Stiftung • Happel Foundation • H.E.M. Foundation • Hilton Foundation • I & F Public Benefit Foundation • Jacobs Foundation • Jean Wander Foundation • Laguna Foundation • LED, Liechtenstein Development Service • Leopold Bachmann Foundation • Lerche Foundation • Lindt Cocoa Foundation • Margaret A. Cargill Philanthropies • Medicor Foundation • Metis Fondazione Sergio Mantegazza • Millennium Water Alliance • Renzo und Silvana Rezzonico-Foundation • Rosa & Bernhard Merz Foundation • Solaqua Foundation • Stanley Thomas Johnson Foundation • Accentus Foundation • Corymbo Foundation • Foundation Drittes Millennium • Stiftung ESPERANZA – cooperative help against poverty • Hoja Verde Foundation • Mercator Foundation Switzerland • Swiss Solidarity • Symphasis Foundation • Temperatio Foundation • Swisspeace • The McKnight Foundation • The Sociable Entrepreneurs Charitable Foundation (SECF) • Tibetania Foundation • Von Duhn Foundation • Werner and Helga Degen Foundation • **COMPANIES** • ADVANTIS Insurance Consulting Ltd • Alain Wolff architectes • Ambit Schweiz AG • Applied Chemicals International AG • Atlantic Gestion Sarl • Azienda acqua potabile Città di Locarno • Aziende Industriali di Mendrisio (AIM) • Aziende Industriali di Lugano SA (AIL) • Büchi Labortechnik AG • Chocolaterie Halba • Coop • Debiopharm International SA • Eawag • Frei + Krauer AG • Geberit International AG • Geberit Vertriebs AG • Globetrotter Tours AG • Globetrotter Travel Services AG • Globetrotter Club AG • Hans Fäh AG • Hartung Engineering GmbH • HUWA Finanz- und Beteiligungs AG • Ingenieurbüro Frommelt AG • Lindt & Sprüngli (International) AG • Loterie Romande • Mainconcept AG • Nepalexpert • Pini Swiss Engineers SA • Ricola AG • Clean Forest Club • Swan Analytische Instrumente AG • Swiss Climate AG • Stichting Demeter Aidenvironment • Technische Betriebe Flawil • Top Team Sanitär Installations GmbH • UK Online Giving Foundation • Winkelhof

“We can count ourselves lucky to live in a privileged society. If we are able to share some of our good fortune with those in need, this can only make us richer.”

Ueli Winzenried, Bern

“The FCG wholeheartedly supported the Helvetas project which helps farmers to adapt their production to climate change, as it confronts two major challenges: food sovereignty and climate risks.”

René Longet, President

FEDERATION GENEVOISE DE COOPERATION (FCG)

GmbH • Zambon Svizzera SA • **NGOS, BODIES AND ASSOCIATIONS** • Better Cotton Initiative • CARITAS Switzerland • charity:water • Conservation International Foundation • Eau VIVE • Fastenopfer • FOSIT - Federazione delle ONG della Svizzera italiana • Frauenfelder 2 Stunden Lauf • HAFL, School for Agricultural, Forest and Food Sciences of the Bern University of Applied Sciences • HEKS, Swiss Church Aid • Monastery Holy Ursula • Protestant Reformed Parish Küsnacht • Schwester ASC • Solafrica • Solidar Suisse • Swisscontact Agri-Business • Swiss Water Partnership • Terre des Hommes • Translators without Borders • Universitätsspital Zürich • Viva con Agua Switzerland • Wasserversorgung Herisau • WIR TEILEN Fastenopfer Liechtenstein • World Vision Switzerland • WWF • ZH2O- drink and donate • **INTERNATIONAL FUNDING AGENCIES AND PARTNERS** • ADB, Asian Development Bank • AECID, Agencia Española de Cooperación Internacional para el Desarrollo • AFD, Agence Française de Développement • AfDB, African Development Bank Group • Agridea • AHR, Applied Horticultural Research • AICS, Agenzia italiana per la cooperazione allo sviluppo • AIM, International Association of Mutual Benefit Societies • AVET, Agency on Vocational Education under the Government of the Kyrgyz Republic • BEPF, Bulgarian Environmental Partnership Foundation • BID, Banco Interamericano de Desarrollo • Federal Ministry for Economic Cooperation and Development • Corporacion Andina de Fomento (CAF) • Cardno Emerging Markets (UK) Ltd. • CDKN, Climate and Development Knowledge Network • CGIAR • Climate Justice Resilience Fund • CONAP, Consejo Nacional de Areas Protegidas • Concern Worldwide • Danida • DfID, Department for International Development • EAA, Education Above All Foundation • ECHO, EU • EuropeAid, EU • FAO, Food and Agriculture Organisation of the United Nations • FCG, Finnish Consulting Group • FCG SIPU International AB • FCG, Fundación para la Conservación de Recursos Naturales y Ambiente en Guatemala • FiBL, Research Institute of Organic Agriculture • FINNIDA, Finnish International Development Agency • GFA Consulting Group GmbH • GIZ, Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH • Global Environment Facility (GEF) • Global Partnership for Social Accountability • Government of Ethiopia, Regional Rural Roads Authorities • Government of Madagascar, Coordination Nationale du Projet Pôles Intégrés de Croissance et Corridors (PIC2) • Government of Peru • Government of the Netherlands, Ministry of Foreign Affairs • Handicap International • Hivos Humanistisch Instituut voor Ontwikkelingssamenwerking • ICCO, Interchurch Organisation for Development • ICIMOD, International Center for Integrated Mountain Development • ICRAF, The World Agroforestry Centre • IDE, International Development Enterprises • IDH, Sustainable Trade Initiative • IDRC, International Development Research Centre, Canada • IFAD, International Fund for Agricultural Development • IFOAM, International Foundation for Organic Agriculture • IMC Worldwide Ltd • IRC, Centre international de l'eau et de l'assainissement • ISEE, Interchurch Foundation Ethiopia Eritrea • ITTO, International Tropical Timber Organisation • IUCN, International Union for Conservation of Nature • KfW Entwicklungsbank • KM4DEV • Lutheran World Relief • Myanmar Humanitarian Fund • NIRAS • NORAD, The Norwegian Agency for Development Cooperation • Norwegian Trust Fund • RRI Rights and Resources Initiative • SIDA, Swedish International Development Cooperation Agency • SIPU International • Skat, Swiss Resource Centre and Consultancies for Development • SNIS, Swiss Network for International Studies • TTU, Tanzania Teachers' Union • UNDP, United Nations Development Programme • UNICEF Guatemala • UNIDO • United Purpose • UNOSSC • UNPCB, Union nationale des producteurs de coton du Burkina Faso • USAID, U.S. Agency for International Development • USAID/NEXOS • USDOS, U.S. Department of State • USIP, United States Institute of Peace • WFP, World Food Programme • Wildlife Conservation Society • WIN, Water Integrity Network • World Bank

The list includes institutional donors of over 5,000 CHF.

“We value Helvetas' solution-focused work which is geared to the local context. Everyone can be proud of what has been achieved, especially in Ethiopia, where young people are being trained by experienced teachers.”

Manuela Balett, Managing Director
LEOPOLD BACHMANN STIFTUNG



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“We support Helvetas because it is a good partner for good projects. Together we want to contribute to the provision of clean water to safeguard globally the livelihoods of people all over the world.”

Niccolò Salvioni, Head of the Safety, Civil Engineering and Drinking Water Office
MUNICIPALITY OF LOCARNO

THE ORGANISATION

Helvetas is a politically and denominationally neutral development charity of almost 100,000 members, benefactors and nine active volunteer regional groups.

BOARD OF DIRECTORS



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Since 2013



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Elmar Ledergerber was President of the Board of Directors until June 2018. Vice President Therese Frösch was elected President in June 2018.

Therese Frösch represents the Board of Directors in the Advisory Board.



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The Regional Groups provide moral and material support for Helvetas', endeavours through awareness-raising, organising events and fundraising.



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Since 2015



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Since 2009

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Fenneke Reysoo, Cully VD, Dr. sc. soc., Program Gender and Global Change IHEID
Since 2011

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All organisations with which Helvetas has signed a framework agreement or on whose boards Helvetas has a seat are listed in compliance with ZEWO guidelines and §29 of the NPO Code.

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THE ORGANISATION

The **General Assembly** is the organisation's highest body and meets once a year. It determines the mission statement and elects the members of the Board of Directors. The **Board of Directors** is responsible for issuing the strategy and approving the annual budget. The **Management Board** is responsible for planning, implementing and supervising the projects, programmes and actions within Switzerland and abroad.

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*Formal member of the board



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**Joint Head of
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Rupa Mukerji



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