

# 2017

## ANNUAL REPORT

**363,320**

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



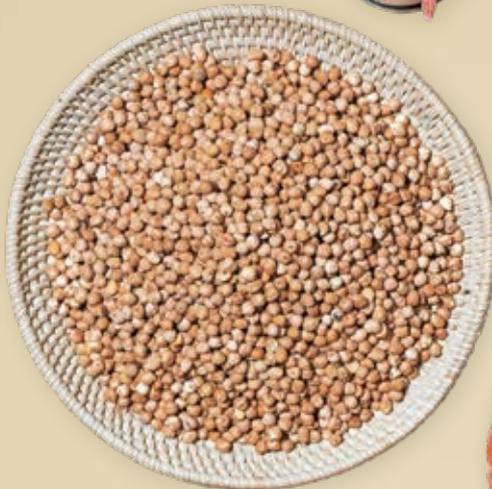
**265,439**

people benefitted from better commercialisation of their farm products.



**423,316**

people have gained access to land and forests or have improved their capacities to adapt to climate change or to reduce disaster risks.



**1,202,957**

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



**284,608**

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



**576,437**

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



**57,415**

women and men improved their knowledge about nutrition and know the importance of agro-biodiversity.



**162,032**

people received access to sanitation facilities.



## A BETTER LIFE FOR

## 3,488,921 PEOPLE

**153,397**

people gained access to clean drinking water.



© Simon B. Opladen

**12,000** people in Benin are learning the basics of hygiene to protect their health, and councils are taking on responsibility for providing a functioning water supply across a large municipal area.

Page 10



© HELVETAS Swiss Intercooperation

**36** per cent less water is now used on fields in Pakistan through the implementation of appropriate cotton and rice production techniques.

Page 12



© Flurina Rothenberger

**2,000** farming families in Haiti are being trained to build terraces and check dams and to plant trees. Meanwhile, local authorities are improving their readiness for the frequent tropical storms.

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## ABOUT US

HELVETAS Swiss Intercooperation 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 Swiss Intercooperation network builds upon six decades of development experience. Its 1,300 staff members work in 28 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.



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# 3,488,921

people (1,689,474 women and 1,799,447 men) took steps towards a better world in 2017 with the help of HELVETAS Swiss Intercooperation. 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 3,488,921 people include all the women, men and children involved in projects that HELVETAS Swiss Intercooperation has carried out on behalf of the Swiss Agency for Development and Cooperation (SDC).

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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.



# BUILDING BETTER STRUCTURES

HELVETAS Swiss Intercooperation works in countries we frequently associate with bad news, famine and war. If, however, you are lucky enough to visit these countries and talk to farmers and artisans, doctors and teachers, a very different story emerges. These men and women have taken control of their destiny and begun to shape their own lives and the future of their communities and countries. Take Ethiopia, for example. "I want to go far in my profession. I want to find a job or join a cooperative. I also want to be the first woman in our town to run a cabinet-maker's workshop," says 19-year-old Keralem Genetu, who has completed a cabinetmaking course (see pages 16 & 17).

Helvetas is committed to supporting initiatives, individuals and communities in their quest for development. The emphasis has changed greatly over the sixty-odd years that Switzerland and Helvetas have practised development cooperation. Aid used to consist of providing short-term, practical assistance with infrastructure, agriculture and, later, skills development. Nowadays, collaborating with and influencing our partner countries' social structures is an integral part of every development project. We support the authorities in including local people when drafting development plans, and in being able to then implement those plans responsibly. We offer guidance to civil society organisations so they can play their part in regional and national politics. We design all our projects to serve as inspiring examples for government and feed into national development policy. You will read about all these things and more in this annual report.

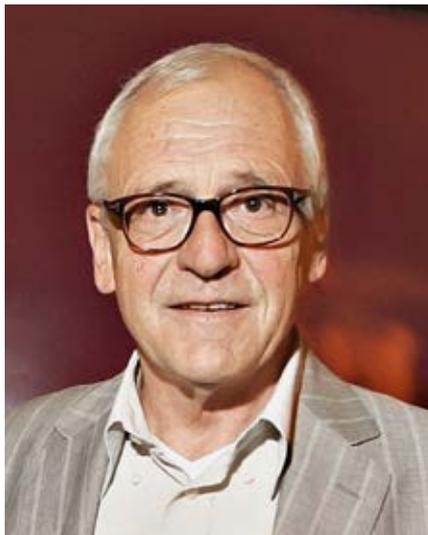
I have had the good fortune, over my career, to follow the evolution in devel-

opment cooperation and occasionally to help fashion it. I carried out some twenty assignments in the 1980s and 1990s to evaluate and implement projects. In my capacity as President, I subsequently assisted the work of Intercooperation and, more recently, HELVETAS Swiss Intercooperation. My principal motivation for being involved in development cooperation was always a desire to make the world a better place.

I shall be passing on the baton of the presidency at the next General Assembly, but I would wish for everyone active in development cooperation and development policy to cultivate three major qualities:

- Alertness – to identify and respond to new challenges and opportunities;
- Perseverance – to pursue our defined objectives and recover from setbacks;
- Lucidity – to avoid the pitfalls of alarmism and pessimism, recognise the many positive developments around the world and harness them as an impetus for change.

© Michele Lunna



Elmar Ledergerber  
President of  
HELVETAS Swiss Intercooperation

I am proud and grateful to have had the opportunity to work for an organisation that upholds these qualities and values, and I am very glad that approximately 100,000 members and donors, numerous foundations and state agencies including SDC, SECO, the Liechtenstein Development Service, DFID and Europe-Aid accompany our endeavours. I would like to thank all of you from the bottom of my heart for your support. You are our partners for real change.

# THE ANSWER IS SOLIDARITY

Where selfishness thrives, poverty reduction and respect for human rights suffer. Helvetas knows from its longstanding experience in many countries that skills development, a strong civil society and good governance are vital to ensuring that all sectors of society benefit from regional progress.

As we witness on a daily basis, democracy, prosperity, social equity and international solidarity are far from automatic. China is ploughing up vast tracts of land and disrupting the social fabric of developing countries. The Kremlin is bending Russia's political system and society to its will. The United States has turned in on itself in the false belief that this is the best way to safeguard its interests, while Europe watches in horror as nationalist parties pile up one electoral success after the other with manifestos that openly challenge international and national solidarity.

Look, sceptics cry, the world is coming apart at the seams yet development agencies continue to implement their tiny projects. Is it true, though? We do indeed help people to dig wells. We assist farmers in their efforts to adapt to climate change. We enable young people to gain some basic vocational training, and we promote value chains for agricultural produce. These contributions have an effect that far exceeds the impact of the individual project. Each new well, each new production technology and each new vocational course changes the life of the beneficiaries and their families – radically in many cases. Our projects have touched the lives of over 17 million people in the past five years, and yet our work has an impact on far more people than merely the direct beneficiaries.

Our projects are crystallisation points around which civil society organisations and small private businesses spring up,

develop and coalesce. Our projects are also opportunities for authorities and politicians to learn. We deliberately forge links with state agencies, as we've recognised that their buy-in can help to guarantee that our projects have a lasting impact. We involve them in project management, and this helps to embed successful development approaches in provincial administrations or national policy. There is a recent example in the Andean countries where, with support from SDC and other funders, we established a major regional project that encourages participating states to incorporate forest conservation into their development and environmental policies.

This embedding is also a feature of our work in Nepal, where the seven-thousandth suspension bridge was inaugurated last year. Five hundred new bridges are now built all over the country every year, but that number could only be achieved because the state integrated bridge-building into its infrastructure and development programmes long ago. Regional and national networks of Nepalese experts and private companies have flourished around bridge-building. A scheme that started with a few isolated bridges has grown over the course of 40 years into a genuine engine of development in Nepal – and an exemplary success for Helvetas and the Swiss development community.

Our vocational training projects, long a core feature of Helvetas's work, have had a significant impact on national policy in many countries. Inspired by the success of our practice-led skills development projects, state bodies in Ethiopia, Kyrgyzstan, Benin and Nepal have begun to attune their own vocational training programmes to the demands of the job market. This will improve the employment prospects of hundreds of thousands of young adults.

In our 61 projects for good governance and peace, we are training both public officials and civil society organisations to articulate their needs and goals, listen to demands and fulfil their legal duties in good conscience – transparently, fairly and without deriving any personal benefit in the process.



© Maurice K. Grüng

Melchior Lengsfeld  
Executive Director  
HELVETAS Swiss Intercooperation

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© Flurina Röthenberger

Projects as points of crystallisation: in Benin organic vegetables are sold to subscribers in the city.

### Defending values

In our work we repeatedly observe that many people and societies see Europe as a model. There is good cause for admiration. Many European states base their policies and actions on values that are now enshrined in international human rights law. However, Europeans have often treated these same values with contempt – and not only during the colonial era. It has become clear in recent years that these principles are anything but set in stone. There has been a terrifying rise to prominence of movements and politicians advocating self-centred social and national policies. Not only do such ideologies set individuals against one another, they also seek to drive a wedge between Europe and developing countries. Powerful forces are also bent on deregulating international markets and turning trade into a survival of the fittest.

We protest at these assaults on fundamental and universal rights. Europe must support forces in developing countries

whose goal it is to promote socially and environmentally responsible development. Europe – and I naturally include Switzerland – must stop providing a safe haven for the proceeds of capital flight, and European businesses must respect human rights even where national laws do not require them to do so and judges do not enforce them.

Helvetas lobbies Swiss politicians about these concerns through Alliance Sud – the political advocacy organisation representing Swiss development NGOs – and with our own position papers. We support the Responsible Business Initiative, which demands that all Swiss-based companies respect human rights around the world and is gaining public approval in the wake of the Panama and Paradise Papers.

Helvetas produces educational materials for schools to raise awareness among future voters and influencers about Switzerland's international relations and what we

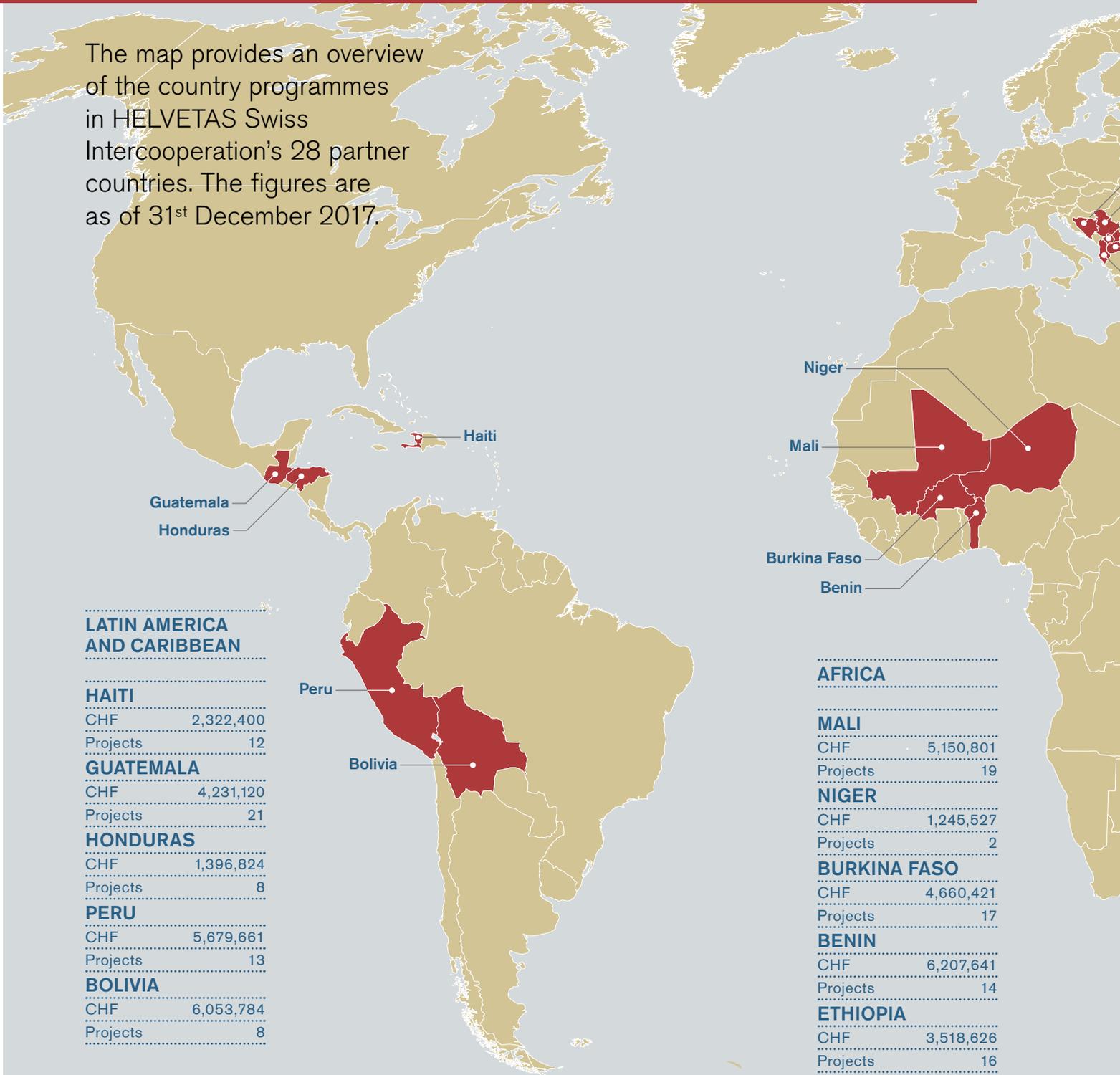
can do together and as individuals. One such educational initiative was the “We Eat the World” exhibition, which received 150,000 visitors including a high proportion of school pupils.

We also explore the question of what constitutes successful development in our poster campaign. Each poster presents three generations of a single family who have experienced fundamental change for the better – not from one year to the next, but over a long period of time. These “poster families” illustrate the old adage that development takes time, always and everywhere.

We're delighted that our partners in Switzerland, Europe and North America share this view and are willing to offer us their long-term support. Our work simply wouldn't be possible without their backing. I would like to thank all our donors for their solidarity and unwavering commitment because this makes real change possible.

# COUNTRY PROGRAMMES IN 2017

The map provides an overview of the country programmes in HELVETAS Swiss Intercooperation's 28 partner countries. The figures are as of 31<sup>st</sup> December 2017.



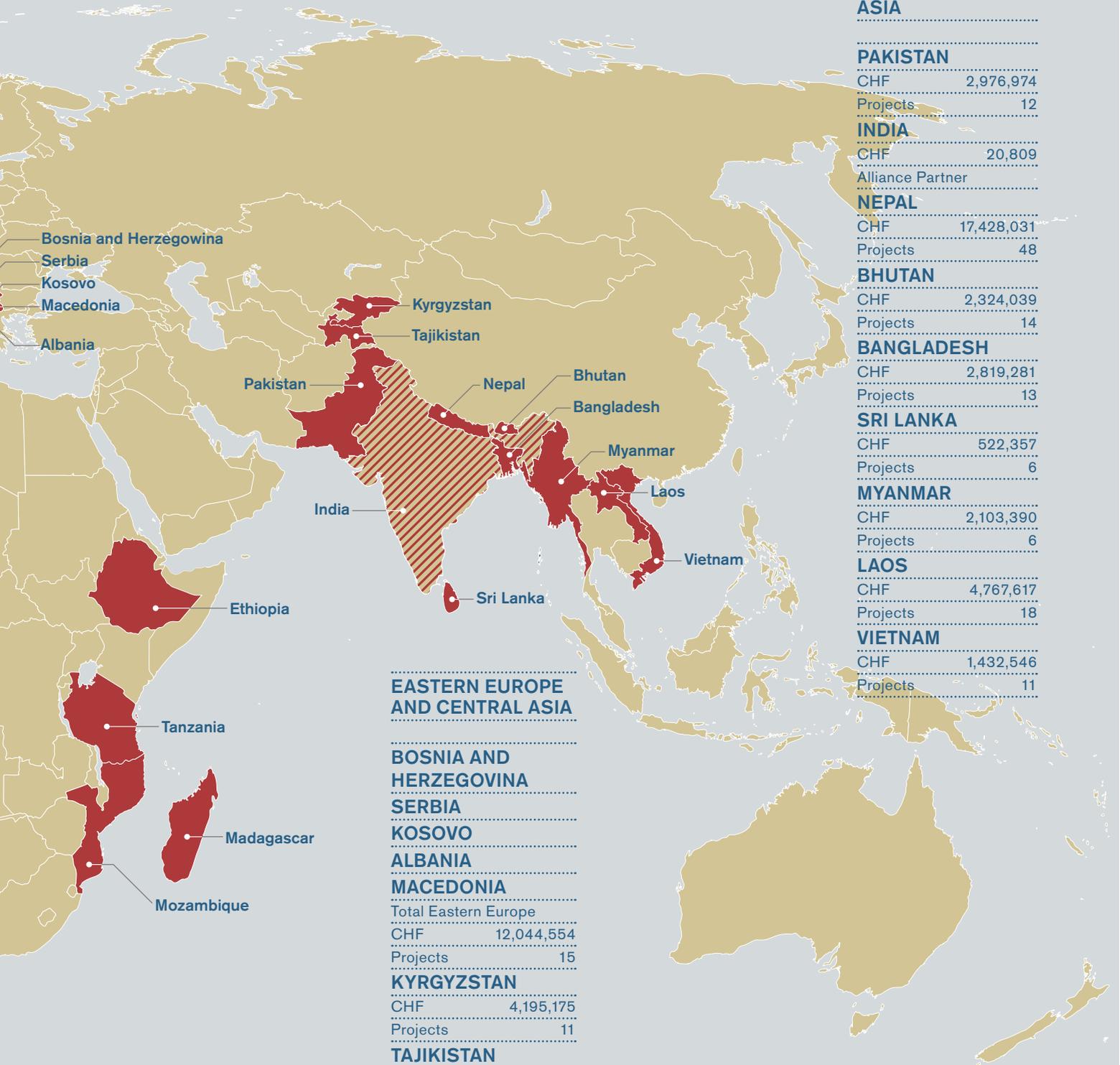
## LATIN AMERICA AND CARIBBEAN

<b>HAITI</b>	
CHF	2,322,400
Projects	12
<b>GUATEMALA</b>	
CHF	4,231,120
Projects	21
<b>HONDURAS</b>	
CHF	1,396,824
Projects	8
<b>PERU</b>	
CHF	5,679,661
Projects	13
<b>BOLIVIA</b>	
CHF	6,053,784
Projects	8

## AFRICA

<b>MALI</b>	
CHF	5,150,801
Projects	19
<b>NIGER</b>	
CHF	1,245,527
Projects	2
<b>BURKINA FASO</b>	
CHF	4,660,421
Projects	17
<b>BENIN</b>	
CHF	6,207,641
Projects	14
<b>ETHIOPIA</b>	
CHF	3,518,626
Projects	16
<b>TANZANIA</b>	
CHF	2,896,016
Projects	10
<b>MOZAMBIQUE</b>	
CHF	2,509,882
Projects	14
<b>MADAGASCAR</b>	
CHF	1,917,106
Projects	19

- Country Programmes
- Alliance Partner



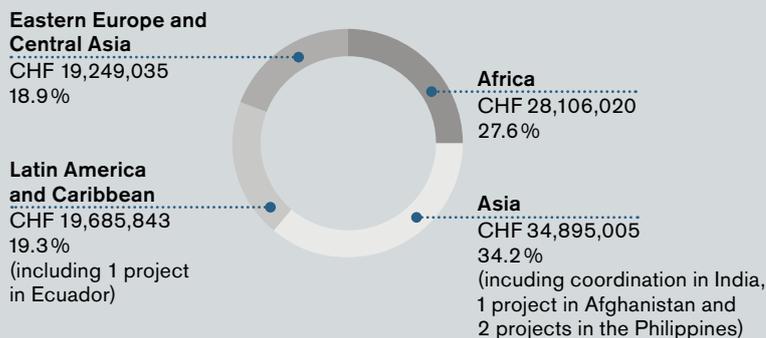
<b>ASIA</b>	
<b>PAKISTAN</b>	
CHF	2,976,974
Projects	12
<b>INDIA</b>	
CHF	20,809
Alliance Partner	
<b>NEPAL</b>	
CHF	17,428,031
Projects	48
<b>BHUTAN</b>	
CHF	2,324,039
Projects	14
<b>BANGLADESH</b>	
CHF	2,819,281
Projects	13
<b>SRI LANKA</b>	
CHF	522,357
Projects	6
<b>MYANMAR</b>	
CHF	2,103,390
Projects	6
<b>LAOS</b>	
CHF	4,767,617
Projects	18
<b>VIETNAM</b>	
CHF	1,432,546
Projects	11

**EASTERN EUROPE AND CENTRAL ASIA**

<b>BOSNIA AND HERZEGOVINA</b>	
<b>SERBIA</b>	
<b>KOSOVO</b>	
<b>ALBANIA</b>	
<b>MACEDONIA</b>	
Total Eastern Europe	
CHF	12,044,554
Projects	15

<b>KYRGYZSTAN</b>	
CHF	4,195,175
Projects	11
<b>TAJIKISTAN</b>	
CHF	3,009,306
Projects	9

**PROGRAMME EXPENDITURE BY CONTINENT**



# HIGH-QUALITY WATER

People even in the remote north of Benin are gaining access to clean drinking water and latrines. In 2017, Helvetas carried out 63 projects in the Water and Infrastructure working area and invested CHF 20,674,536.

## BENIN: JOINT DECISION-MAKING FOR CLEAN WATER

N'ouéni Dari roars up on his motorbike. Emblazoned across his blue overalls are the words "Artisan Réparateur". It's time for him to do his regular six-monthly check-up on the well, which involves unscrewing the top, removing and examining the foot pump and checking the pedal and plunger.

This part of Benin along the borders with Niger and Nigeria is sparsely populated and poor. Banikoara is one of Helvetas's extensive partner municipalities, comprising 112 villages with a total of 250,000 inhabitants, but only 35 per cent of those people have access to safe drinking water. Everyone else fetches their water from open draw wells, pools and rivers. It can make them sick, but they can also get ill from water that was clean when it came out of a well pipe but wasn't covered during transport or while being carried home.

That explains why practical hygiene information is an essential component of Helvetas's QualiEau project. For the recommendations to have their desired effect, more than simple knowledge transfer is needed. There must be role models – respected citizens who adopt a specific practice. It is a real incentive for people to practise good hygiene and have their own latrine if this boosts their standing in the community. Helvetas funds the construction of public latrines in motivated villages, primarily in market squares or schools. This multi-faceted approach is

one of Helvetas's core tasks in these municipalities of northern Benin.

The main thing is that the municipalities themselves assume responsibility for a functioning water supply and build it into their development agenda. Helvetas supports community leaders from the planning stage right through to implementation. There are many questions to answer and various decisions need to be made. Where is water available and how safe is the source? What is the cost of either improving the present water supply and making it safe, or else building a new system? Where, when and why should what kind of access to water be established? Who will pay for maintenance and repairs? How much should people be charged for water? Where can people lodge a complaint if the well isn't working? This kind of planning will only succeed if all the community's decision-making bodies, the various villages and their inhabitants can take part in transparent discussion and decision-making.

There are many possible solutions, ranging from hand- and foot-operated pumps to small pipe systems with a water tower or solar-powered utilities with a storage cistern. The work must be the subject of an open tender that allows a variety of small enterprises to compete for the contracts. The involvement of local people is required again when the system has been built – for example, a well-keeper to look after the equipment and collect the



It requires trained handymen to keep water systems working properly.

agreed fees to cover maintenance and repairs. If there's any problem, someone like Monsieur Dari turns up with his Helvetas toolkit to get the well running again.

Clean water is also in short supply in urban areas of Benin, which is why Helvetas has decided to include a poor city area in the project for the first time. Helvetas will test the requirements for a functioning urban water system in Parakou, the country's fourth-largest city.



“It’s my job to open the well each morning and close it in the evening. I keep the equipment clean and collect the agreed water fees, which go towards maintenance and repair costs.”

Rachel Tchati, about 40, Centre Social de Matéri, Benin

© Flurina Rothenberger

1%

of the water on Earth is accessible freshwater.

Source: WWF

315,429

people gained access to clean drinking water and/or sanitation in 2017 thanks to Helvetas.

1,202,957

people gained better access to schools, hospitals and regional markets in 2017 thanks to Helvetas bridge-building projects.

#### ADVISORY SERVICES: LISTENING TO VILLAGE COMMUNITIES

“Instead of telling people what’s good for them, we let them decide what’s good for them” is how Jacques Louvat sums up the ethos of the Jikura project in Mali. Under shady trees on the village square, he and his team listen to the villagers’ discussions and encourage them to define their own water projects. To explain the project and its approach – “Jikura” means “New Water” in Bambara – he and a Malian film crew asked various men and women to describe how they perceived Jikura and how they had benefited from the project. “Films are more direct and intelligible than complicated project descriptions. And the fantastic images give a deep insight into people’s lives,” says Jacques.



**Jacques Louvat** is a geologist and taught at the École des mines de l’Air in Agadez, Niger. After working in the French private sector for a time, he returned to development and to West Africa.

He has been working for Helvetas as a technical adviser in Mali, Benin and Burkina Faso since 2011.

# SAVING WATER

Large rice traders are helping Pakistani rice farmers to save water in their fields. In 2017, Helvetas carried out 86 projects in the Rural Economy working area and invested CHF 22,542,178.

## PAKISTAN: MORE RICE WITH LESS WATER

Thirty-five-year-old rice farmer Fiaz Lillah was amazed when he flooded his paddy field last year. Within two hours the water was deep enough for him to start sowing. It had taken him twice as long to fill the field in previous years. There was a simple reason for this change, though: for the very first time Fiaz Lillah had used a laser device to level the field and the knee-high bunds around it. He had reaped immediate dividends from one small investment.

Rice is the second-largest agricultural crop in Pakistan after cotton, and it requires twice as much water as any other staple foodstuff. But water is becoming a scarce commodity in Pakistan. The fields are irrigated via a system of channels fed by the Indus and its tributaries. Roughly a third of the water disappears through leaks in the decrepit canal system, another third cannot be used because the fields aren't level and the soil has lost its storage capacity, and so only one-third of all the water actually reaches the plants.

Helvetas's multi-country Water for the Production of Cotton and Rice (WAPRO) project seeks to put a price on water, which is still regarded as a free resource. WAPRO's approach is based on forging partnerships with major buyers. In Pakistan that partner is Mars, Inc.'s global brand Uncle Ben's. In India it is Coop, and in Kyrgyzstan Elmer & Zweifel, a weaving mill that uses organic cotton. Their contracts with the producers contain stipulations about sustainable water



Everyone benefits from water-efficient farming methods.

management, and the buyer pays a premium similar to the organic or Fairtrade premium.

WAPRO's second component is collaboration with government agencies. It is estimated that Pakistan's water shortage will double by 2025, by which time 25 per cent of water for agriculture will come from sources that will not be replenished. Despite the fact that the water table is already sinking, the government spends only one quarter of one per cent of GDP on the water sector, whereas the military budget accounts for 12 per cent. WAPRO is promoting the idea to the authorities that water users must be charged something, and that it is essential to invest more in the water sector

if Pakistan is to survive as an agrarian country.

The third aspect of WAPRO is familiarising farmers with water-efficient production techniques. Eight hundred trial farms in Pakistan have implemented new measures that include using laser technology to level their fields, direct sowing and targeted dry periods instead of continuous flooding. The first harvests on these trial farms have produced extremely positive results: the farmers used 20-36 per cent less water, their harvests were 5-10 per cent up on previous years and their net income from rice sales rose by 24 per cent due to lower production costs.

The WAPRO programme is an SDC mandate.

“Saving water paid off twice over. I harvested more rice using the new techniques, and the trader paid me a better price for using water more sparingly.”

Fiaz Lillah, 35, farmer, Nabipur, Pakistan



© HELVETAS Swiss Intercooperation

**700 million**

tonnes of rice are grown worldwide each year, 97 per cent of which is in developing countries.

Source: [www.riso.ch](http://www.riso.ch)

**576,437**

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

**265,439**

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

#### ADVISORY SERVICES: MATCHMAKING

European chocolate manufacturers who want Fairtrade and organic products but are wary of the effort required; Ghanaian producers looking for reliable sustainable cocoa buyers; SECO's desire to fund an organic project. Agronomist and environmental engineer Jens Soth matches private companies, producers and development organisations who want to make the world a better place by selling sustainable products. He promotes public-private partnerships (PPP) for organic and fairly traded products such as cocoa, rice and cotton. Jens is a member of the International Cotton Advisory Committee's (ICAC) sustainability committee and worked with ISO, the International Organization for Standardization, to define a new standard for sustainable cocoa.



**Jens Soth** has an MSc in Agriculture and Environmental Science and ran the independent Hamburg-based Environmental Protection Encouragement Agency (EPEA) before

joining Helvetas in 2003 as an Advisor on Value Chains and Sustainable Commodities.

# PROTECTING WATER SOURCES

Farmers in Haiti protect slopes and water catchment areas threatened by erosion. In 2017, Helvetas carried out 53 projects in the Environment and Climate Change working area and invested CHF 10,838,502.

## HAITI: PLANTING TREES AND PREPARING FOR DISASTERS

Merisen Lexidor from the Haitian village of Les Verrettes knows how hard it is to plant trees – and how satisfying. “One plot of land I bought was so eroded that the rock was visible in places,” he recalls. He had always longed to own a piece of land and so he decided to reforest it. He suffered a few setbacks, took a different approach, had some first successes and now he owns three forested plots that also include mango trees whose fruit he sells.

Merisen Lexidor's tale used to be unusual in Haiti. For hundreds of years, timber merchants and sugar factories felled the trees covering the steep mountain slopes and hillsides; nowadays it's smallholder farmers and small charcoal producers. Each new tropical storm carves additional, deeper gullies. Helvetas is working closely with farming families and the local authorities in the northern département of Artibonite to make up for the poor practices of the past.

As part of a project to conserve water catchment areas and improve disaster prevention in the municipalities of Les Verrettes and Lachappelle, the members of 2,000 farming families are taught about sustainable natural resource management. They are trained – and initially also remunerated – to build terraces and check dams and to plant trees. Terraces slow surface run-off, and check dams prevent streambeds from eroding, while trees build up the humus layer and improve the soil's storage capacity. The farmers main-

tain these structures and the reforested areas. As well as tapping new water sources they also refine their production methods and improve regional food security.

Helvetas also trains local authorities to pursue effective environmental policies and improve their readiness for tropical storms. Local authorities include key local actors – farmers' groups, local businesses and civil defence organisations – in drawing up the operational plans to be used in case disaster strikes.

The project has not restored the area around Les Verrettes and Lachappelle to its former natural splendour, but over 20,000 trees were planted on 400 hectares of land in the first half of 2017 alone. The disaster management plans proved their worth in October 2016 and September 2017 when Hurricanes Matthew and Irma swept through Haiti. The local population was better informed, and emergency aid was distributed faster here than elsewhere.

Even more important is the fact that more and more farmers are starting to value trees, bushes and forests. The project has demonstrated to them how quickly trees can improve the quality of natural springs. One local farmer relates a striking example of the vital role trees play: “One day I lost my balance high up on my steep plot of land, but fortunately I was able to cling on to a tree. It was the only tree on my plot. Since then I have planted as many trees as I can.”



Information and discussion are essential for well-coordinated reforestation efforts..

“We used to hear a lot of promises but nothing ever changed. With Helvetas it was different. The agronomists did actually ask for our help.”

Anaïs Saintimé, 45, gardener,  
Mara, Forêt des Pins, Haiti



© Flurina Röhrenberger



**15 billion**

trees have already been planted worldwide as part of the Trillion Trees Campaign.

Source: [www.plant-for-the-planet.org](http://www.plant-for-the-planet.org)

**104,577**

people learned in 2017 to be better prepared for natural hazards and to reduce the risks of disaster.

**83,150**

farmers prepared themselves in 2017 for the consequences of climate change, with support from Helvetas.

#### ADVISORY SERVICES: ADAPTATION TO CLIMATE CHANGE

With funding from SDC, Helvetas's wide-ranging PACC programme has managed to integrate climate change adaptation and disaster prevention into Peruvian politics and earned the organisation a solid reputation. As a result, Bernita Doornbos and her Peruvian colleagues have received further assignments to provide similar advice to other organisations. Bernita Doornbos has assisted Lutheran World Relief with other climate projects and advised Helvetas's partner organisation GCO LAC on knowledge management in Cuba and Nicaragua. In her work she goes to great lengths to include especially vulnerable communities whose livelihoods are threatened by climatic events.



**Bernita Doornbos** has an MSc in Tropical Agriculture and further qualifications in water and climate change and is currently Acting Country Director for Helvetas Peru. From 2007

to 2012 she worked in Ecuador as an adviser on water and climate issues for Intercooperation and has covered the same issues for Helvetas in Lima since 2013.

# CREATING A SOLID FOUNDATION

Private institutes in Ethiopia provide short apprenticeships that are tailored to the actual requirements of the world of work. In 2017, Helvetas carried out 30 projects in the Skills Development and Education working area and invested CHF 16,831,134.

## ETHIOPIA: VOCATIONAL TRAINING AND PRACTICE

When 19-year-old Keralem Genetu talks about her life, she does so quietly and determinedly, with a smile flickering on her lips. Keralem says things like, "I want to go far in my profession. I want to find a job or join a cooperative," adding, "I want to be the first woman in our town to run a cabinetmaker's workshop." Serious ambitions for one of four children brought up on the bottom rung of society by a poor single mother who did odd jobs to make ends meet.

Youngsters like Keralem Genetu are the main target group of Helvetas's SKY skills development project for socially disadvantaged youths in Amhara province in Ethiopia, which trains young people to become sought-after tailors, cooks, hairdressers or car mechanics – or, in Keralem's case, a cabinetmaker.

In SKY's first three years, nearly 2,000 young people – 80 per cent of them women – completed a three-month course. Seventy-six per cent of them immediately found a job or founded their own business – an attention-grabbing figure.

The high success rate is no accident. Helvetas only funds training courses in professions for which there is proven market demand, and the syllabuses for the three-month courses are designed to equip people for working life. From the very outset the project cooperates with the town council, trade associations and



© Patrick Rohr  
Hammer and saw: the tools of a trade, a path to a bright future.

training centres. Helvetas has drawn on the experience of its large-scale vocational-training programme in Nepal, where the final 20 per cent of the fee is only paid to the training centres and vocational colleges when their graduates find regular paid work or become self-employed. This gives training centres an enhanced incentive to focus on integrating their students into the labour market and accompanying their first steps in the world of work. The SKY project is a model that can be replicated in other parts of Ethiopia and Africa, as well as influencing states' voca-

tional training policies. The government of Amhara region has already declared that SKY's syllabuses will form the basis for short courses across the region.

The decisive factor in the success of the project, however, is the fantastic motivation shown by Keralem and her fellow graduates. Most of them come from very poor families or marginalised social groups. They concluded from the experiences of their parents and elder brothers and sisters that it is virtually impossible to get a decent job without education and training. Now they intend to make the most of the opportunity Helvetas has been able to give them. "I want to go a long way in my profession so I can help my family."

“I’m sure I can make it as a cabinetmaker. People in our society trust women a lot. They have a reputation for being hardworking and honest, and it’s good to do business with them.”

Keralem Genetu, 19, a soon-to-be cabinetmaker, Bahir Dar, Ethiopia



© Patrick Rohr

**475 million**

new jobs will need to be created for young people entering the job market in the next decade.

Source: UNESCO

**67,825**

young people took charge of their own vocational training in 2017 thanks to Helvetas.

**295,495**

people – children as well as adults – attended primary schools or literacy courses.

#### ADVISORY SERVICES: MARKET-LED

Away from self-sufficiency towards market-led agriculture: that’s the rallying cry driving Laotian agricultural policy. The country’s five agricultural colleges and their 3,000 students are a major part of this change. Bettina Jenny and the project team advise the colleges and work closely with the ministries of agriculture and education. Their input includes lessons learned from the Swiss vocational training system: a need for courses to be tailored to the job market; partnerships with farms and farmers’ organisations for practical courses and future jobs; and professional and career advice for students.



**Dr Bettina Jenny** did her PhD on climate change in South America, has a Master’s degree in Geography and trained as a secondary-school teacher. She has worked for

Helvetas since 2002. She is team leader for basic and vocational education and advises projects in Asia, Africa and Latin America.

# CITIZENS' RIGHTS

Helvetas supports local authorities in Kosovo in their efforts to provide good administrative services for their citizens. In 2017, Helvetas carried out 61 projects in the Governance and Peace working area and invested CHF 22,789,104.

## KOSOVO: CONFIDENCE THROUGH TRANSPARENT ADMINISTRATION

Where Gent Begolli, the head of public services in Priština, is standing now used to be an accident black spot. Young men, for the most part, would show off by racing their cars and overtaking one another along this stretch. "There were serious accidents here, especially at night, and pedestrians were injured and killed," Begolli says, but then the council installed traffic lights and new pedestrian crossings.

That's no easy task in Priština. Ten years after Kosovan independence, state institutions, local authorities and even the national government remain weak. Their staff are badly paid, corruption is rife, patronage often determines who is awarded a contract or a job, and people have little trust in their political representatives.

Helvetas's DEMOS project has improved public services in 17 municipalities all over Kosovo. The project has focused on three areas where the efforts and successes of the authorities will be immediately apparent and tangible: public space including streets and squares, mobility, and rubbish collection. Endeavours to make public finances more transparent and to raise authorities' awareness of their own duties and citizens' rights have been less visible but every bit as important.

Four years after the start of the project, a survey has revealed increased satisfaction with public services. Trust in councils' financial management has risen, and citizens have the impression that the au-



© Enisa Kasemi

Public spaces should be open to everyone – and safe.

thorities are now more responsive to their wishes. DEMOS will be expanded to the country's 38 municipalities from 2018.

One core component of DEMOS is the progress-related funding of council schemes, as the authorities must furnish evidence that they are fostering democracy, good governance and transparent financial management. Their decisions must take account of all sectors of the population including women and youths, the Serb minority and the Sinti and Roma. They must also be capable of implementing their plans. Only then are the necessary funds granted. DEMOS can rely on the national audit office, which inspects the actions and finances of all 38 municipalities once per year.

As well as funding, local councils are entitled to request technical assistance at any time to solve clearly defined problems and also to ask for further training.

The DEMOS programme is a mandate from SDC.

“In the past we have been discriminated against: recreational facilities were always intended for boys and men. Now thanks to the project my friends and I have access to the space, to the benefit of our health.”

Genta Hoxha, 19, citizen, Lipjan/  
Lipljan, Kovovo



© Enisa Kasem

6

days are how long it now takes to set up a business in Kosovo. It took 58 days in 2010.

Source: Wolrdbank

262,888

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

21,720

people discussed issues of peace, conflict management and conflict transformation in 2017

#### ADVISORY SERVICES: MAKING JUSTICE ACCESSIBLE TO ALL

After seven successful years, Helvetas has decided to expand the “Access to justice” project strategy in Tajikistan. The free legal advice service, which has gradually been built up by civil society organisations since 2016 and supported by SDC, has been gradually taken on by the state. How is civil society to monitor the quality of state service provision in future? Jesper Lauridsen examined what a dialogue between local authorities and representatives of civil society might look like. Human rights is a very hot topic in Tajikistan, and putting it on the table too aggressively can cause a great deal of damage. Jesper Lauridsen trained civil society representatives in a conflict-sensitive approach that facilitates discussions of tricky subjects in a difficult context.



#### Jesper Elias Lauridsen

holds an MA in Political Science and an MA in African Development Studies and has worked in development cooperation for 14 years, four of

those for Helvetas. He assists government agencies and civil society organisations in their efforts to improve democratic participation and transparent governance.

# A BETTER LIFE

## WATER: A HUMAN RIGHT

More than 300,000 people gained new access to drinking water and/or basic sanitation in 2017 thanks to Helvetas.

Worldwide  
315,429  
people

Africa  
129,018  
people

Asia and  
Eastern Europe  
181,872  
people

Latin America  
and Caribbean  
4,539  
people



## VOCATIONAL TRAINING: PREPARING YOUNG PEOPLE FOR THE FUTURE

Over 60,000 young people got to grips with a vocational training course and laid the foundations for their own future and for their communities to develop.

Asia and  
Eastern Europe  
52,177  
people

Latin America  
and Caribbean  
2,882  
people

Worldwide  
67,825  
people

Africa  
12,766  
people



## GOVERNANCE AND PEACE: A WIN-WIN SITUATION

Almost 300,000 women and men found out about their rights during courses and projects as well as gaining some basic knowledge of democracy and decentralised administration.



## AGRICULTURE: NEW MARKETS FOR HIGH-QUALITY FARM PRODUCTS

Over 250,000 farmers attended Helvetas courses that taught them how to market their crops more efficiently.



# VIABLE ORGANIC AGRICULTURE

Over 2,000 farmers in northern India produce organic basmati rice for Coop and its Brunnen rice mill. A quantitative study by a team of Swiss and Indian researchers compares the yields and net incomes of 80 organic and 80 conventional small farms.

## INDIA: FAIRTRADE AND ORGANIC RICE FOR THE SWISS MARKET

In 2011, Helvetas was commissioned by Coop to develop value chains for Fairtrade organic rice in India and Thailand. The project involves organic farming, fair trade, sustainable natural resource management, improving farming families' livelihoods, and collaboration with the private sector – all skills and working areas that are central to Helvetas's vision of development cooperation.

Coop and its rice mill in Brunnen have a strategy to build their range of private-label rice around organic and Fairtrade varieties, and perfumed rice from Thailand and basmati from northern India are a key part of this. The plan was to supply other European retailers and it has proved successful: Brunnen is now the biggest miller and trader of sustainable rice in Europe.

### Organic rice grown by smallholders

1,700 mm of precipitation allow farmers in the northern Indian state of Uttarakhand to produce two crops per year. Farms grow rice on about 40 per cent of their total area during the rainy season from June to November – most of it so-called "paddy" for their own consumption. They also produce pulses, millet, vegetables, spices and small quantities of animal feed. During the dry Rabi period from November to March, 75 per cent of the fields are sown with wheat and barley. Rice was of only marginal importance before the Helvetas project arrived.

Together with our sister organisation, Helvetas Intercooperation Social Development India, Helvetas originally worked with 145 farmers who were willing to convert to organic production and turn over a larger area to basmati rice. They signed a supply contract with the Indian company Nature Bio-Foods, which prepares the rice for export to Switzerland and ensures that it meets Bio Suisse organic criteria and international Fairtrade standards. The success of the initial farms has attracted

others, with 2,332 farming families opting for organic production in 2016.

Farmers were trained in the fundamentals of organic agriculture and learned to improve the soil fertility of their fields with manure, compost and green manures. They received organic pest control products at cost price and produced their own protective compounds from plant extracts, cow urine and other natural substances.

### Success on the shelf breeds success on the farm

With funding from Coop's Sustainability Fund, an international research team examined whether and if so, how, farm income had increased over the project's five-year duration. The team based their observations on a representative sample of 80 organic smallholdings and the same number of conventional farms of similar size, and these farms kept track of all relevant production and sales data

COMPARISON ORGANIC BASMATI AND CONVENTIONAL PADDY RICE CULTIVATION

	Paddy conventional	Paddy organic	Basmati organic
Yield (kg/ha)	3,759	3,843	2,039
Price (INR/kg)	9.9	9.9	27.9
Revenue (INR/ha)	37,152	37,879	56,858
Production cost (INR/ha)	12,230	9,434	6,759
Gross margin (INR/ha)	25,063	28,713	51,047

including expenditure on seeds, fertiliser applications, working hours, yields and sales revenue. Expenditure on synthetic fertilisers and pesticides was also recorded in the case of conventional farms. Analysis of the respective yields caused the first surprise: the organic farms were just as productive for every crop as their conventional neighbours.

When it came to income, the organic farmers had a clear advantage. They pur-

chased and used very few external inputs and therefore their net income from products sold on regional markets such as paddy, wheat and pulses was up to 10 per cent higher than that from the conventional farms – even though there was no organic premium available in those markets.

Organic Fairtrade basmati rice was by far the most profitable product on the farms under observation. The net income it generated was over twice as high as the revenues from conventional rice – easily surpassing the organic Fairtrade farmers' expectations.

Basmati rice requires longer irrigation and the rainy season is growing shorter, and so the organic farmers devote only around 15 per cent of their land to rice for export. This refusal to accept increased risk in the hope of an even higher income speaks volumes for the farmers' prudence.

An additional factor is that despite higher revenues, incomes are still not sufficient to bring about any significant improvement in the families' livelihoods. The five-year observation of the 160 farms reveals that the annual household income from agriculture, wage labour and small business has remained stable at about \$1,000. What has changed, however, is the proportion of that income derived from farming, falling from 60 per cent in 2011 to 49 per cent in 2016. This reduction was slightly smaller on the organic farms, but their data also illustrates the fact that agriculture is losing its commercial relevance and wage labour for other employers is rising.

The researchers have suggested the development of regional value chains to enable the farmers to achieve better prices for their organic wheat and pulses. Farms from Uttarakhand could then deliver their organic produce to cities such as Delhi where a burgeoning middle class is pre-



Indian rice farmers earn more from organic basmati rice than from conventional rice.

pared to pay higher prices for organic products.

#### Impact on the environment

The world's rice fields account for 13 per cent of all the nitrogen fertiliser used and over one-third of all irrigation worldwide. Irrigated rice production is also more harmful to the climate than other arable crops due to the quantity of methane it emits.



Taking pride in their basmati rice harvest.

The study in Uttarakhand shows that conventional farms apply an average of 98–107 kilos of nitrogen per hectare per year in the form of synthetic fertiliser, and use 5.6 litres of pesticides per hectare for disease and pest control. What is interesting, however, is that nitrogen use on the conventional farms significantly decreased between 2011 and 2016, which leads the researchers to believe that the organic farmers' example influenced practises on conventional farms.

The study also reveals that the Uttarakhand organic farmers did not continuously irrigate their fields, and therefore used about 24 per cent less water. They also formed local water user groups and invested part of the Fairtrade premium in building rainwater retention basins, repairing irrigation channels and improving drinking water systems. Those measures benefitted not only the organic farmers, but everyone.

# CROSSING BORDERS

Migration always has an effect on development processes in the poorest countries, which is why it is necessary and important to take account of migration issues in international development cooperation. Protection from exploitation and implementing labour standards help migrants to contribute to development in their home countries.

## MIGRATION AS A FACT OF LIFE

People have always moved to further their life plans. Two hundred and sixty million people – three per cent of the world's population – currently live outside the countries of their birth. They migrate because they are unable to satisfy their material and social needs and expectations in their country of origin and believe that their prospects are better elsewhere.

This is particularly true of poverty-induced and economic migration from less developed countries in Asia, Africa, Latin America and Eastern Europe; this accounts for the largest group of migrants. Other people flee because their lives and livelihoods are endangered by war, environmental destruction or the consequences of climate change. And others again run away from their homes because they are – or are likely to be – victims of political persecution or religious discrimination under repressive regimes.

Migration is always a response to political, economic, cultural, religious, demographic, environmental or social change. Often, it is due to several of these causes combined, and they often have their roots in a world order whose rules exacerbate existing economic and social inequalities and aggravate environmental problems. Democratic governments in the North all too often tolerate or even court authoritarian regimes if they consider this a means to advance their geopolitical and economic interests.

### Asylum and the controversies around migration policy

In 2017 UNHCR calculated that almost 23 million people were on the run from conflict or persecution. Most of them found refuge in neighbouring countries – half of them in Asia and a quarter in Africa; only 13 per cent reached Europe. UNHCR also estimates that 40 million people are displaced within their own countries, often in precarious circumstances. More than half of all refugees are women and girls, and in addition to political persecution and economic exploitation, they are often exposed to sexual violence – in their country of origin, on the road and in their host countries.

Modern-day migration poses a challenge to states and societies that cannot be countered with defensive strategies. A coordinated multi-lateral migration policy, such as the one proposed by the UN, is necessary to combat trafficking and modern slavery, exploitation and forced labour, humanitarian misery and a lack of prospects for a better life. Helvetas therefore advocates an evidence-based domestic debate in Switzerland about the interactions between flight, migration and development, about protection, dignity and rights for migrants – independent of their legal status – and about the establishment of a migration policy and foreign policy. There also needs to be discussion of labour migration, access to the job market, the objectives of international development and the question of how the

causes driving refugees and migrants can be tackled or mitigated.

Industrialised countries are not having that debate at the moment. The argument has for many years revolved around the notions of “migration crisis”, “migration flows” and “hostile measures”. The Swiss parliament wants to combine international development and migration policy, wherever it is in Switzerland's interest. The relevant federal resolution of September 2016 suggests that they should be “strategically linked by tackling the causes of conflict and migration”. In other words, development aid is to act as a way of clamping down at source on unwanted migration.

Development aid's primary objective is poverty reduction, though. In the process it can of course have a mitigating effect on individual causes of migration, but development programmes designed to bring about lasting and sustainable change are not an effective tool for preventing migration, which is triggered by the immediate threats of conflict, persecution and natural disasters. These are powerful arguments for not subordinating development cooperation to the perceived imperatives of national migration policy.

### Migration and development

Migration has an impact on development dynamics in the poorest countries and international development must therefore include it. This corresponds to the thrust



© Patrick Rohr

An advisory centre for migrant workers in Nepal. Well-managed migration can drive development in the migrants' home countries.

of the UN's 2030 Agenda for Sustainable Development: migration should not be prevented, but structured.

Migration was long considered an obstacle to the development of less developed countries as young, well-educated people leave the countries of their birth in search of enhanced prospects, leaving gaping holes in the health and education sectors in particular. But it is now incontrovertible that migration can make a positive contribution to inclusive growth and sustainable development – as long as migrants' dignity is safeguarded. There is enormous need for action, as illustrated by the situation in the Gulf States, where 25 million Asian migrants work in precarious conditions.

Remittances from migrants are of enormous significance to the economies of many developing countries. The World Bank put the value of such payments at

US-Dollar 595 billion in 2017, and they play a huge part in the livelihoods of poor people as well as contributing to national growth and development. Three-quarters of all remittances, or US-Dollar 440 billion, flow to poorer countries and societies – three and a half times as much as the OECD countries' annual investment in development aid. Remittances account for more than a third of the gross domestic product of Kyrgyzstan, and a quarter in Nepal and Tajikistan. Many developing countries also profit from transfers of know-how and the investment potential of returning migrants. It's a win-win situation, as host countries also reap the benefits of migration in the form of labour, know-how, innovation, tax revenues, social security contributions and international connections.

Helvetas campaigns – often with SDC support – for humane labour migration in and between developing countries. We

provide migrants and their families with information and legal and financial advice so that they can make a contribution to the development of their communities and countries.

*Geert van Dok,  
Political Communications*

# WELLNESS AND FAIRNESS

Fair trade in commodities such as coffee, tea and spices helps to make the world a better place. Fashionable clothing – for example, the Fairshop's new yoga collection – can also be produced fairly from sustainable materials.

## SUSTAINABLE FIBRES FOR FUNCTIONAL FASHION

Helvetas's Fairshop uses its own design platform to put Swiss designers in touch with Southern producers who process sustainable materials that have been produced in fair conditions. Fashion and textile designer Lilla Wicki was immediately enthused by this new model of cooperation and loved the idea of coming up with a yoga collection. "The yoga line became my pet project," she says.

The origin of the raw materials is extremely important to the designer. She used certified organic cotton, merino wool and recycled polyester for the sweaters, shirts, tracksuit bottoms and scarves. She worked with a relatively new synthetic fibre from Japan for the leggings, men's shorts, bra tops and tank tops. Unlike ordinary polyester, which is made from crude oil, Ecodear® is partially produced from sugarcane waste. "I want to choose materials that encourage the development of sustainable textiles. We have to pay attention to how our clothes are made and the materials used."

Certified companies in India and Greece produced the eleven items in fair trade conditions. The standards cover the whole process from the production of the raw materials through to the final product and ensure that it complies with basic workers' rights, safe working conditions and environmental protection.

It was no easy task for the Fairshop to enter the market for functional clothing.



© Juliette Chretien

The Fairshop's yoga collection is made from sustainable materials and produced in fair conditions.

The competition is fierce as feel-good wear and yoga clothing are widely available, and there are products that are made from organic cotton, free of harmful substances and UV protective. The Fairshop wasn't deterred, however. "It's a good way to raise awareness about fair and sustainable sports fashion," says product manager Eliane Ceschi.

The first results have been promising. The collection is selling extremely well – an approximate turnover of CHF 80,000 in 2017 – and customers are delighted to be able to wear ethical clothing while doing exercises that are good for their body, mind and soul. The Fairshop sees enormous scope for development, especially

in terms of new products, and so the team will be investing more time and money in designing and producing feel-good clothing from sustainable fibres in ethical production sites. We can say this much: the future is bright!



“Unlike with other companies, I have regular work and I’m paid well. I have enough money for my family, for medical expenses and the education of my children.”

J. Santhanam, textile worker at Reacher Apparels, Tirupur, India

**1.6 million**

farmers and workers in 75 countries benefit from Fairtrade.

Source: Max Havelaar

**36,891**

orders were placed with the Helvetas Fairshop in 2017, 9,731 of them online.

**7.88 billion**

euros’ worth of fairtrade products were sold worldwide in 2016. Eleven years earlier, it was just 1.1 billion.

Source: handelsdaten.de

#### SWISS FAIR TRADE: AN UMBRELLA ORGANISATION FOR FAIR TRADE

Fair trade enables people to earn a decent income and improve their standard of living. Swiss Fair Trade, the national umbrella organisation for fair trade organisations, reinforces the sector in Switzerland and in doing so strengthens producers in the South. In close collaboration with NGOs such as Helvetas, Philipp Scheidiger publicises the sector’s interests and voices its concerns to the political establishment. He hails Helvetas as “a Fair Trade pioneer” and the Fairshop as a “model”. Scheidiger also runs the “Fair Trade Towns” campaign in Switzerland, and five Swiss cities and municipalities (most recently Bern, Frutigen and Carouge) have already been rewarded for their commitment to fair trade.



**Philipp Scheidiger**, Business administrator, has worked for NGOs abroad and in Switzerland after several jobs in the private sector. He is General Secretary of Swiss Fair Trade.

# FAMILY PHOTOS

The Helvetas “Partners for Real Change” campaign focusing on independent people with ambitious plans has freshened up the image of development cooperation.

## SWITZERLAND: HOW AUTHENTIC CAN A POSTER BE?

If someone mentions developing countries, images of malnourished children with swollen tummies or refugees on listing, overfilled boats come to mind. No wonder, given the media’s overwhelming focus on humanitarian crises in such countries, but aid agencies also tend to stress the hardship in developing countries in order to highlight how much still needs to be done.

However, this stereotypical coverage of hunger and misery is increasingly out of sync with reality. The statistics show quite clearly that the world is becoming a better place. The proportion of people who go to bed hungry has halved in the past 25 years. Over the same period, life expectancy rose by 11 years due to improved nutrition and health. The image of helplessness and wretchedness reflects neither the situation nor the attitude of the people we work with in our projects.

So Helvetas is dedicating more space in its public relations work to stories of real change by drawing on the findings of the international Narrative Project, whose surveys in many industrialised countries reveal that the sight of people in need is not the primary catalyst of our solidarity. The prospect of helping someone to be independent and make their own choices in life is far more compelling, as is sharing common values and dreams with people in developing countries. These emotional factors are then backed up by facts about what has already been achieved.



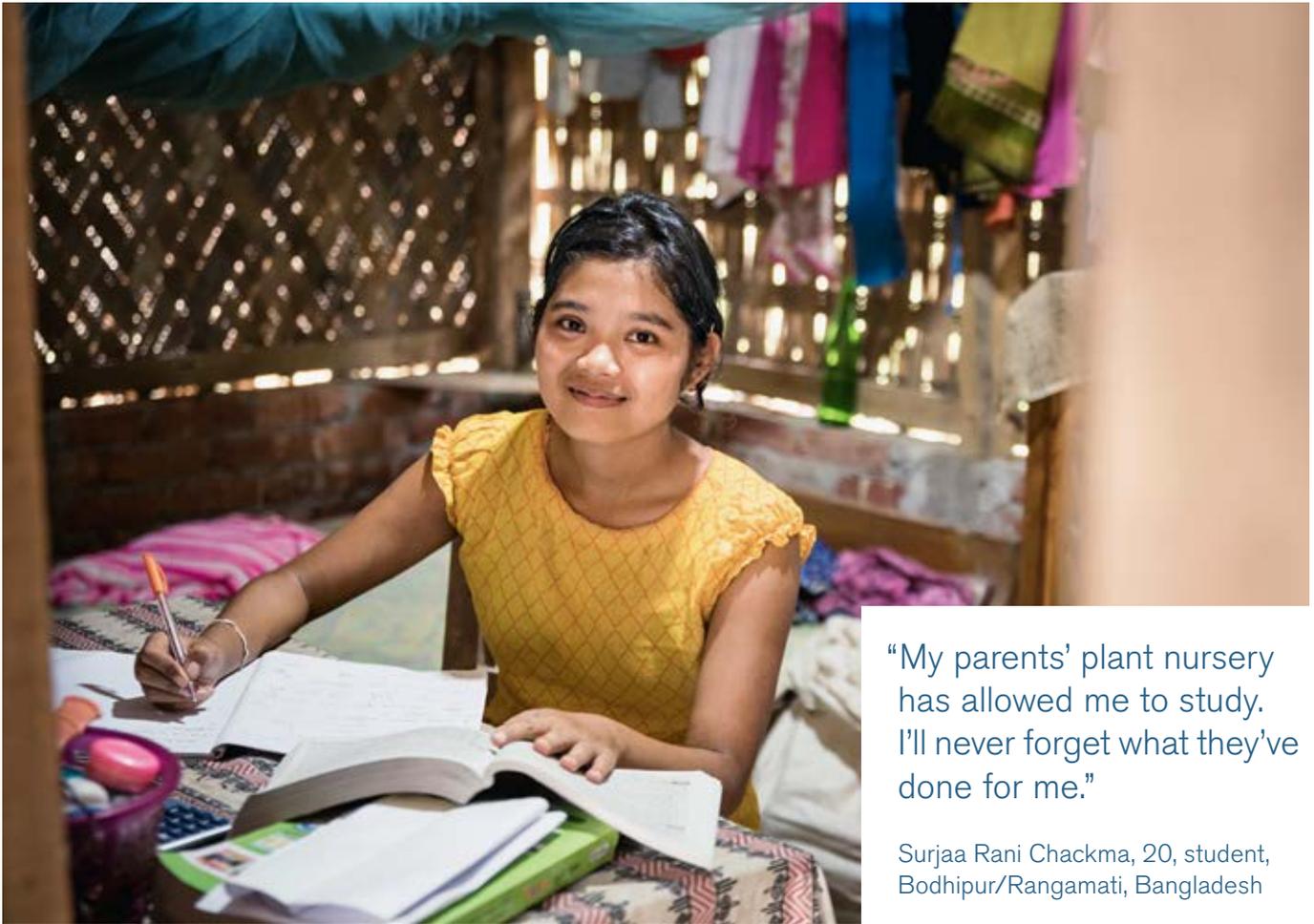
Posters present three generations of a single family. We tell their stories in our ‘Partnerschaft’ magazine and on our website.

In late 2016 Helvetas launched a new poster campaign that told families stories to illustrate the progress being made worldwide. We received many positive responses to our attempts to put faces on worldwide progress, but the campaign also attracted criticism from a number of Africans who have lived in Switzerland for a long time. The first wave of the campaign, which only showed African families without their names, was accused of creating a very lopsided impression of Africa. Another criticism was that the generic fashion in which the families were portrayed obscured their individuality. Many critics thought that the slogan “Helvetas – For Real Change” was paternalistic.

Stung by this criticism, we arranged a series of intensive discussions with our critics and experts. We organised a joint

public meeting with NGO representatives and critics about how images should be used responsibly. We subsequently produced a second poster campaign featuring families from Africa, Asia and Eastern Europe for roll-out in autumn 2017. Unlike the previous wave, these posters showed named families speaking about the changes that improved their quality of life incrementally over three generations, often sparked by their communities and governments with small nudges from Helvetas. Now, in line with our desired role, we position ourselves as “partners for real change.”

Obviously, a poster can only give a glimpse of someone’s life, and so we have provided more detailed stories in our “Partnership” magazine and at [www.helvetas.ch/mithelfen](http://www.helvetas.ch/mithelfen)



© Simon B. Ophäden

“My parents’ plant nursery has allowed me to study. I’ll never forget what they’ve done for me.”

Surjaa Rani Chackma, 20, student, Bodhipur/Rangamati, Bangladesh

## 2,400

working hours were donated in 2017 by the 80 Helvetas volunteers. They organized more than 30 events all over Switzerland.

## 25,000

people followed Helvetas on social media in 2017.

## 152,539

people visited Helvetas’s “We Eat The World” exhibition.

### HELVETAS.ORG: ONLINE SOLIDARITY

Well over half a million people visited the Helvetas website in 2017. We use it to inform interested members of the public and reach potential donors and international development experts. We appeal for solidarity and tell inspiring stories, post learning resources for teachers and provide students with information for their essays. The website helps us to advertise our know-how to international funding agencies, while also giving each partner country’s PR team scope to focus on issues of their choosing. Simone Häberli and her team manage these wide-ranging requirements and a wealth of content. They are currently updating the Helvetas website to keep pace with a fast-evolving digital environment.



**Simone Häberli** has a BA in Business Administration and an MA in Marketing, Communication and Services. She worked for four years developing news websites for Ringier, most

recently as the publishing company’s Head of Digital Projects, before moving to Helvetas in 2017.

# FINANCES

## Comparing expenditure and performance

How much does a water connection cost in a village in Mali, and how much is a similar facility in Peru? Until recently it was very hard to make this kind of comparison between different countries and continents. Since 2017, however, our performance reports and indicators are automatically entered into our Enterprise Resource Planning System, allowing us to link performance indicators to expenditure. Our controlling specialists then analyse the data and make recommendations to project managers. In conjunction with the narrative project reports, the figures give a comprehensive overview of how our projects are developing, and we can learn how to manage our projects more efficiently.

## Commentary

While income was slightly lower in 2017 than in the previous financial year, our increased expenditure was largely covered by donations from previous years tied to specific projects and programmes. Total income in 2017 was CHF 127.1 million, and total expenditure CHF 130.9 million. With the fund result of CHF 2.1 million, an exceptional financial result of CHF 1.9 million and above-average revenues from legacies, the overall financial result was only slightly negative.

## Financial audit

KPMG audited and approved the accounts and financial statements and has approved them. Their audit report and the complete 2017 financial report can be viewed at the offices of HELVETAS Swiss Intercooperation, Weinbergstrasse 22a, 8001 Zurich and downloaded from our website [helvetas.org/finanzbericht](http://helvetas.org/finanzbericht)

## BALANCE SHEET

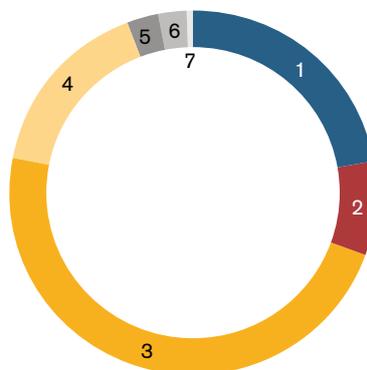
ASSETS	31.12.2017 in CHF	31.12.2016 in CHF
Cash and cash equivalents	31,554,385.94	38,698,599.13
Marketable securities	18,406,043.00	19,826,316.21
Receivables	2,915,143.82	3,948,152.59
Inventories	808,033.96	996,642.33
Net assets in project countries	13,354,450.83	13,090,998.95
Prepayments and accrued income	10,391,896.44	8,472,710.27
<b>Current assets</b>	<b>77,429,953.99</b>	<b>85,033,419.48</b>
Investments in financial assets	123,540.35	299,457.18
Tangible fixed assets	809,105.49	945,501.58
Intangible assets	376,250.83	300,524.02
<b>Fixed assets</b>	<b>1,308,896.67</b>	<b>1,545,482.78</b>
<b>Total Assets</b>	<b>78,738,850.66</b>	<b>86,578,902.26</b>
<b>LIABILITIES</b>		
Accounts payable	2,953,466.56	2,516,332.14
Accrued liabilities	45,187,700.24	51,083,628.67
<b>Current liabilities</b>	<b>48,141,166.80</b>	<b>53,599,960.81</b>
Provisions	99,179.73	344,617.19
<b>Long-term liabilities</b>	<b>99,179.73</b>	<b>344,617.19</b>
<b>Liabilities</b>	<b>48,240,346.53</b>	<b>53,944,578.00</b>
<b>Fund capital</b>	<b>4,620,933.52</b>	<b>6,686,859.66</b>
<b>Liabilities incl. fund capital</b>	<b>52,861,280.05</b>	<b>60,631,437.66</b>
Unrestricted capital	11,759,409.70	11,829,303.70
Restricted capital	14,118,160.90	14,118,160.90
<b>Organisational Capital</b>	<b>25,877,570.60</b>	<b>25,947,464.60</b>
<b>Total Liabilities</b>	<b>78,738,850.65</b>	<b>86,578,902.26</b>

## STATEMENT OF OPERATIONS

INCOME	2017 in CHF	2016 in CHF
Membership fees	2,420,880.00	2,163,630.00
Donations	23,858,388.78	26,014,727.49
Heritage and Legacies	1,460,133.06	296,939.62
<b>Income from fundraising</b>	<b>27,739,401.84</b>	<b>28,475,297.11</b>
Programme contribution SDC	10,000,000.00	10,700,000.00
Mandates SDC	55,537,352.13	60,893,617.04
Mandates from other organisations	26,967,308.48	20,722,068.60
Income from advisory services	3,341,782.63	3,702,201.98
Income from Fair Trade	2,980,074.67	3,034,075.16
Other operating income	491,023.73	575,978.13
<b>Income from service provided</b>	<b>99,317,541.64</b>	<b>99,627,940.91</b>
<b>Total Income</b>	<b>127,056,943.48</b>	<b>128,103,238.02</b>
<b>EXPENDITURE</b>		
Africa	28,106,020.61	24,833,403.37
Asia	34,895,006.28	35,775,435.82
Latin America and Caribbean	19,685,843.86	19,587,463.97
Eastern Europe, Caucasus, Central Asia	19,249,035.48	18,691,626.61
Programme coordination & support	2,362,226.85	2,428,847.52
<b>Expenditure on internat. programmes</b>	<b>104,298,133.08</b>	<b>101,316,777.29</b>
<b>Expenditure on advisory services</b>	<b>5,375,083.78</b>	<b>5,408,240.31</b>
<b>Expenditure on projects Switzerland</b>	<b>5,386,100.87</b>	<b>5,303,029.58</b>
<b>Expenditure on Fair Trade</b>	<b>3,622,899.20</b>	<b>3,697,281.32</b>
Head office	4,877,084.43	4,651,177.21
Fundraising	7,335,718.85	6,692,546.19
<b>Head office and fundraising</b>	<b>12,212,803.28</b>	<b>11,343,723.40</b>
<b>Expenditure from service delivered</b>	<b>130,895,020.21</b>	<b>127,069,051.90</b>
<b>Operating profit</b>	<b>-3,838,076.73</b>	<b>1,034,186.12</b>
Financial result	1,944,942.91	314,145.11
Other result	-242,686.31	-864,293.73
<b>Result before fund result</b>	<b>-2,135,820.13</b>	<b>484,037.50</b>
Fund result	2,065,926.13	-1,234,402.08
<b>Annual result before allocation to organisational capital</b>	<b>-69,894.00</b>	<b>-750,364.58</b>

## SOURCE OF FUNDS

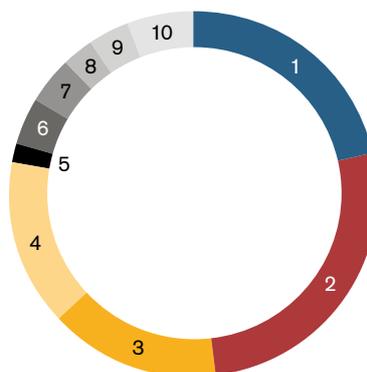
(Total CHF 127,056,943.48)



- 1 Income from fundraising 21.8%
- 2 Programme contribution SDC 7.9%
- 3 Mandates SDC 43.7%
- 4 Project funding from organisations 21.2%
- 5 Revenue from advisory services 2.6%
- 6 Revenue from Fair Trade 2.4%
- 7 Other operating revenue 0.4%

## USE OF FUNDS

(Total CHF 130,895,020.21)



- 1 Africa 21.5%
- 2 Asia 26.7%
- 3 Latin America and Caribbean 15.0%
- 4 Eastern Europe, Caucasus and Central Asia 14.7%
- 5 Programme coordination & support 1.8%
- 6 Expenses on advisory services 4.1%
- 7 Expenses on projects Switzerland 4.1%
- 8 Expenses on Fair Trade 2.8%
- 9 Head office 3.7%
- 10 Fundraising 5.6%

# 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 who have supported us and wish to remain anonymous.

**FEDERAL GOVERNMENT AND CANTONS** • Federal Office for the Environment FOEN • SDC, Swiss Agency for Development and Cooperation • Erziehungs-, Kultur- und Umweltschutzdepartement Graubünden • FEDEVACO, Fédération Vaudoise de Coopération • FGC, Fédération Genevoise de Coopération • Canton Appenzell Ausserrhoden • Canton Basel-Landschaft • Canton Basel-Stadt • Canton Bern • Canton Glarus • Canton Grisons • Canton Lucerne • Canton Schaffhausen • Canton Ticino • Canton Thurgau • Canton Vaud • Canton Zurich • Republic and Canton of Geneva • SECO, State Secretariat for Economic Affairs **CITY AND TOWN COUNCILS** • Bern • Erlenbach • Frauenfeld • Geneva • Herrliberg • Küsnacht • Lausanne • Maur • Meilen • Muri bei Bern • Münsingen • Rapperswil-Jona • Stabio • Vernier • Zollikon • Zurich **FOUNDATIONS** • Albert Jenny Foundation • Alfred Richterich Foundation • BENEFICENTIA Foundation • Blue Ventures • Büchi Foundation • C&A Foundation • CHARISMA Stiftung für nachhaltige Entwicklung • ERBACHER Foundation • Ferster Foundation • Fondation Agnès Delachaux • Fondation Assistance Internationale (FAI) • Bertha Foundation • Fondation Cordama • Fondation Johann et Luzia Graessli • Fondation Renard • FONDATION SMARTPEACE • Fondation Araldi Guinetti • HED ALBIREO Foundation • Fondazione L'Aquilone • Charity Foundation New Flower in Africa • Gebauer Foundation • Green Leaves Education Foundation • Happel Foundation • I&F Public Benefit Foundation • Jacobs Foundation • Laguna Foundation • Leopold Bachmann Foundation • Lindt Cocoa Foundation • Margaret A. Cargill Philanthropies • Medicor Foundation • Millennium Water Alliance • Rosa & Bernhard Merz Foundation • Solaqua Foundation • Swiss Foundation for Solidarity in Tourism SST • Accentus Foundation • Corymbo Foundation • Stiftung ESPERANZA kooperative Hilfe gegen Armut • Hoja Verde Foundation • Mercator Foundation Switzerland • myclimate Foundation • Symphasis Foundation • Temperatio Foundation • Swiss Re Foundation • Swisspeace • The McKnight Foundation • Tibetania Foundation • Von Duhn Foundation • W.K. Kellogg Foundation • Fondation Werner and Helga Degen **COMPANIES** • Azienda acqua potabile Città di Locarno • Aziende Industriali di Lugano (AIL) • Bachema AG • Büchi Labortechnik AG • Coop • Cremer Bruhin AG • Debiopharm International SA • eawag • Frei + Krauer AG • FS Geotechnik AG • Geberit International AG • Geberit Vertriebs AG • Globetrotter Tours AG • Globetrotter Travel Services AG • Globetrotter Club AG • Hunziker Betatech Ltd • Ingenieurbüro Frommelt AG • Lindt & Sprüngli (International) AG • LINK • Loterie Romande • MainConcept • PAKKA AG • Philippe C. Biedermann Consulting • Pini Swiss Engineers • Play'n'Help • Pratohaus AG • Ricola AG • Clean Forrest Club • Swan Analytische Instrumente AG • Technische Betriebe Flawil • UBS AG • Vivell + Co. AG **NGOS, ASSOCIATIONS AND OTHER ENTITIES** • CARITAS Switzerland • Fastenopfer • FOSIT – Federazione delle ONG della Svizzera italiana • Swiss Solidarity • BFH-HAFL, School for Agricultural, Forest and Food Sciences of the Bern University of Applied Sciences • HEKS, Swiss Church Aid • Protestant Reformed Parish Küsnacht • Solidar Suisse • Swisscontact Agri-Business • Swiss Water Partnership • Translators without Borders • Association Ethiopian Enterprises •

“ Following the earthquake in Nepal, we wish to encourage young people to read. Helvetas is a reliable partner in our plans to develop libraries in ruined schools as they are rebuilt. ”

Marco Bernasconi, President  
FONDAZIONE L'AQUILONE

“ By building three suspension bridges in Laos we were able to bring lasting improvements to the lives of thousands of people. Despite the difficult political conditions, our dealings with Helvetas were always transparent and satisfying. ”

Jean-Paul Zanoni, Architect



Viva con Agua Switzerland • Wasserkorporation Abtwil-St. Josefien • WIR TEILEN Fastenopfer Liechtenstein • World Vision Switzerland • WWF • ZH2O – drink and donate **INTERNATIONAL FUNDING AGENCIES AND PARTNERS** • ADB, Asian Development Bank • AfDB, African Development Bank Group • Agridea • AHR, Applied Horticultural Research • AIM, International Association of Mutual Benefit Societies • AVET, Agency on Vocational Education, Government of the Kyrgyz Republic • BEPF, Bulgarian Environmental Partnership Foundation • BID, Inter-American Development Bank • Federal Ministry for Economic Cooperation and Development • Cardno Emerging Markets (UK) Ltd. • CDKN, Climate and Development Knowledge Network • CGIAR • CONAP, Consejo Nacional de Areas Protegidas • Concern Worldwide • DAI • Danida • DFID, Department for International Development • EAA, Education Above All Foundation • 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) • Government of Ethiopia, Regional Rural Roads Authorities • Government of Madagascar, Coordination Nationale du Projet Pôles Intégrés de Croissance et Corridors (PIC2) • Government of the Netherlands, Ministry of Foreign Affairs • Harewell International Ltd. • 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 • KEC CDC Consultants • KfW Entwicklungsbank • KM4DEV • LED Liechtenstein Development Service • Lutheran World Relief • NIRAS • NORAD, The Norwegian Agency for Development Cooperation • Norwegian Trust Fund • Oxfam International • RRI, Rights and Resources Initiative • Save the Children • SIDA, Swedish International Development Cooperation Agency • 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 • United Purpose • 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 • 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 3,000 CHF.](#)

“ Clean water cannot be taken for granted everywhere. We donate 40 Swiss rappen for every carafe of tap water we ‘fizz’ ourselves to support Helvetas’s dedication to providing clean water wherever it’s needed. ”

Thierry Mauvernay, President and Delegate of the Board  
**DEBIOPHARM**

“ Helvetas stands out for its work in many different and complementary areas. It’s not only a good education that counts, but also suspension bridges to enable children to get to school safely. ”

Susan Tanner Burckhardt,  
Secretary of the Committee for Development Aid  
**FINANCE DEPARTMENT, CITY OF ZURICH**

# THE ORGANISATION

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

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Since 2009

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Since 2016

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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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NADEL-ETHZ  
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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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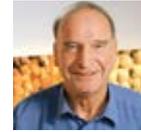


**Joint Head of  
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Esther Haldimann



**Head of Finance  
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