

# 2014



**HELVETAS**  
Swiss Intercooperation

## ANNUAL REPORT

1,503,840

people have gained access to land and forests and/or learned sustainable farming methods that increase crop yields and reduce the harmful effects of climate change.

570,094

people received access to water and/or sanitation.

1,064,783

people got improved access to schools, hospitals and markets thanks to bridges and roads.

375,521

people attended training courses to improve their marketing, add more value and thus increase their incomes.

222,702

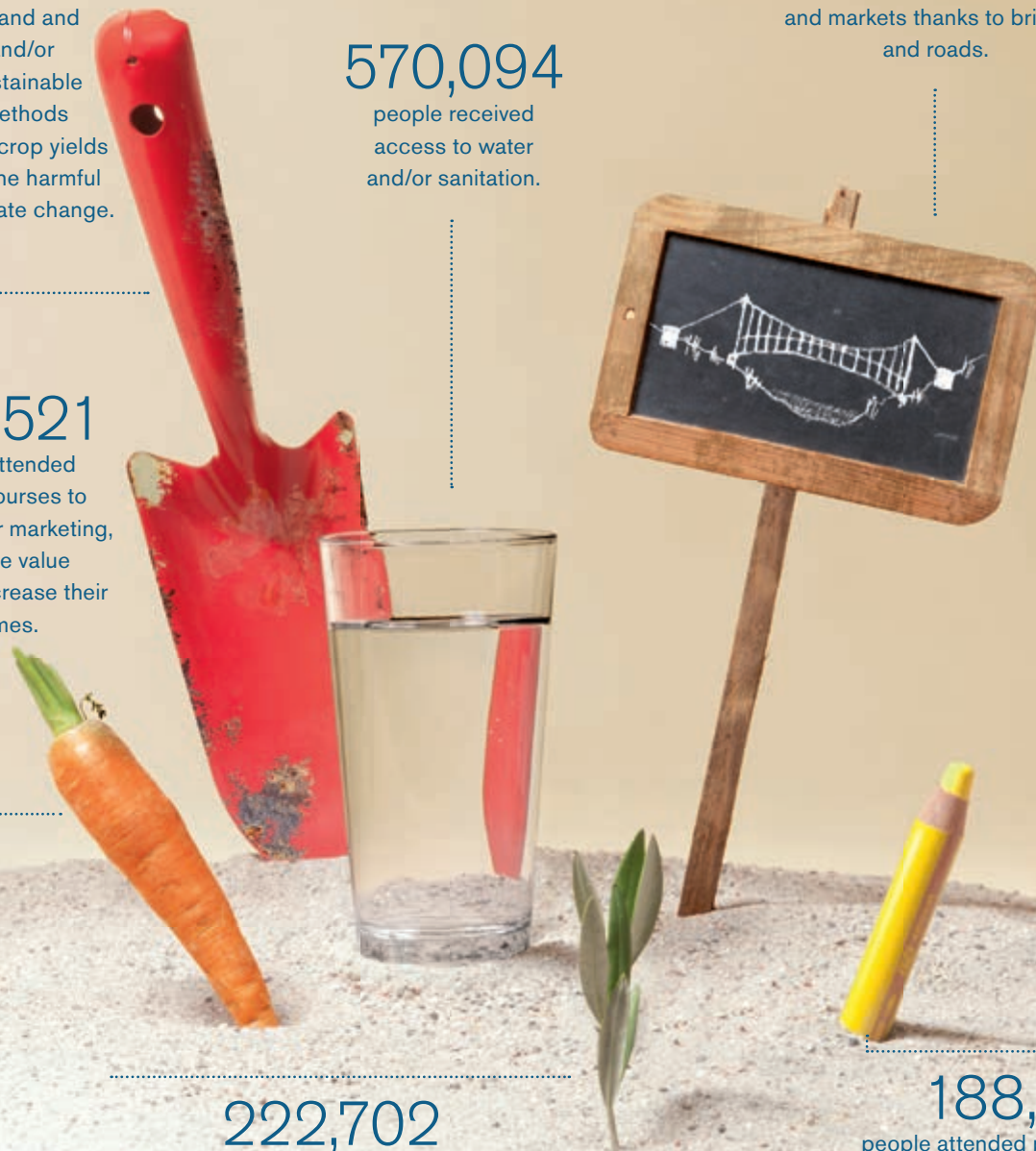
people attended courses at which they learned about their civil rights and/or democracy, decentralised administration, migration and peace-building.

188,910

people attended primary schools, literacy courses and vocational colleges.

## A BETTER LIFE FOR

## 3,925,850 PEOPLE





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**125** families in the Peruvian Andes harvest flowers all year round in their self-built greenhouses, and have learned to market their flowers better with greater confidence.

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**599** young people in rural Kosovo completed practice-oriented vocational training courses and are now helping to power their country's economy.

Page 16



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**100** per cent of all children in the Ethiopian municipality of Wonchet go to school, because the newly established municipal parliament (where women have 50% of the seats) has introduced measures to tackle the children's frequent absences.

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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 1,600 staff members work in over 30 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.

A woman with dark hair pulled back, wearing a vibrant red and yellow patterned shawl over a green floral top, sits in a community gathering. She is gesturing with her right hand as if speaking or listening intently. In the background, other people are visible, some blurred, and warm, bokeh-style lights suggest an evening or indoor setting with string lights.

**3.925.850** people took their first steps towards a better world in 2014 with the help of HELVETAS Swiss Intercooperation. They built water supply systems and sanitation facilities; they worked together on suspension bridges and simple roads. Farmers altered their production methods, and women farmers began to grow new products for market. They realised that it is possible to live together in peace and that government bodies are there to serve the whole community. These 3,925,850 people include all the women, men and children involved in projects that HELVETAS Swiss Intercooperation has carried out for 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.



# OPTIMISM

“I’m back in Nepal, 42 years after 1st visit. Meanwhile child mortality dropped from 25 to 5% & fertility rate from 6 to 2.5 babies/woman. Wow” This tweet was sent by the Swedish star statistician Hans Rosling on 5 August 2014. It gives a glimpse of his world of emboldening figures. Quoting reliable reports by international organisations, the Professor of International Health uses lively graphics to show a world in which many things have changed for the better. Child mortality, hunger and poverty have fallen; educational attainment, income and life expectancy have risen. Thanks to trade, technological progress and development aid, humankind has never had it so good.

Statements such as these contradict the pictures of widespread misery that are so engraved on our minds, which is why many people accuse Rosling of putting a spin on reality to help us Northerners sleep better. Yet even he points out that the distribution of wealth and opportunity is extremely unequal. Two billion people in industrialised and emerging nations live in relative prosperity. They are responsible for emitting the majority of greenhouse gases and must therefore alter their lifestyles. Four billion more live a simple yet dignified life that causes far less harm to the environment. For the remaining 1.2 billion living in extreme poverty, however, little has changed in the last 20 years. Their life expectancy is low, and child mortality is high. It is these people who most need added impetus and progress.

The world has become more fragile. Uncertainty will only grow if we don’t manage to end poverty and conserve our natural resources. This is precisely the task that HELVETAS Swiss Intercooperation

has set itself. We support the poor people in their right to have water and food and to determine their own lives. We also endeavour to raise awareness in Switzerland about a better world and to prevent natural resources from being plundered by setting binding regulations, for example for extraction companies.

This annual report presents some examples of our work. Through our projects we have reached nearly four million people and helped to improve their living conditions. In this difficult task I wish us all a pinch of Rosling,s optimistic view of the world. So let us rejoice in the progress that has been made, but let us not be lulled into a false sense of security. We must stay alert and keen to the concerns of the poorest. Conserve forests and water resources. Help children who are still unable to go to school. And care for young people who don’t know how to put their labour to meaningful use.



© Michele Lumina

Elmar Ledergerber  
President of  
HELVETAS Swiss Intercooperation

In 2015 HELVETAS Swiss Intercooperation can look back on 60 years of dedicated commitment. We are conscious that dedication and awareness alone are not enough. That is why I am happy that so many institutions support our practical work in the field. I would like to thank the federal offices SDC and SECO, the Liechtenstein Development Service (LED) and the cantons, municipalities and private foundations that enable us to do our job by entrusting us with mandates and programme funding. I would also like to thank the almost 100,000 members and donors who share our conviction that a fairer world is not a utopia but a necessity. And I would like to thank all our staff members that make HELVETAS Swiss Intercooperation a major organisation powered by expertise and optimism.

# ANCHORING DEVELOPMENT

Development cooperation is both concrete and abstract. Helvetas supports civil society organisations and promotes the principles of good governance in order to anchor concrete progress in agriculture or infrastructure in communities.

Last summer members of a Guatemalan theatre company told me their dream. It's a modest dream of children and adults bathing in a river. Puppeteers staged their dream world with simple means: trees, birds, fish, crystal-clear water, happy people – and the certainty that the habitual violence will not disrupt this idyll again. Guatemala – the whole of Central America, even – are a long way from experiencing such freedom. Violence not only poses a threat to individual lives; it also destabilises society as a whole and blocks any meaningful development.

It is not just Central America that is affected by these problems. Many of our partner countries experienced severe crises and outbreaks of violence in the past year. There was political unrest in Burkina Faso, Afghanistan and Haiti, repression in Sri Lanka, and terrorist attacks on a school in Peshawar, Pakistan. These crises have an almost unimaginable impact on people's lives – and this naturally influences Helvetas, work.

The amateur production in the Guatemalan town of San Marcos was a striking illustration of how members of civil society around the world react to threats. There are many such glimmers of hope amid the crises. In Myanmar, where spaces for political debate and civil society initiatives have opened up since the end of the military dictatorship; in Burkina Faso, where the military quickly handed over power to a transitional civilian government after the

popular ousting of the former president. These and similar events demonstrate how crucial targeted strengthening of democratic governance is to social harmony and a country's long-term progress.

## Planting and building

Sixty years ago, when Helvetas was founded, development cooperation was a very practical matter: building bridges, digging wells, breeding cows. (You can find 60 stories from 60 years on the online platform [www.helvetas.ch/60jahre](http://www.helvetas.ch/60jahre)) To this day Helvetas, projects and programmes remain firmly rooted in practice.



© Maurice K. Grüng

Melchior Lengsfeld  
Executive Director  
HELVETAS Swiss Intercooperation

For example, farmers in northern India produce their rice organically and using little water thanks to advice from Helvetas, and are able to sell it to the retailer Coop at a fair price.

In Bolivia, farmers on the Altiplano are developing new production techniques to meet the challenges of climate change.

In Burundi, our partners from Nepal are drawing on their wealth of experience to help people build suspension bridges and establish this new technology.

Worldwide, 3.925.850 people improved their livelihoods and the lives of their communities in 2014 thanks to Helvetas. We can be proud of that.

However, development must involve more than strengthening the position of individual people or individual villages. Sustainable development is a social and political process too. That is why we promote social equity and democratic participation. Our projects also strengthen civil society, the interactions between local and national actors, and – together with state partners – the principles of good governance. And because all big things start small, we campaign persistently for an appropriate division of rights and responsibilities between men and women.

## Lending advice, exerting influence

Our expert advisers are major vectors of our work, intervening everywhere



© Bernd Steinmann

that skilled technical contributions are required – in our own projects, when commissioned by external partners and clients, and at international conferences. At a workshop in Tanzania, for instance, participants from seven African countries developed strategies for peaceful political co-determination.

At the COP 20 international climate conference in Lima, our climate specialists organised an event with the participation of China's lead climate negotiator among others, and one of our experienced advisers is a lead author on the IPCC World Climate Report. The Swiss Water Partnership platform, whose secretariat is run by Helvetas, played a significant part in shaping the Swiss proposal for a new global water objective. This proposal was included in the basis for negotiations about the new UN Sustainable Development Goals.

### Training

Education is the most important investment in the future. Having well-educated young people is crucial to the development of a village or society. It is thus no coincidence that this annual report features three articles about education. We have strengthened our commitment to education by implementing our own offers of rural vocational training and by advising states on their educational reforms. Good training opportunities for young women are particularly critical. A profession makes them economically

**Representing people's interests.** An international workshop in Tanzania to discuss on-going and planned advocacy programmes in East Africa.

independent, and in many places that is one of the most decisive arguments against a premature marriage. This illustrates that education and job opportunities are extremely effective measures to control population growth.

We used this argument in our campaign against the Ecopop initiative. Helvetas will also continue its commitment to lobbying on development policy in the future and will voice salient positions on related political matters.

In Switzerland, with its excellent education system, we raise awareness among young people about subjects on which the school or vocational college syllabus does not focus. We explain how an increasingly complex world is bound together during classroom visits and through the "We Eat the World" exhibition, which has already attracted 60,000 overwhelmingly young visitors. Furthermore, our Cinema Sud gave over 4,260 people pause for thought with entertaining and serious films during the wet summer of 2014. Finally, through Fair Trade we try to offer concrete opportunities to change the world for the better.

### Overcoming poverty

Our aim in all these projects is to build bridges of mutual understanding be-

tween different worlds so that the gulf between rich and poor, elites and fringe groups does not widen further, but begins to close. That is the only way for us to overcome worldwide poverty together by 2030.

These are visions, I know. I feel that it is important to keep them part of our everyday work. A clear vision helps us to maintain our course even in the face of setbacks, and to keep sight of our long-term objectives.

I would like to offer you, as a member, a donor or a representative of a private foundation or public institution, my warmest thanks for sharing our visions and placing your trust in Helvetas. Without you, our work would not be possible. Thanks to you, more and more people can look with increased optimism to the future.

# COUNTRY PROGRAMMES IN 2014

The map provides an overview of the country programmes in HELVETAS Swiss Inter-cooperation's 33 partner countries. The figures are as of 31<sup>st</sup> December 2014.

## LATIN AMERICA AND CARIBBEAN

<b>1 HAITI</b>	CHF 5,061,051	Projects 14
<b>2 GUATEMALA</b>	CHF 3,583,358	Projects 17
<b>3 HONDURAS</b>	CHF 1,142,643	Projects 8
<b>4 NICARAGUA</b>	CHF 85,110	Projects 2
<b>5 EQUADOR</b>	CHF 14,968	Alliance Partner
<b>6 PERU</b>	CHF 4,978,951	Projects 13
<b>7 BOLIVIA</b>	CHF 3,205,020	Projects 10

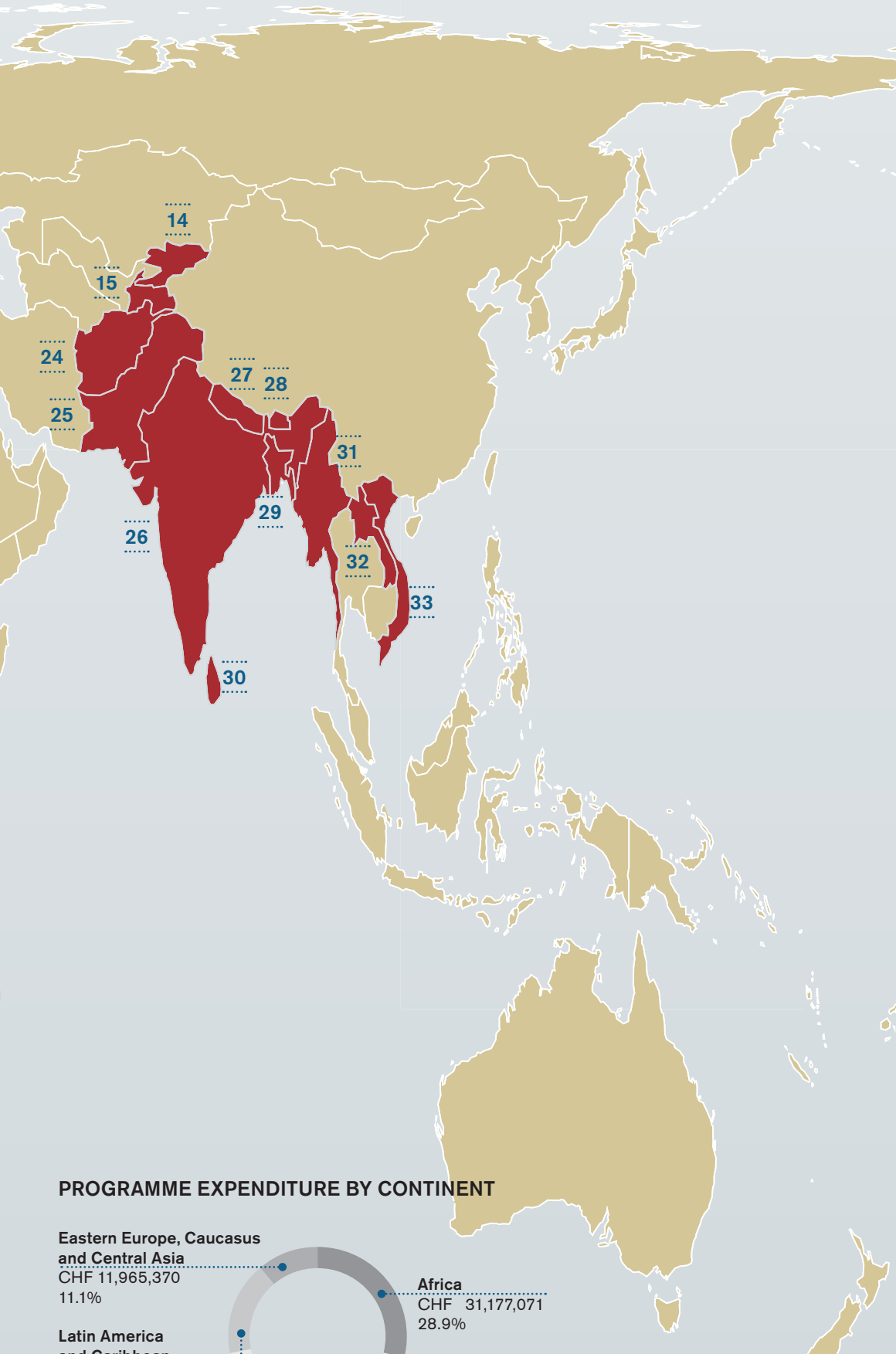
## EASTERN EUROPE, CAUCASUS AND CENTRAL ASIA

<b>8 BOSNIA / HERZEGOVINA</b>		
<b>9 ALBANIA</b>		
<b>10 KOSOVO</b>		
<b>11 MACEDONIA</b>		
<b>12 GEORGIA</b>		
<b>13 ARMENIA</b>		
TOTAL for 6 countries	CHF 7,459,050	Projects 13
<b>14 KYRGYZSTAN</b>	CHF 2,584,251	Projekte 15
<b>15 TAJIKISTAN</b>	CHF 1,922,069	Projekte 9

## AFRICA

<b>16 MALI</b>	CHF 5,064,160	Projects 23
<b>17 NIGER</b>	CHF 5,414,508	Projects 1
<b>18 BURKINA FASO</b>	CHF 4,014,419	Projects 21
<b>19 BENIN</b>	CHF 4,562,848	Projects 22
<b>20 ETHIOPIA</b>	CHF 2,605,393	Projects 14
<b>21 TANZANIA</b>	CHF 3,135,226	Projects 6
<b>22 MOZAMBIQUE</b>	CHF 3,682,195	Projects 14
<b>23 MADAGASCAR</b>	CHF 2,698,322	Projects 15





**ASIA**

**24 AFGHANISTAN**

CHF 6,974,906  
Projects 8

**25 PAKISTAN**

CHF 4,353,051  
Projects 6

**26 INDIA**

CHF 13,163  
Alliance Partner

**27 NEPAL**

CHF 21,869,461  
Projects 40

**28 BHUTAN**

CHF 1,795,200  
Projects 14

**29 BANGLADESH**

CHF 5,269,673  
Projects 10

**30 SRI LANKA**

CHF 581,365  
Projects 5

**31 MYANMAR**

CHF 301,590  
Projects 1

**32 LAOS**

CHF 2,838,844  
Projects 11

**33 VIETNAM**

CHF 2,632,672  
Projects 13

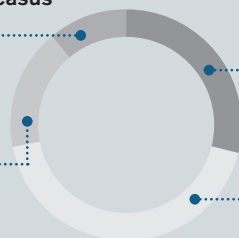
**PROGRAMME EXPENDITURE BY CONTINENT**

**Eastern Europe, Caucasus and Central Asia**

CHF 11,965,370  
11.1%

**Latin America and Caribbean**

CHF 18,071,101  
16.8%



**Africa**

CHF 31,177,071  
28.9%

**Asia**

CHF 46,631,895  
43.2%  
(incl. expenditures in the Philippines CHF 1,969)

# WELCOME RAIN CLOUDS

In the water-rich south of Bangladesh, the groundwater is being contaminated by increasing quantities of salt. The solution is to collect rainwater. In 2014 HELVETAS Swiss Intercooperation carried out 76 projects in the Water and Infrastructure working area, and invested CHF 25,713,266.

## BANGLADESH: RAINWATER IN THE DRY SEASON

The region north of the Sundarbans suffers from acute water shortages – here of all places, where, all around, the sky is reflected in rivers, pools and channels. The banks of these watercourses are not green, however; the soil lies bare, hard as stone, and so dry that the surface is lined with deep cracks. If one looks a little closer, one notices a fine, white crust on the ground: salt.

The mangrove forests are being felled, and the sea is therefore able to force its way unhindered inland, salinizing the soils and rendering freshwater resources undrinkable. To make matters worse, since the 1980s Bangladesh's second-largest export industry, prawn farming, has been booming here. Many farmers are willing to cede their poor land for it to be turned into pools for breeding prawns. If they resist, dams are deliberately sabotaged to flood farmland with saltwater.

“Up till now my wife and I have fetched our drinking water from a pool. That's about half an hour from our house,” says Protap Mazumder. “The water there isn't really clean enough, but we didn't have any choice. My wife is expecting our second child in a matter of days. We've realised that something has got to change.” Protap and Sagarika Mazumder ordered two new rainwater containers, which have just been delivered and are standing in the yard in front of the house. Collecting rainwater will provide local people with drinking water through the rainy season.

In places where many families live close together, they have formed user groups as part of a Helvetas project called “Panni Jibon” (“Water is Life”) and have dug community pools. Rainwater gathers inside the protective walls, where it can then be purified using sand filter pumps. But remote settlements such as the one where the Mazumders live require alternative solutions.

There, the curving water jars that a local craft business has been producing for the last few years come into their own. These cement containers are stable, durable, hygienic and amazingly light. Better-off families can afford them. Poorer families, of which there are many here, receive financial support from Helvetas to buy them. Instead of 117 Swiss francs for two 1,000-litre containers, they pay only 23 Swiss francs. Helvetas promotes rainwater collection in the villages and combines this with the introduction of basic sanitation facilities. In addition, the team shows the farming families some alternative sources of income such as planting salt-resistant crops or seasonal fish farming in the hollows between the newly established raised crop beds.

The Mazumders, two water containers are installed and ready in a little over an hour. A slit pipe is fixed to the edge of the house's corrugated-iron roof to form a gutter. The jars are hooked up to pipes and an overflow. For the next 15 years producers will come around with a meas-

uring instrument to test the water quality. Maintenance is remarkably easy: once a year, before the rainy season, Protap Mazumder must wash out the containers and disinfect them with lemon juice.



**Brackish water.** Felling in the mangrove forests has caused salinisation.



**Gainful employment.** This and health are the basis for a good life.

“We knew that the water from the pool wasn't safe. Now we have clean water even in the dry season – in our rainwater jars.”

Protap Mazumder, 42, a tailor in the Sundarbans region of Bangladesh



© Simon B. Oppladen

**748 million**

people have no access to clean drinking water.

**570,094**

people gained access to clean drinking water and/or sanitation in 2014 thanks to Helvetas.

**1,064,783**

people gained better access to schools, hospitals and regional markets in 2014.

## ADVISORY SERVICES: THE IMPORTANCE OF WASHING ONE'S HANDS

The advantages of a new well can only be fully enjoyed if basic hygiene rules are followed. Many users know what they must do to improve cleanliness, but find it hard to change their behaviour. Helvetas has been working closely with EAWAG to develop a comprehensive catalogue of questions and to find out more about the factors driving behavioural change. Valérie Cavin trains staff in the field and adapts data collection methods to local circumstances with their help. One conclusion from previous work is that posters are of little use when their message doesn't fit in with social norms. In Mali, for example, it is customary for everyone to wash their hands in the same bowl without soap before a meal.



**Valérie Cavin**, a graduate of the Swiss Federal Institute of Technology in Zurich, has worked in development cooperation since 2002, with extended periods in Nepal and

Sierra Leone. Valérie's work on the different continents focuses on water quality, household water use, hygiene education and the causes of behavioural change.

# ROSE GROWER

In southern Peru women smallholder farmers are earning some extra income by growing roses and are looking for new sales channels. In 2014 HELVETAS Swiss Intercooperation carried out 99 projects in the Rural Economy working area, and invested CHF 28,905,003.

## PERU: FROM FLOWER BED TO MARKET

Bernardina Raya grew up among roses. Even as a small girl she would help her parents to take care of the rose bushes and cut and fertilise them. She suffered with them when the overnight frost ruined the work of a whole season in a single night, or when the roses withered for lack of rain. “We used to earn hardly anything from our roses,” she recalls. “Even in good years, the money would only come in for a few months.” That was the extent of the season, 3,000 metres up in the inhospitable climate of the highlands. It was everyone for themselves in the battle against hunger. Peruvian farmers have a long tradition of cooperation when it comes to public facilities such as schools, water supply or roads. Economically, on the other hand, most people only look out for themselves and their family.

The words “generación de confianza” feature in a brochure about developing microenterprises and small businesses in Peru. Building trust: mutual trust, trust in new investments, trust in the advantages of a joint organisation. Helvetas was commissioned by SDC to help small farmers and craft businesses to get further training so as to be in a position to brave the harsh highland climate. In the area around Cusco, 100 rose-growing families teamed up to form a business-oriented producers union. Together they built simple greenhouses with bricks and plastic sheeting, which would allow them to harvest roses all year round. They organised further training to improve their



**Healthy.** Home made fertilizer for strong plants.

production and gain a good foothold in the market.

Bernardina describes how difficult and how important the early days were. “We considered throwing in the towel many times. Everyone kept thinking about the money we were spending and the time we were investing in the project. One colleague after another pulled out.” Yet thanks to the women’s determination the project has survived, and the rose business is 70% run by women. Almost 50 years after her first day’s work in her parents, rose beds, Bernardina has taken over the leadership of the “Munay Rosas” producer network. Its success has exceeded all expectations. The net profit from the small farms, sales of roses has quintupled over the life of the project.



**Protected.** Greenhouses for year-round production.

Helvetas is now working with the rose growers again in order to extend the business to other farmers. Until now, every family sold its flowers on the Cusco flower market on its own account. With the arrival of new producers, the rose growers have to look for new market opportunities. To this end, they are establishing new cooperations that promote the development of new markets and guarantee continuity. This shift to their own self-financed and structured organisation is another major step for the farmers. Which is why the watchword among these rose growers around Cusco is once more “generación de confianza”.



“It was tough at the beginning, and we lost heart more than once. But each time I said, ‘Keep going.’ We used to have nothing, and I didn’t know how I would pay for my children’s education. Now I know.”

Bernardina Rey, 54, rose grower and chair of a producers, union near Cusco, Peru

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**1.3 billion**  
tonnes of food are lost worldwide after harvesting each year.

**488,152**  
people gained new rights to access, use and manage natural resources in 2014 thanks to Helvetas.

**375,521**  
people were able to market their products better after attending to courses.

## ADVISORY SERVICES: GOOD STORAGE

Storing produce has been a concern of farmers for millennia. Drying, cooling, preserving and protecting the harvest from pests. They remain major issues in modern development cooperation. Around the world, experts and farmers are working hard to test new storage systems or improve old ones. All too often, though, they know very little about their colleagues, successes and mistakes. As part of a project funded by SDC’s Global Programme Food Security, Raphael Dischl has been bringing together African organisations that are tackling post-harvest management of grains and pulses and are keen to learn from one another. The project’s core objective is to spread knowledge about tried-and-tested harvesting, drying and storage methods among smallholder farmers in sub-Saharan Africa, and to adapt the techniques to local conditions.



**Raphael Dischl** has an MSc in Geography and NADEL CAS degree from the ETH Zurich. He has worked in development since 2006, spending extended periods in Ecuador and

Guatemala. Raphael Dischl is a specialist in natural resource conservation, soil conservation and organic agriculture. He advises producers on developing value chains and getting involved in fair trade.

# KNOWLEDGE BROKER

In Afghanistan agronomists learn to disseminate their theoretical knowledge to protect water catchment areas and sustainable agriculture. In 2014 HELVETAS Swiss Intercooperation carried out 55 projects in the Environment and climate change working area, and spent CHF 11,775,890.

## AFGHANISTAN: GREEN THEORY IN PRACTICE

Sharifa Mohudizada, s father rears sheep and cattle, and he plants wheat and potatoes in his fields. Conditions are conducive for this in Lal Sare Jangal in the central highlands of Afghanistan. Yet farmers are not fully exploiting this potential. "It's not only the means they lack, but also the know-how to use the available water better," Sharifa explains, touching on a topic that has been on her mind since middle school: how can farmers get access to agricultural and environmental knowledge?

University courses are far too theoretical, says Sharifa. The practical applications are barely taught. She says this also affects how agronomy graduates behave; she has observed that they don't share their knowledge with farmers when they return to their villages.

Sharifa wants to do things differently. She successfully applied for a three-month internship with Helvetas in order to gain some practical experience in addition to her studies. This internship is part of a comprehensive training offered by the Sustainable Land Management Project (SLMP), which Helvetas runs on SDC's behalf to train advisers, agronomists and project staff.

The loss of cultivable land is one of Afghanistan's greatest challenges. Eighty per cent of people live from the crops they grow on their land. Climate change is impacting farming, with fields and settlements under threat from flooding.

National agricultural policy has therefore prioritised water catchment protection, the stabilisation of mountain slopes, and sustainable soil and water management. Farming communities who contend with erosion and water shortages on a regular basis make a major contribution to these efforts.

Helvetas supports the implementation of these new priorities, and trains multipliers such as agronomists and technicians to pass on their technical knowledge about deforestation and pasture management, soil erosion and catchment areas to farmers. For in the final analysis, it is farmers who have to cultivate the fields, plant trees and protect eroding hillsides.

Helvetas enables students from Bamyan University to make short visits to projects and collaborate on applied research projects to give them some practical experience. When they graduate they also have a chance to gain some initial experience of fieldwork during a three-month internship. In 2014 216 advisers and students got a practical introduction to the farming world.

Sharifa was selected for an internship in sustainable agriculture from a large number of applicants. The thing that impressed her most was the commitment of the participating farmers. "I want to work with women like those," she says. "I want to share with them everything I learned at university, because their commitment is



**Training.** New farming methods that generate income and conserve the forests.

extraordinarily important for the incomes of rural households." This is precisely what Helvetas seeks to achieve together with SDC: to awaken committed young men's and women's enthusiasm for practical educational work with farmers. This is an important step in bringing normality and sustainability to a war-torn country like Afghanistan.

“Project visits are very useful, because our studies emphasise theory. Out in the field we can explore the links between theory and practice.”

Sharifa Mohudzada, 22, a newly graduated agronomist from Bamyān University in Ghor Province, Afghanistan



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**12 million**

hectares of land are lost to desert each year due to human interventions.

**354,174**

hectares of land were protected or managed sustainably in 2014 thanks to Helvetas.

**242,653**

farmers prepared themselves in 2014 for the consequences of climate change and drought.

## ADVISORY SERVICES: EMERGENCY AID AND DEVELOPMENT

Droughts, storms, civil wars, industrial disasters. Many of Helvetas, partner countries will have to be better prepared for these kinds of catastrophes in the future. Active and preventative risk management is therefore a major theme in Helvetas, work. Sabrina Mayoufi works as an internal adviser to improve the disaster readiness of the teams in our partner countries. This includes coordinating local and international partners on whom Helvetas can call in the event of disasters. Due to its wealth of experience, Helvetas can also help to ensure that the provision of short-term emergency aid such as food parcels or drinking water reverts as soon as possible to sustainable development projects.



**Sabrina Mayoufi** has an MA in Economics from Paris Sorbonne University and a CAS in European Economics from the Collège d'Europe in Brussels. She has

worked in development cooperation for 20 years, with extended stays in Albania and Bosnia-Herzegovina. Sabrina Mayoufi is a specialist in cooperation between international organisations, and humanitarian aid.

# WITH NEEDLE AND THREAD

In rural parts of Kosovo, Helvetas is promoting vocational training that is directed towards satisfying the requirements of manufacturers. In 2014 HELVETAS Swiss Intercooperation carried out 30 projects in the Skills Development and Education working area, and invested CHF 17,957,667.

## KOSOVO: VOCATIONAL TRAINING INSTEAD OF MIGRATION

Egzona Maliqi wants to stay in her homeland. That's not easy in a country from which many young people emigrate to try their luck in places where the state and the economy are in better shape and there are jobs. But 20-year-old Egzona wants to stay in the place where she grew up. She has sound reasons for doing so: her family, her native land and, above all, hope for the future of this new state. "It makes me sad to see so many young people leaving," she says.

The World Bank says that Kosovo's economy is growing by 3 per cent per year, but that is not very apparent in rural parts of the country. For instance, in the village of Berivojce, where Egzona lives, the only companies – a ceramics factory and a magnesium works – have closed down, with many job losses. The prospects for the future are anything but rosy, and this dampens the mood among adolescents and young adults. The situation is particularly tough for young women and in rural areas, where over 70 per cent of people cannot find a job. There is no apprenticeship system, vocational schools are not practice-oriented, and the chances of even getting a training period with a company are slim.

Through its training project for rural areas, Helvetas gives young unemployed people between the ages of 16 and 30 a chance to learn a trade and some basic theoretical knowledge. As a first step, participants team up in learning groups

and analyse what the job market requires and offers. They then decide in which sector they would like to train. For between 5 and 42 days, spread over several months, local trainers teach them the basic skills of their chosen profession. Beekeeping, tailoring, stockbreeding and IT on the one hand; accounting, application letters and planning on the other.

Helvetas sees this highly vocational and practice-oriented project as an investment in the future and as a template for reducing chronic youth unemployment. As part of the project, Helvetas also offers further training to the staff of private companies so that they can demand better employment conditions. Last but not least, the project also supports mushroom, herb and berry producers and gatherers to earn some extra income by marketing their products both regionally and nationally.

599 youths in nearly 60 learning groups completed basic vocational training in 2014. Of these 26 per cent were women, and 36 per cent were from ethnic minorities, especially Serbs and Goranci.

Egzona Maliqi is one of these young people. After successfully completing her course in June 2014, she found a fulltime job as a seamstress. Egzona has also started an Economics course, which she is able to finance herself, thanks to her job. Her days are long. When she gets home from work, she sits down to study



**Learning a trade.** How to run machines, write applications and elaborate plans.

late into the night. She knows that young people all over Kosovo are studying as hard as she is, and she says, "I hope that I can acquire the knowledge I need and contribute to improving my country's economic situation."



“I want to be a fashion designer and open my own shop. Then I’ll be able to pass on my skills as a seamstress to other young women.”

Egzona Maliqi, 20, a seamstress in the multi-ethnic village of Berivojce in eastern Kosovo



© HELVETAS Swiss Intercorperation

**526 million**

trained workers will be needed in India by the year 2022.

**41,749**

young people took charge of their own vocational training in 2014 thanks to Helvetas.

**109,438**

boys and girls attended primary school in 2014.

## ADVISORY SERVICES: DUAL VOCATIONAL TRAINING

Twenty years after the break-up of the Soviet planned economy, which placed great value on training its employees, Kyrgyzstan is remodelling its vocational training system. The scheme is drawing up needs-oriented curricula for trainees and teacher-training syllabuses. Future professionals in the agricultural, construction and light-industry sectors are trained at regional vocational colleges that offer as much hands-on work experience as possible. Peter Porten is a strategic adviser who is helping to develop the Kyrgyz vocational training system. One of his priorities is to persuade all sectors – and especially companies – of the need for sound vocational training and to convince them to work closely together.



**Johan-Peter Porten**, a qualified master machine engineer and vocational college teacher, has been working in development for 30 years. He has spent extended periods in Peru, Nicaragua and Kosovo. Johan-Peter Porten accompanies educational projects in Eastern Europe, Kyrgyzstan, Nepal, Cambodia, Ethiopia and Central America.

# RES PUBLICA

Local councillors in Ethiopia are learning how they can tackle and solve problems in their communities, and where they can request help. In 2014 HELVETAS Swiss Intercooperation carried out 65 projects in the Governance and Peace working area, and invested CHF 15,648,755.

## ETHIOPIA: LOCAL POLITICS FOR A BETTER FUTURE

The hubbub of voices gradually subsides as the council spokesman brings down his hammer to declare the monthly meeting in Ahuri open. Between 250 and 400 local councillors are sitting on tree trunks, packed into the simple hall. Council chairman Kretnet Melese reads out his report of the local government's activities over the past month. Latrine use. The new health centre. School classrooms. Bridges and roads. Irrigation. The male and female councillors listen, ask questions and make comments. The committee representatives provide answers. Those in attendance debate, appeal, explain, give reasons. And finally there's a vote. It's similar to a Swiss council meeting.

The local parliament is elected every five years and consists of 250–400 members, meaning that between a fifth and a quarter of all households have a family member sitting on the council. The people's representatives have not been prepared for the roles they have taken on, and very few of them know what their duties are or which laws are valid. No surprise in a country that knew only centralised, top-down rule until now. Helvetas is carrying out a training project – unique in Ethiopia – to make local and regional councils aware of their rights and responsibilities. Starting in nine kebeles (the name for municipalities here), the applicable laws and governmental strategies are described, and both state and non-state services presented. Ahuri is one of

these kebeles. "We're role models," says Degu Melese, one of the many councillors. "The courses taught us about concrete possibilities to improve our lives." Degu is a member of his council's nine-person committee for economic affairs, as well as being chair of the school parents, council.

Helvetas, courses and brochures have helped him to gain a better understanding of his tasks and how to achieve them. The training has clearly injected some dynamism into the democratic process. The monthly council assemblies often used to be cancelled, but now they are held on a regular basis. Women and men – women's participation has risen to 50 per cent – discuss infrastructure improvements and approve the executive's reports. They raise local people's concerns and settle disputes. The municipalities have made huge progress in just two years. Wonchet's municipal council, for instance, passed a measure that every family should use a latrine, every child be vaccinated and women should give birth at the health centre. School attendance increased from 78% to 100%, the number of wells went up from 23 to 67, and agricultural productivity has risen thanks to irrigation and better seeds.

Helvetas is now supporting the regional government in drawing up a strategy to extend the training system to all 167 districts and 2,000 municipalities.



**Municipal parliament I.** Where women for the first time in their lives rise to speak.



**Municipal parliament II.** Apprenticeship for the handling of documents and statements.



“I didn’t know my responsibilities and duties as a councillor – but neither did I know the possibilities. Now I’ve understood that the fate of the municipality is in our hands, and how we can improve our lives.”

Degu Melese, a farmer and councillor in Ahuri, South Achefer district (Amhara), Ethiopia

© Christian Boast

51

countries are rated authoritarian regimes by the Economist’s Democracy Index.

112,827

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

3,619

local development plans were drawn up on a participatory basis in 2014.

## ADVISORY SERVICES: WATER WITHOUT CORRUPTION

According to the World Bank, about 20-40 per cent of all finances intended for the construction and maintenance of water supply systems are lost to corruption. Together with the Water Integrity Network (WIN), co-financed by SDC, Ben Blumenthal is coordinating a project in three pilot countries that uses new methods to combat corruption in the water sector. In Nepal, principles such as transparency, accountability and participation have been incorporated into public planning and projects. In Guatemala, stricter controls over (private) providers by the authorities and local people have led to a better water supply system. In Mozambique, Helvetas is both strengthening links between the authorities and promoting the influence of civil society.



**Ben Blumenthal**, who gained a Master’s and a PhD at the University of St Gallen, has been working in development cooperation since 2003, with extended stays in Ethiopia, East

Timor, Burundi and Guinea-Bissau. Ben Blumenthal advises authorities on matters of organisational and strategic development, and accompanies democratic and decentralisation processes, among others in 25 post-conflict societies.

# A BETTER LIFE

Helvetas supports people living in poverty to claim their right of water, food and a life in dignity.

Asia and Eastern Europe  
181,111 people



Latin America and Caribbean  
39,530 people



Africa  
349,453 people



Worldwide  
570,094 people



## WATER: A HUMAN RIGHT

More than half a million people gained new access to drinking water and/or sanitation facilities in 2014 thanks to Helvetas.

## AGRICULTURE: NEW MARKETS FOR FARM PRODUCTS

More than 370,000 farmers received training in value chain activities.

Latin America and Caribbean  
5,286 people



Africa  
92,965 people



Asia and Eastern Europe  
277,270 people



Worldwide  
375,521 people



## GOVERNANCE AND PEACE: BENEFITTING ALL

More than 220,000 people learned in trainings and project activities about their civil rights as well as about democracy, decentralised administration and peace-building.



## EDUCATION: PREPARING YOUNG PEOPLE FOR THE FUTURE

Almost 190,000 people attended basic education, vocational training or literacy courses.



# NEW BEGINNINGS

To prepare young people for the new, market-oriented world of work, HELVETAS Swiss Intercooperation supported the introduction of a practice-oriented training model in state vocational colleges. An independent expert investigated the impact of this model.

## KYRGYZSTAN: VOCATIONAL TRAINING IN RURAL AREAS

When the Soviet system in Kyrgyzstan collapsed, the vast kolkhozes were parcelled up and distributed to agricultural labourers, who were ill prepared to run their own farm. The budgets of the vocational colleges were simultaneously cut in half, so young new farmers had hardly any chance to acquire the knowledge they needed to improve their incomes. Hundreds of thousands of them migrated to the cities, or to Russia and Kazakhstan.

### Focused on jobs and practice

Four experts from the Ministry of Education were also asked to give their assessment as part of the impact study. All of them had either observed the educational reforms or had directly participated in them. The teaching materials (textbooks and other publications) were now significantly better, they said. They had been enriched with information from the internet and all the teaching staff who had participated in the project had learned new teaching methods during professional development courses. Most importantly, though, they said that the links between the vocational colleges and the private sector had been strengthened through contracts and agreements.

In 2001 Helvetas began helping the state with its reforms to the rural vocational training system, starting in the remote and poor province of Naryn and, from 2006 onwards, in the centrally located and more developed province of Chui. The courses were determined by the needs of agriculture and industry, and curricula, teaching materials and teacher training were redesigned.

Wherever possible, companies were solicited to provide practical work experience. In Chui Province, companies are able to sit on school councils – known as Kojos – to bring their influence to bear in favour of demand-oriented vocational training.

### Accompanying studies

1,200 graduates completed these reformed training courses in the first nine years. Systematic surveys showed that people's chances of employment, incomes and willingness to invest in their own companies had improved.

To supplement these quantitative studies, Helvetas commissioned the Berne School of Agricultural, Forest and Food Sciences (HAFL) to carry out a qualitative impact assessment. Led by social anthropologist Karin Zbinden, Kyrgyz social scientists interviewed 251 randomly selected people who were involved with vocational colleges, including 137 graduates and 51 teachers. They asked them about individual and societal change in



**Vaccinating animals.** Using new knowledge for more productive chicken rearing.

the last ten years, and about the effects of their new vocational qualification.

As the questions were open, the interviewers were able to go into detail during their conversations. Interviewees were able to describe in their own words the changes to society and the effects on their own lives. They revealed their responses to social developments, and how they had benefited from their vocational training.

### “I’m doing better”

“All the interviewees have been able to expand their knowledge and skills and improve their livelihoods in recent years,” the report states; that is true of graduates, teachers and entrepreneurs alike. The agricultural courses taught the now-



© HELVETAS Swiss Intercooperation

independent farmers the principles of business, and the curricula for skilled construction workers and mechanics were well adapted to the requirements of the local job market.

All the interviewees stressed that the transition to a market economy was having positive effects. People were earning more than before, and their diet was more nutritious and more varied. The farmers said that they were investing more in infrastructure, machines and fertiliser than they had before. Ten years ago there had been 80–90% poor and 10–20% better-off people in rural Kyrgyzstan. Now the ratio was exactly the opposite.

Interviewees in more prosperous Chui Province, close to the capital, were of the opinion that better standards of living owed more to a market economy that was working better and better. Graduates from the more remote and less developed province of Naryn, on the other hand, are convinced that many of these positive developments stem from better training at the vocational colleges.

Many of the interviewees also mentioned the drawbacks of development. They said that people increasingly thought in terms of profit and self-interest, whereas traditional social values were being undermined. There were indications that the farmers with the greatest initiative were forging ahead of the others, creating a two-speed society.

**Welding and writing applications.** Vocational training that focuses on market needs.

#### The control group

To be in a better position to assess the answers from people linked to the colleges, a control group of 42 people who had not attended one of the reformed vocational colleges were also interviewed. These people described the changes to society and the improved living conditions in similar terms to the group under examination, but they made more frequent mention of negative side-effects such as a lack of job opportunities, “lazy” people or a slide into alcoholism. They too wished to modernise their farms or businesses, but had fewer ideas of how to go about it.

#### “I have both feet firmly in life”

Teachers and graduates in particular emphasised that they acquired technical skills, but above all they had learned to react quickly and competently to external changes. They said that they had greater self-esteem, and were proud of their new capabilities. They regarded these changes in personality as a result of bet-

ter vocational training. Interviewees from both provinces agreed on this.

“They confirm that they can now stand on their own two feet,” says the HAFL report. Most of the interviewees are convinced that they are able and ready to respond to new situations of their own initiative. They find it easier to focus on a goal. They are well organised and look to the future. “People involved in the project seem to regard new challenges as an opportunity,” writes Karin Zbinden. As they have learned to plan and to gauge the financial consequences of contracting a loan, they feel more secure both socially and in business, and they are prepared to take on appropriate business risks. Karin Zbinden describes these behavioural changes as “possibly the greatest effect” of the reformed training system.

These positive experiences in Naryn and Chui Provinces are feeding into a nationwide project to reorganise vocational colleges. Half of the cost of this reorganisation is being funded by the Kyrgyz state, the other half by the Asian Development Bank. The two partners have decided to commission Helvetas to provide the necessary comprehensive technical advice. (See the box on page 17 of this report.)

# WORKING WITH WOMEN AND MEN

Development agencies are often criticised if their projects challenge the traditional role and power divisions between men and women – or if they don't. Some reflections from Mozambique and Nepal on gender issues in development cooperation.

## CHALLENGING ROLES

In Switzerland, we generally associate “gender equality” with eliminating gender pay gaps, with challenging stereotypical roles, with women taking on leadership positions – and perhaps also with parental rather than maternal leave. All these are important issues with which we deal consciously within our organisation.

In our partner countries, gender equality generally encompasses a much wider set of issues than staffing composition and regulations – important though these remain. One argument we often face in development is that gender relations are based on cultural norms, and thus somehow sacrosanct. Of course we respect local culture; at the same time, we uphold human rights. Furthermore, the cultural argument can prove disingenuous, as “cultural norms” are not always agreed by all concerned, and are never static.



© Simon B. Opladen

**The alphabet.** A tool for emancipation.

In the area of Northern Mozambique in which we work, society is traditionally matrilineal. This means (actually mainly meant) that land passed from mother to daughter, and young men married into families under the watchful eye of their mothers-in-law, rather than the other way around. If a young man failed to get his bride pregnant or was judged to be lazy, he could be told to leave. The traditional role of the woman was, as elsewhere, to have plenty of offspring to ensure the continuation of the family line and to keep all family members well fed – but in this case this role reinforced her power and status in the household. This is not to say that women decided everything – men (of the maternal line) dominated decisions in many matters, especially at community level.

The influence of patriarchal norms and assumptions has grown over time in northern Mozambique. First the Portuguese colonialists, and later the FRELIMO government, emphasised the role of men as household heads. Economic development has further tilted power relations in men's favour, in that opportunities to make money outside the home have fallen disproportionately to men. Rural women, meanwhile, have been largely left behind in opportunities for education, income generation, and political participation – and commonly experience gender-based violence.

### Literacy and radio soaps

One of our responses to these develop-

ments is the project Ocupali, which aims to bolster the position of women in a comprehensive manner – building skills through basic literacy, enhancing financial assets through savings and credit groups, and raising awareness of legal rights. One activity is the transmission of a series of radio plays in the local language of Makhuwa. These plays are intended to draw listeners into realistically styled situations in which, for example, women experience violence in the home, strive for a free choice to start an income generation activity and manage finances, or confront controversial issues of initiation rites and early marriage.

The plays, which are designed to sound like the familiar and much-loved radio soaps, provide information about women's legal rights, for example in the case of divorce, and sources of support. At the same time, it is hoped that both women and men listeners will be provoked into thinking through the issues themselves – from a position of informed knowledge. Our other projects in Northern Mozambique also aim – some of them indirectly – to be gender-responsive. For example, our support for post-harvest technologies and improved seed provides a means of re-emphasising women's traditional role in controlling the household granary. In addition, by engaging in agri-business, multiplying seed and actively promoting its commercialisation, we are encouraging new sources of income generation. In our project PROGOAS, which sup-





**Unusual.** Working together on an equal footing ....



.... and training for male professions.

ports local decision-making and management over water resources, the need for women and men to have an equal voice is emphasised, and upheld in water and sanitation committees.

Societal expectations and cultural norms are undoubtedly continuing to change in Northern Mozambique. Current gender roles and the division of household labour are rarely straightforward. It is important to avoid preconceived assumptions, whilst constantly promoting an awareness of equal rights.

### **Demeaning traditions**

In contrast to Northern Mozambique, traditional society in Nepal is strongly patriarchal. Land inheritance is through the male line, and it is the young woman marrying into the family who has to prove herself (the mother-in-law again often being the person who needs particular convincing). This is especially so amongst Hindu groups; hill people who practice Buddhism have a somewhat more egalitarian view of the sexes (and in the past, more communal land ownership patterns). Nevertheless, gender roles are clearly divided.

Traditionally, the respectful high caste Hindu wife is expected to greet her

husband in the morning by symbolically washing his feet and drinking the water. Although less common today, this is still practiced in more conservative families. Another practice demeaning to women is that of “Chhaupadi”, under which women are considered “polluting” during menstruation, and are barred from entering the house – instead staying outside, in often very uncomfortable conditions. Arranged child marriages also remain quite common in rural areas and often result in early pregnancies.

Our approach in challenging such practices is to integrate awareness-raising into other project activities – in livelihood support or the water and hygiene sector. We have been doing this since 2006. Currently, under the Water Resources Management Project (WARM-P), social mobilisers conduct household level counselling on Chhaupadi amongst other matters.

### **Correcting the balance**

Our programme in Nepal has a clearly defined strategy on promoting gender equality, building on our overall organisational gender and social equity principles, but tailoring them to Nepal's particular circumstances. Although many women suffered physical and psycho-social trauma

during the conflict, it also catalysed a demand for change amongst some women and members of discriminated castes (Dalits). For example, it would have been unthinkable in earlier times for women, especially Dalit women, to undergo vocational training that deliberately breaks stereotypical roles. Yet that is exactly one of the thrusts of the Employment Fund, under which such individuals are actively encouraged (through financial incentives) to learn skills such as carpentry and masonry, and hence gain their own livelihood. Even if not all those trained have thrived on the opportunity, sufficient numbers have done so to inspire other women, and to nurture changed attitudes. Changing attitudes is of course “easier said than done”, and quite often evokes initial hostility, not only from men, but women too. Yet it is an integral part of development work. Being gender-responsive means discussing and challenging or building on traditional gender relations in all that we do – ideally identifying strategic opportunities as well as addressing practical needs. And the starting point must always be a thorough questioning and analysis of the context: there is no “one size fits all”.

*By Jane Carter, Gender & Social Equity Coordinator*

# CLEARLY FAIR

A new chapter in the life of the FAIRSHOP began when the store moved in directly onto Weinbergstrasse. Turnover leapt, and the modern outlet with its clean lines and two large windows is an excellent advert for Fair Trade – and for Helvetas.

## FAIR TRADE: WELCOME COMPETITION

Anyone who lived through the early days of Fair Trade will remember the lovingly arranged shops, in which items were displayed haphazardly and slogans appealed to the customer's guilty conscience. There is no hint of those times in the new Helvetas Fairshop. It is light, airy, modern and built out of natural materials. In 2014 the Fairshop in Zurich had the opportunity to move to new premises. It may only be 50 metres from the old location in a courtyard off the Weinbergstrasse to the new address, but its new position directly on the street drove turnover up by a third, far more than we expected.

The new store was designed by the MACH agency, which has designed sales outlets for major brands in the past. "Fair Trade is a convincing concept," says interior designer David Marquardt. "But the Helvetas Fairshop range is also aesthetically convincing. So we made the store design as unobtrusive as possible to bring out the simple beauty of the products and set it apart." The success of the first few months has offered further proof of how attractive Fair Trade has become for many consumers.

Nowadays it is not just the traditional supermarket chains, but even discount chains such as Aldi and Lidl that advertise with Fair Trade and the Max Havelaar label. They don't just say where the product came from, but also how it was produced. Such mainstreaming is to the benefit of an increasing number of producers

in the South, as they are able to demand higher prices for their fair (and often organic) products. Helvetas promotes this growth and puts retailers in the North in touch with producers in the South.

This growing Fair Trade range does present a challenge to the Fairshop, though. After five years of constant growth, total turnover fell by 3.8 per cent in 2014. This is probably a temporary slump. The forecasts are good for 2015, partly because Swiss International Air Lines have placed a large order for fair towels and polo shirts, as they did in 2013.

Online sales have been particularly satisfying. Turnover for 2014 grew strongly by over 5 per cent, passing the million Swiss franc mark; it is now the Fairshop's main earner. After the success of the Zurich store, the question for Helvetas now is whether to capitalise on this direct contact with consumers and open new branches – as new showcases for Fair Trade.



**Ambiance:** An elegant setting for Fair Trade.



**Satisfied customers.** The better location attracts more visitors to the shop.



“It’s always the men who want to leave. The women want to stay. We earn a decent income from our wild silk scarves – thanks to Fair Trade.”

Marie-Louise Rasoanirina, member of the silk weavers, cooperative in Sandrandahy in the highlands of Madagascar. In autumn 2015 the wild silk scarves will be available from the Fairshop.

© Flurna/Rothenberg

54 %

of all bananas sold in Switzerland are Fair Trade.

45,896

customers purchase in the Fairshop, ten percent of them use the online store.

1,600

towns and cities in 25 countries actively promote fair trade and may be described as “Fair Trade Town”.

## T-SHIRTS AND CHARITY RUNNERS

Over 12,000 runners take part in the SOLA relay run organised by the Academic Sports Club of Zurich. Sustainability is an integral part of the event. Public transport, solar-heated water for the showers, regional catering. “Sustainability has an economic and a social dimension too,” says Thomas Mörgeli from the SOLA management team. That’s why all the helpers at the event will be wearing T-shirts from the Fairshop, and 2015 will see the debut of three teams of charity runners for Helvetas, water projects. Helvetas will have a stand at the SOLA finish line. “As a welcome reminder that there’s more at stake in the wider world than the fastest time,” says Thomas Mörgeli.



### Thomas Mörgeli

is a high-school sports teacher and works 30-40% of his time for the SOLA relay race, which celebrated its 41<sup>st</sup> edition in 2014. As a team member of the Academic Sports Club in

Zurich he looks after handball players, skiers, walkers and orienteers.

# MORAL RESTRAINT

Non-government development agencies such as HELVETAS Swiss Intercooperation seem small and helpless in the face of enormous global challenges. The agencies could do more, of course, if they had more funds available, but they would need to invest more in fundraising to get those funds. The dilemma is that society generally disapproves of such an outlay.

## SWITZERLAND: INVESTING IN FUNDRAISING

It is increasingly claimed that only economic development is capable of overcoming poverty. The contribution of private development cooperation is largely insignificant, it is said. Economic progress over the last few decades has indeed been impressive; yet inequality has risen worldwide over the same period. 1.2 billion still live in extreme poverty despite remarkable achievements in poverty reduction. Market economics alone is no guarantee of access to education, democratic co-determination or human rights. Thus development cooperation is now more important than ever.

However, deep-rooted preconceptions of how charitable organisations should operate hamper the endeavours of private development agencies. As social, economic and environmental challenges multiply and grow ever more complex, the charitable sector is reluctant to raise more funds to solve social problems out of deference to public opinion.

That is because very different standards apply to non-profit organisations than to profit-driven organisations. Part of a company's positioning itself successfully on the market involves taking calculated risks and investing in new products and advertising. However, non-profit organisations are expected to forego virtually all risk; all their funds are supposed to go completely to their beneficiaries. Hardly anyone provides funding to evaluate or

learn from projects to develop new and innovative approaches, or to attract donations and contributions that might support even more people.

Helvetas is trying to overcome this largely self-imposed complacency. Following a bold decision by our Board in 2007, Helvetas has increased its investment in fundraising over the last seven years by an average of 7 per cent per annum. These investments have enabled us to receive an extra CHF 80 million in donations over the same period. Annual income from donations has almost tripled in this time. 80 per cent of this additional revenue goes into our projects. We reinvest the remaining 20 per cent to be able to increase the volume of donations and raise more funds for our projects in the years to come.

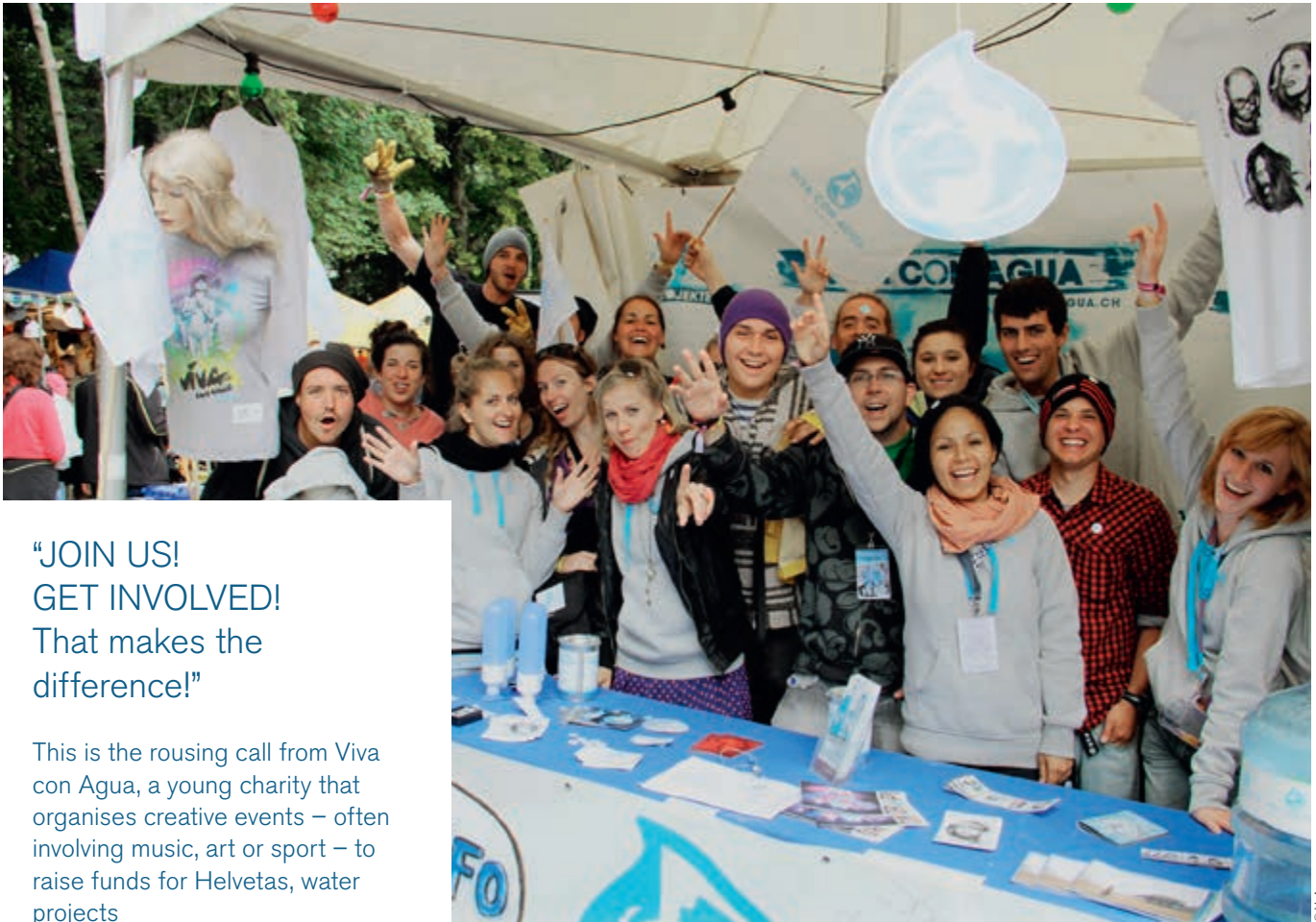
In recent years Helvetas has earned an excellent reputation as a reliable partner with private foundations, institutional funders, companies and major donors. Open dialogue with our funders and regular exchanges on an equal footing are key to this success. When our funders engage fully with our projects, they come to understand the importance of sound project evaluations, and they also recognise why Helvetas must invest to raise funds for its projects.



**Conspicuous.** A pink Manneken Pis is an ambassador for clean drinking water.



**Democracy.** A delegation from Ethiopia visits the Glarus cantonal assembly.



“JOIN US!  
GET INVOLVED!  
That makes the  
difference!”

This is the rousing call from Viva con Agua, a young charity that organises creative events – often involving music, art or sport – to raise funds for Helvetas, water projects

© VCA

**12,395**  
billboard posters  
sensitized the public  
in 2014 for water as  
a human right.

**77,960**  
households received  
an insight into  
our activities thanks to  
“Partnerschaft”  
magazine.

**1.7 billion**  
CHF are donated  
each year by Swiss citizens  
to non-profit  
Organizations.

## REGIONAL GROUPS: HELVETAS OUT AND ABOUT

Regional groups are part of local civil society and are in direct contact with the authorities in their area. They raise awareness in their vicinity about the gulf between industrialised and developing countries. Regional groups help out when Helvetas plans an event to mark World Water Day, and they invite the Cinemasud mobile cinema to their village or town. They initiate their own events or projects including exhibitions, exotic buffets and concerts. Angelika Koprio, head of campaigns and volunteering at Helvetas, organises regular meetings with the six regional groups to keep them up to date about Helvetas and develop creative ideas further.



**Angelika Koprio**, an ethnology graduate from the University of Berne, has worked for Helvetas, communications and awareness-raising team since 2010. Angelika Koprio

stays in constant touch with our regional groups and organises street events for World Water Day and Toilet Day. She is an avid runner and looks after the Helvetas Charity Runners at Swiss competitions.

# FINANCES

## Equal pay for men and women

HELVETAS Swiss Intercooperation's pay scale is based on a system that was promoted by the Federal Office for Gender Equality (FOGE) and further developed for Helvetas. An analytical appraisal separately assesses the requirements, workload and responsibility of a post. This results in a transparent and easily justifiable classification of each job. Two years after introducing this system, we used an FOGE tool to verify whether Helvetas complied with its policy of equal pay for women and men. We are delighted to announce the excellent results of this verification, which are that there is no discrimination in pay at Helvetas!

## Key figures

With revenues of CHF 133.3 million, our level of activity over the previous year did not change significantly. This amount corresponds to our medium-term financial planning. Our annual result was CHF 0.513 million. The financial result of CHF 1.88 million contributed substantially to this positive result.

## Financial audit

KPMG audited the accounts and the financial statements and has approved them. Their audit report and the complete financial report 2014 can be viewed at the offices of Swiss HELVETAS Intercooperation, Weinbergstrasse 22a, 8001 Zurich and downloaded from our website [www.helvetas.ch/annualreport](http://www.helvetas.ch/annualreport)

## BALANCE SHEET

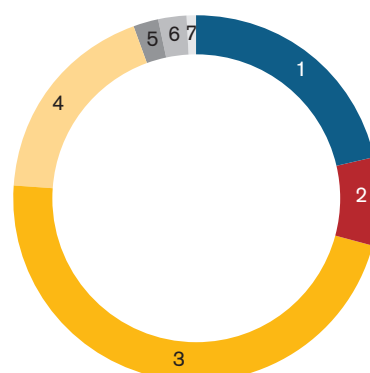
ASSETS	31.12.2014 in CHF	31.12.2013 in CHF
Cash and cash equivalents	33,724,510.93	31,573,997.15
Marketable securities	17,410,115.71	15,758,610.61
Receivables	1,511,663.96	1,592,561.01
Inventories	872,902.67	972,249.39
Net assets in project countries	8,756,297.76	17,840,998.46
Prepayments and accrued income	9,573,822.50	10,096,455.99
<b>Current assets</b>	<b>71,849,313.53</b>	<b>77,834,872.61</b>
Tangible fixed assets	1,197,962.00	607,491.19
Intangible assets	514,059.96	1,053,309.96
Investments in financial assets	788,880.98	82,311.95
<b>Fixed assets</b>	<b>2,500,902.94</b>	<b>1,743,113.10</b>
<b>Total Assets</b>	<b>74,350,216.47</b>	<b>79,577,985.71</b>
<b>LIABILITIES</b>		
Accounts payable	4,267,234.16	3,575,088.06
Accrued liabilities	36,963,679.16	42,251,726.00
<b>Current liabilities</b>	<b>41,230,913.32</b>	<b>45,826,814.06</b>
Provisions	708,638.29	1,679,139.48
<b>Long-term liabilities</b>	<b>708,638.29</b>	<b>1,679,139.48</b>
<b>Liabilities</b>	<b>41,939,551.61</b>	<b>47,505,953.54</b>
<b>Restricted fund capital</b>	<b>2,118,322.82</b>	<b>1,743,110.89</b>
Elaborated unrestricted capital	16,674,181.14	16,710,760.38
Elaborated restricted capital	13,618,160.90	13,618,160.90
<b>Organisational Capital</b>	<b>30,292,342.04</b>	<b>30,328,921.28</b>
<b>Total Liabilities</b>	<b>74,350,216.47</b>	<b>79,577,985.71</b>

## STATEMENT OF OPERATIONS

INCOME	2014 in CHF	2013 in CHF
Membership fees	2,820,934.82	3,008,174.58
Donations	22,177,014.72	21,846,283.53
Legacies	1,073,708.12	3,785,676.09
<b>Income from fundraising</b>	<b>26,071,657.66</b>	<b>28,640,134.20</b>
Programme contribution SDC	10,700,000.00	10,700,000.00
Mandates SDC	61,999,841.59	63,124,859.60
Project funding from organisations	26,977,040.18	24,226,975.68
Income from advisory services	3,756,523.13	3,263,776.75
Income from Fair Trade	3,240,334.64	3,426,173.15
Other operating income	587,505.05	752,435.49
<b>Income from service provided</b>	<b>107,261,244.59</b>	<b>105,494,220.67</b>
<b>Total Income</b>	<b>133,332,902.25</b>	<b>134,134,354.87</b>
<b>EXPENDITURE</b>		
Africa	31,177,071.24	32,843,316.84
Asia	46,631,895.38	43,958,679.83
Latin America and Caribbean	18,071,101.76	19,222,185.81
Eastern Europe. Caucasus. Central Asia	11,965,370.52	11,572,756.00
Programme coordination & support	2,016,778.54	1,765,223.80
<b>Expenditure on internat. programmes</b>	<b>109,862,217.44</b>	<b>109,362,162.28</b>
<b>Expenditure on advisory services</b>	<b>5,408,262.61</b>	<b>5,117,235.14</b>
<b>Expenditure on projects Switzerland</b>	<b>5,453,498.24</b>	<b>5,675,095.70</b>
<b>Expenditure on Fair Trade</b>	<b>3,368,512.77</b>	<b>3,388,101.90</b>
Head office	4,686,516.02	4,562,183.73
Fundraising	6,134,577.24	5,695,849.05
<b>Head office and fundraising</b>	<b>10,821,093.26</b>	<b>10,258,032.78</b>
<b>Expenditure from service delivered</b>	<b>134,913,584.32</b>	<b>133,800,627.80</b>
<b>Operating profit</b>	<b>-1,580,682.07</b>	<b>333,727.07</b>
Financial result	1,880,695.83	997,548.30
Other result	38,618.93	-280,815.41
<b>Result before fund result</b>	<b>338,632.69</b>	<b>1,050,459.96</b>
Fund result	174,788.05	167,272.85
<b>Annual result before allocation to organisational capital</b>	<b>513,420.76</b>	<b>1,217,732.81</b>

## SOURCE OF FUNDS

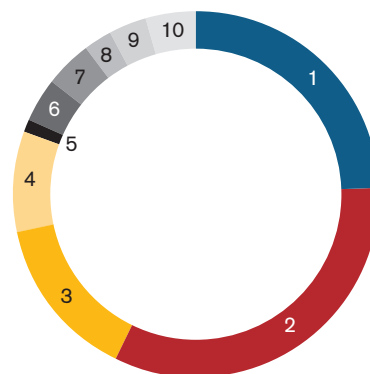
(Total CHF 133,332,902.25)



- 1 Income from fundraising 19.6%
- 2 Programme contribution SDC 8.0%
- 3 Mandates SDC 46.5%
- 4 Project funding from organisations 20.2%
- 5 Revenue from advisory services 2.8%
- 6 Revenue from Fair Trade 2.5%
- 7 Other operating revenue 0.4%

## USE OF FUNDS

(Total CHF 134,913,584.32)



- 1 Africa 23.1%
- 2 Asia 34.6%
- 3 Latin America and Caribbean 13.4%
- 4 Eastern Europe, Caucasus and Central Asia 8.9%
- 5 Programme coordination & support 1.5%
- 6 Expenses on advisory services 4.0%
- 7 Expenses on projects Switzerland 4.0%
- 8 Expenses on Fair Trade 2.5%
- 9 Head office 3.5%
- 10 Fundraising 4.5%

# THANKS

The work of HELVETAS Swiss Intercooperation 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 not listed due to lack of space or because they wished to remain anonymous.

**FEDERAL GOVERNMENT AND CANTONS** Canton Aargau • Canton Basel-Stadt • Canton Berne • Canton Glarus • Canton Graubünden • Canton Lucerne • Canton Ticino • Canton Vaud • Canton Zurich • Federal Office for the Environment FOEN • FEDEVACO, Fédération Vaudoise de Coopération • FGC, Fédération Genevoise de Coopération • Republic and Canton of Geneva • SDC, Swiss Agency for Development and Cooperation • SECO, State Secretariat for Economic Affairs • **CITY AND TOWN COUNCILS** Aarau • Baar • Baden • Berne • Bioggio • Erlenbach • Frauenfeld • Geneva • Küsnacht • Lausanne • Maur • Münsingen • Obfelden • Scuol • Solothurn • Sorengo • Vernier • Wädenswil • Wettingen • Zollikon • Zurich • **FOUNDATIONS** Accentus Foundation • Agnès Delachaux Foundation • Albert Jenny Foundation • Alfred Richterich Foundation • Argidius Foundation • Bienfaisance Limited • Carewell Foundation • CHARISMA Stiftung für nachhaltige Entwicklung • Corrado Foundation • Däster-Schild Foundation • ecodocs foundation • Ferster Foundation • Fontes Foundation • Gebauer Foundation • Giessenbach Foundation • Green Leaves Education Foundation • Greendale Charitable Foundation • Happel Foundation • Hedwig Rieter Foundation • Hoja Verde Foundation • I & F Public Benefit Foundation • Jacobs Foundation • Laguna Foundation • Leopold Bachmann Foundation • Medicor Foundation • Megguy et Charlotte Renard Foundation • Mercator Foundation Switzerland • myclimate Foundation • Nelly Bürgisser & Hedwig Steinmann Foundation • René & Susanne Braginsky Foundation • Rosa & Bernhard Merz Foundation • Share Foundation Basel • Solaqua Foundation • Stiftung ESPERANZA – cooperative help against poverty • Swiss Re Foundation • Symphysis Foundation • Tarbaca Indigo Foundation • Temperatio Foundation • Tibetania Foundation • Valüna Foundation • Vera Petendo Foundation • Von Duhn Foundation **COMPANIES** A. Baggenstos & Co. AG • AIL (Aziende Industriali di Lugano) • Amsonic AG • Bachema AG • Bank Julius Bär & Co. AG • Centre hospitalier universitaire vaudois CHUV • Chocolats Halba • Claro Fairtrade Shop • Clean Forrest Club • Coop • Coop Fonds für Nachhaltigkeit • Debiopharm International AG • Fent AG • Frei + Krauer AG • Hartung Engineering GmbH • Heinis AG • Ingenieurbüro Frommelt AG • Loterie Romande • Philippe C. Biedermann Consulting • Pini Swiss Engineers • Play'n'Help AG • Primobau AG • RALpin AG • responsAbility Investments AG • Ricola AG • Seeländische Wasserversorgung SWG • SIGE (Service Intercommunal de Gestion) • Swan Analytische Instrumente AG • Swift Management AG • Technische Betriebe Flawil • Top-Team-Sanitär-Installations GmbH • vetschpartner • Victorinox AG • Wasserkorporation Abtwil-St. Josefen • Wasserversorgung Buchrain • Wasserversorgung Gemeindeverband Blattenheid • Xplace GmbH • ZHAW, Zurich University of Applied Sciences **NGOS, BODIES AND ASSOCIATIONS** Agridea • Association El Puente • Association Ethiopian Enterprises • Brücke – Le pont • Caritas Switzerland • Catholic Church Canton Zurich • Catholic Parish St. Anton Zurich • Catholic Parish Zollikon • Chartreuse La Valsainte • éducation21 • FiBL, Institut de recherche de l'agriculture biologique • FOSIT, Federazione delle ONG della Svizzera italiana • Frauenfelder 2 Stunden Lauf • Gruppe Welt Oberamt • HEKS, Swiss Church Aid • Institut Le Rosey • Kaufmännischer Verband Schweiz • Orientierungsschule Wasgenring •

“ We appreciate Helvetas for being an organisation that more than satisfies our need for transparency and economically sustainable development. This openness and sense of partnership lay the foundations for trust. ”

Thomas Baumann, president of the **CHARITY ETHIOPIAN ENTERPRISES**, which has been supporting development projects in Ethiopia for the last four years

“ Fence it in and guard it: That's most people's ideal form of forest conservation. Helvetas, on the other hand, works intensively with people whose livelihoods depend on the forest and who therefore can, and want to, protect it. ”

Daniel Heuer, chair of the board of **HOJA VERDE**, the Foundation for Sustainable Forestry in the Tropics





Projektgruppe Schlatt • Protestant Reformed Parish Lyss • Rotary Club Oberer Zürichsee • Skat, Swiss Resource Centre and Consultancies for Development • Solidaritätsgruppe Affoltern a. Albis • Swiss Solidarity • Swiss Water Partnership • Swisscontact Agri-Business • Synodalverband Bern-Jura-Solothurn • Verband der röm.-kath. Kirchgemeinden der Stadt Zürich • Verband Stadtzürcher evang. Kirchgemeinden • Viva con Agua Switzerland • WIR TEILEN Fastenopfer Liechtenstein • ZH<sub>2</sub>O – drink and donate **INTERNATIONAL FUNDING AGENCIES AND PARTNERS** ACIAR, Australian Centre for International Agricultural Research • AFD, Agence Française de Développement • AfDB, African Development Bank Group • Agency on Vocational Education under the Government of the Kyrgyz Republic • AIM International Association of Mutual Benefit Societies • Bulgarian Environmental Partnership Foundation • CDKN, Climate and Development Knowledge Network • CONAP, Consejo Nacional de Areas Protegidas • Croix Rouge Malienne • Danida • DfID, Department for International Development • EuropeAid, EU • FAO, Food and Agriculture Organisation of the United Nations • Foundation Agriterro • Fundación para la Conservación de Recursos Naturales y Ambiente en Guatemala • GIZ, Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH • Global Environment & Technology Foundation • Global Environment Facility (GEF) • Government of Ethiopia, Regional Rural Roads Authorities • Hampshire Foundation • Harewell International Ltd. • Hivos Humanistisch Instituut voor Ontwikkelingssamenwerking • ICCO, Interchurch Organisation for Development • ICIMOD, International Center for Integrated Mountain Development • iDE, International Development Enterprises • IDH, Sustainable Trade Initiative • IDRC, International Development Research Centre, Canada • IMC Worldwide Ltd • IRC, Centre international de l'eau et de l'assainissement • ITTO, International Tropical Timber Organisation • IUCN, International Union for Conservation of Nature • KfW Entwicklungsbank • KIT/CFC Royal Tropical Institute, Netherland • LED Liechtensteinischer Entwicklungsdienst • MERRY Trust • Millennium Water Alliance • Ministry of Agriculture, Norway • Ministry of Economic Affairs, Vietnam • NIRAS • ÖAR-Regionalberatung GmbH • Oxfam International • PAKKA AG • Peru Opportunity Fund • Rabobank Foundation • RAIN Foundation • RAIN Rainwater Harvesting Implementation Network • RRI Rights and Resources Initiative • SIDA Swedish International Development Cooperation Agency • Starbucks • The Glacier Trust • The McKnight Foundation • The Nature Conservancy • TNC Foundation • Transparency International • UEMOA, Union Économique et Monétaire Ouest Africaine • UNDP, United Nations Development Programme • UNICEF Mali • University of Queensland, Australia • 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 • WFP, World Food Programme • Wildlife Conservation Society • WIN, Water Integrity Network • World Bank • WWF **SPONSORS** Alternative Bank of Switzerland AG • Geberit International AG • Geberit Vertriebs AG • Globetrotter Club AG • Globetrotter Tours AG • Globetrotter Travel Services AG

The list includes institutional donors of over 3,000 CHF.

“ Instead of giving out Christmas presents we support water projects in Africa. Positive feedback from our clients confirms that in Helvetas we've chosen a good, professional development agency. ”

Ruedi Germann, CEO of **SWAN ANALYTICAL INSTRUMENTS**, Hinwil

“ Geberit and Helvetas share a common vision and a concrete goal of providing clean drinking water and basic sanitation for more people. That's what makes it such a natural and credible partnership. ”

Christian Buhl, CEO of **GEBERIT**

# THE ORGANISATION

HELVETAS Swiss Intercooperation is a politically and denominationally neutral development charity of 98'021 members, benefactors and nine active volunteer regional groups.

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

## CONFLICTS OF INTEREST

All links and mandates of members of the Management Committee and Board of Directors that are relevant to the activities of HELVETAS are listed in the financial report.



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All organisations with which HELVETAS Swiss Intercooperation 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 **Head Office** 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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