

# 2019



**HELVETAS**

## ANNUAL REPORT

**238,402**

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

**689,259**

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

**272,260**

people could count on emergency aid as refugees or after a natural disaster

**1,238,386**

people benefited from sustainable and water-efficient agriculture, biodiversity, better commercialization of their farm products or balanced nutrition.

**453,111**

people gained access to clean drinking water and sanitary installations.

**568,779**

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

**420,005**

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



## A BETTER LIFE FOR

## 3,880,202 PEOPLE

© Simon B. Opladen



**150,000** people in 369 remote villages in Guatemala have gained access to latrines and no longer have to relieve themselves in the open air. Improved hygiene means that children rarely get diarrhea anymore. Page 10

© Gia Chinh



**12** Vietnamese small and medium-sized enterprises are trading raw plant materials according to strict ethical guidelines. The fair prices they pay play an indirect part in conserving valuable, biodiversity-rich forests. Page 12

© Keystone AP Care, Josh Estey



**35,000** houses were destroyed when Cyclone Kenneth hit Mozambique in April 2019. Wells were flooded and drinking water contaminated. Helvetas, SDC and SolidarMed worked together to help prevent a cholera epidemic. Page 20

Editorial by the President	5
Review by the Executive Director	6
Our 29 Country Programs	8
Water and Infrastructure	10
Sustainable and Inclusive Economies	12
Environment and Climate Change	14
Skills Development and Education	16
Governance and Peace	18
Emergency Response	20
Our Achievements	22
Impact Study: Outcome Harvesting	24
Essay: Arising Africa	26
Projects in Switzerland	28
Finances	30
Partners and Donors	32
Organizational Structure	34

## 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 more than 1,500 staff members work in 29 countries. The affiliated members share a common vision and mission and subscribe to common working principles and policies. The members implement joint development programs and adhere to one common strategy built on defined working approaches and thematic areas of intervention.



3,880,202

people (1,931,156 women and 1,949,046 men) took steps towards a better world in 2019 with the help of Helvetas. They built water supply systems and sanitation facilities; they worked together on suspension bridges and simple roads. They altered their production methods, and they began to grow new products for market. They experienced co-existence without conflict and received government services without discrimination. These 3'880'202 people include all the women, men and children involved in projects that Helvetas has carried out on behalf of the Swiss Agency for Development and Cooperation (SDC).



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

# SOLIDARITY BEYOND BORDERS

This was supposed to be a review of the past year, but events have moved at a dizzying pace in the past few weeks. The coronavirus poses a huge challenge to all of us in Switzerland and across the globalized world. It shows us how vulnerable we are – and how dependent on one another, on medical materials from India, protective masks made in China, the assistance of our neighbors, and the solidarity of others.

Poverty and malnutrition mean that women, men and children in developing countries suffer from a variety of diseases. They are at risk, whatever their age. They often have limited access to clean water, and those who are poor need what little money they have to buy rice or millet, not hand sanitizers. Dealing with fundamental problems such as these has been Helvetas' number one priority since this crisis began, and we are using all our experience to supply emergency aid to our partner countries.

We are also planning for how to support people after the epidemic has leveled off. This will involve vocational skills development for young people, so that they don't have to suffer from hunger during the next crisis because they live hand to mouth as hired laborers and can no longer feed their families. It means establishing new value chains and markets for farmers and artisans to quickly earn a living and advising local authorities so that they can improve their services.

Helvetas focuses on issues that tackle the root causes of poverty; the coronavirus is a dramatic reminder of just how essential that is. We can count on decades of experience and strong partners. But we must also be able to count on our parliament in Switzerland when it decides on the funds for international cooperation for the next four years. As has become

abundantly clear in recent weeks, global problems have no regard for borders.

The issues that preoccupied us last year will remain our priorities in spite of the coronavirus – for example the millions of young people who have been forcefully and creatively demanding that politicians and business stop climate change. This is one of Helvetas' core concerns, since we can observe the devastation climate change causes in our partner countries each and every day. So, the clear objective when rebooting the post-coronavirus economy must be the introduction of a greener and more sustainable model of business.

Unfortunately, the issues raised by the women who hammered home their message during Switzerland's women's strike last year have lost none of their relevance. Women around the world are still hugely disadvantaged despite holding the keys to future development. Helvetas provides targeted support to women who take on leadership roles in countries like Guatemala so that they can actively participate in community development. They will play a major role in the recovery phase after the coronavirus crisis.

Dear Helvetas members, dear donors, your support makes these things possible – and much more. You help disadvantaged people along the path to a healthier and more secure life. I would like to thank you, dear foundations and institutional funders, for creating all kinds of prospects for millions of women, men and children. My special thanks go out to all those people who have pledged a gift in their will to support long-term capacity building beyond their own lifetime.

“Helvetas focuses on issues that tackle the root causes of poverty; the coronavirus is a dramatic reminder of just how essential that is.”



© Maurice K. Grüning

Therese Frösch  
President of  
Helvetas

.....

# GOOD PROSPECTS FOR ALL

2019 was a successful year in the fight against poverty. Now the coronavirus crisis is causing huge challenges and will throw millions of people back into wretched conditions. Helvetas is committed to tackling every challenge, old and new. Our experience gives us a solid base on which to build our response so as to reduce the coronavirus' impact on the poorest and chart a swift return to a path of positive development.

I would like to take you on a quick trip to Benin, to the village of Gogonou where a few years ago 178 wells were damaged, and therefore of no use to local people due to a lack of funding and organization. Since then, the community has repaired 129 of these wells with the support of Helvetas and public funds. I was impressed by how local people steered the progress in their own community.

I am glad that during the current coronavirus crisis the people of Gogonou and many other villages in Helvetas' partner countries have access to clean water and can apply the basic hygiene rules they have learned, all thanks to the generous support of our donors and funders.

Elsewhere, people are forced to live in overcrowded refugee camps and slums. Street hawkers and day laborers face a daily battle for survival and now they also run the risk of infection. They live in countries where governments do not have the option of unlocking billions of dollars of emergency aid for families and businesses. The consequences are unimaginable: millions of people who had just worked their way out of poverty will be cast back into poverty and misery.

The economic and health consequences of the coronavirus crisis come on top of poverty and other crises such as the locust plague in East Africa, climate change and natural disasters. Authoritarian regimes use the coronavirus to further restrict civil society. The coronavirus is also exacerbating global inequality. The gap

between rich and poor, between the powerful and the powerless is by now so wide that last year many people were only able to help themselves by means of – sometimes violent – protests. In many areas, conflict and natural disasters have exacerbated already severe conditions, forcing many people to leave their homes.

A country's difficulties often stem from a lack of cooperation between its actors and institutions. This might be a shortage of tax revenue crippling infrastructure projects, or political leaders neglecting the fundamental rights of their fellow citizens or struggling to provide basic services. These challenges can only be met if governments proceed prudently and involve

businesses and – most importantly – local people in their decision-making.

How can we save lives at a time of crisis such as the coronavirus crisis? What is the best way to protect the rights of Nepali migrant laborers? How can Haiti help young people to enter the workforce? How can we encourage greater regional cooperation in South America and boost adaptation to climate change? Helvetas has a great deal to offer when it comes to dealing with challenges such as these. Our network of strong, skilled local partners, our thematic knowhow, our decades of experience and constructive cooperation with government bodies, the private sector and civil society – not to mention the funders who remain loyal to us – mean we can help to develop and implement practical solutions.

In 2019, there was a particularly impressive illustration of this in Ethiopia. Helvetas collaborated with private and public vocational colleges, the authorities and the private sector to instigate and design syllabus modules for practice-oriented vocational skills development courses. The Amhara regional government subsequently took over these courses. In a single year, about 100,000 young people completed a vocational course provided by one of 150 public or private centers and, according to the authorities, roughly 74,000 of them have now found a job or are self-employed. It is a remarkable example of how a project with 2,000 initial beneficiaries can be expanded into something with a far greater impact.



© Maurice K. Grüng

Melchior Lengsfeld  
Executive Director  
Helvetas

.....



© Simon B. Opladen

After a practice-oriented vocational training in Ethiopia these tailors are on their way to independence.

It will be even more essential to cooperate with governments and agencies, the private sector and local civil society organizations if we are to replicate such successes in the future, especially in the wake of the coronavirus crisis. Only together can we initiate and promote change beyond a project's immediate perimeter.

In the coming months and years, we will have to focus on coronavirus and its aftereffects. Once emergency aid has been provided, however, people will have to take back control of their lives and plan for the future. Securing their access to basic needs such as clean water and sufficient, healthy food is an indispensable foundation. We are giving people the tools to cope with the climate crisis. We want

“The economic and health consequences of the coronavirus crisis come on top of poverty and other crises such as the locust plague in East Africa, climate change and natural disasters.”

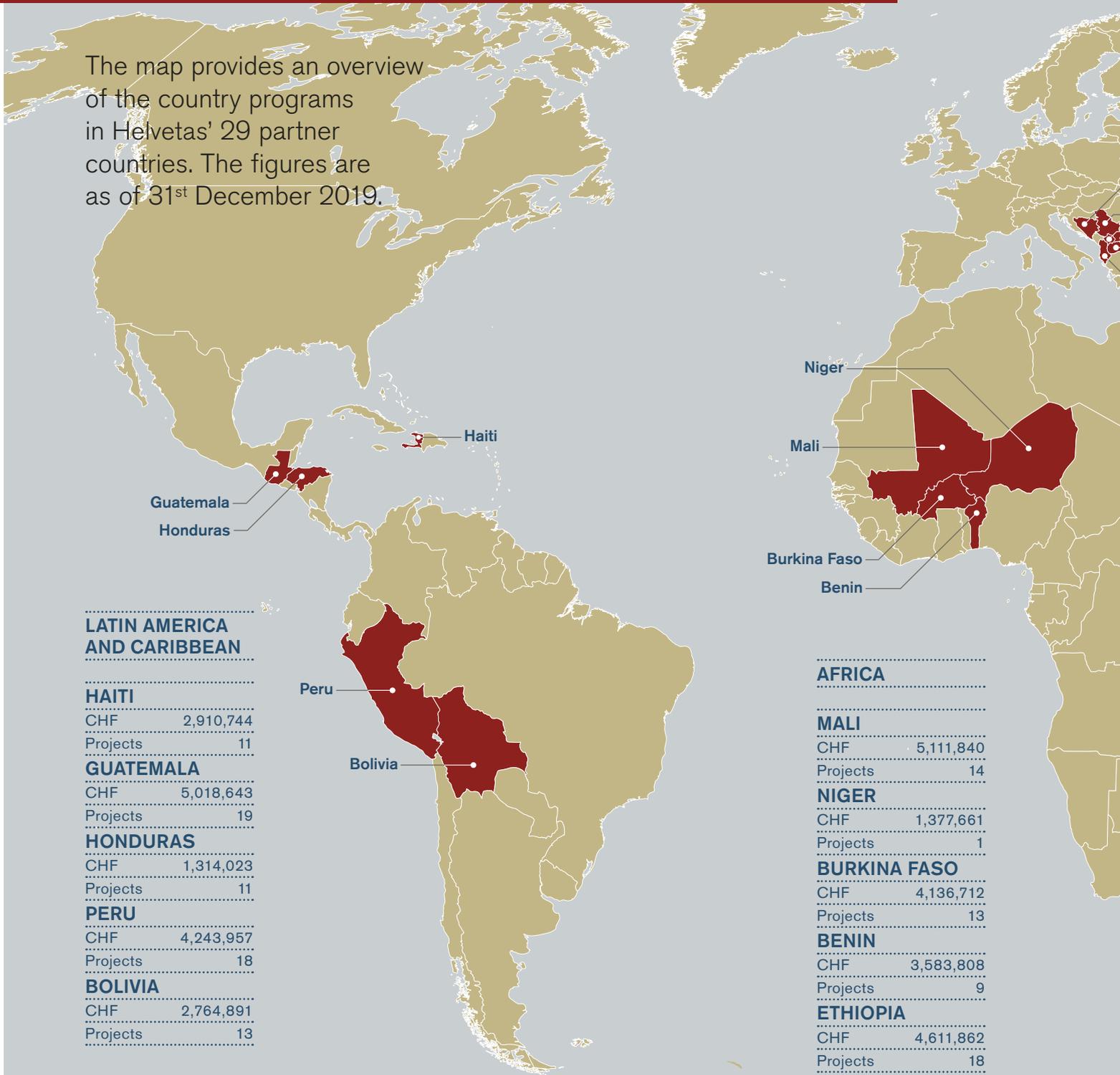
young people to find paid jobs, which is why we will invest even more in vocational skills development and developing value chains and new markets. Supportive, socially minded, forward-thinking policies, and peace too, are necessary for people to live their lives in dignity, which is why we campaign for good governance.

Foundations, businesses, cantons, municipalities and various government departments, especially the SDC, SECO and the Liechtenstein Development Service, as well as the EU and many other institutions have made this work possible, and I would like to thank them for their generous support. Together with many private donors they have sparked lasting change for countless people in a long list of coun-

tries. We would also like to thank all our partner organizations and networks for our productive partnerships last year. We are confident that with their support we can meet the challenges in 2020 head on and enable as many disadvantaged men, women and children as possible to look ahead with optimism.

# COUNTRY PROGRAMS IN 2019

The map provides an overview of the country programs in Helvetas' 29 partner countries. The figures are as of 31<sup>st</sup> December 2019.



## LATIN AMERICA AND CARIBBEAN

### HAITI

CHF 2,910,744  
Projects 11

### GUATEMALA

CHF 5,018,643  
Projects 19

### HONDURAS

CHF 1,314,023  
Projects 11

### PERU

CHF 4,243,957  
Projects 18

### BOLIVIA

CHF 2,764,891  
Projects 13

## AFRICA

### MALI

CHF 5,111,840  
Projects 14

### NIGER

CHF 1,377,661  
Projects 1

### BURKINA FASO

CHF 4,136,712  
Projects 13

### BENIN

CHF 3,583,808  
Projects 9

### ETHIOPIA

CHF 4,611,862  
Projects 18

### TANZANIA

CHF 2,919,599  
Projects 16

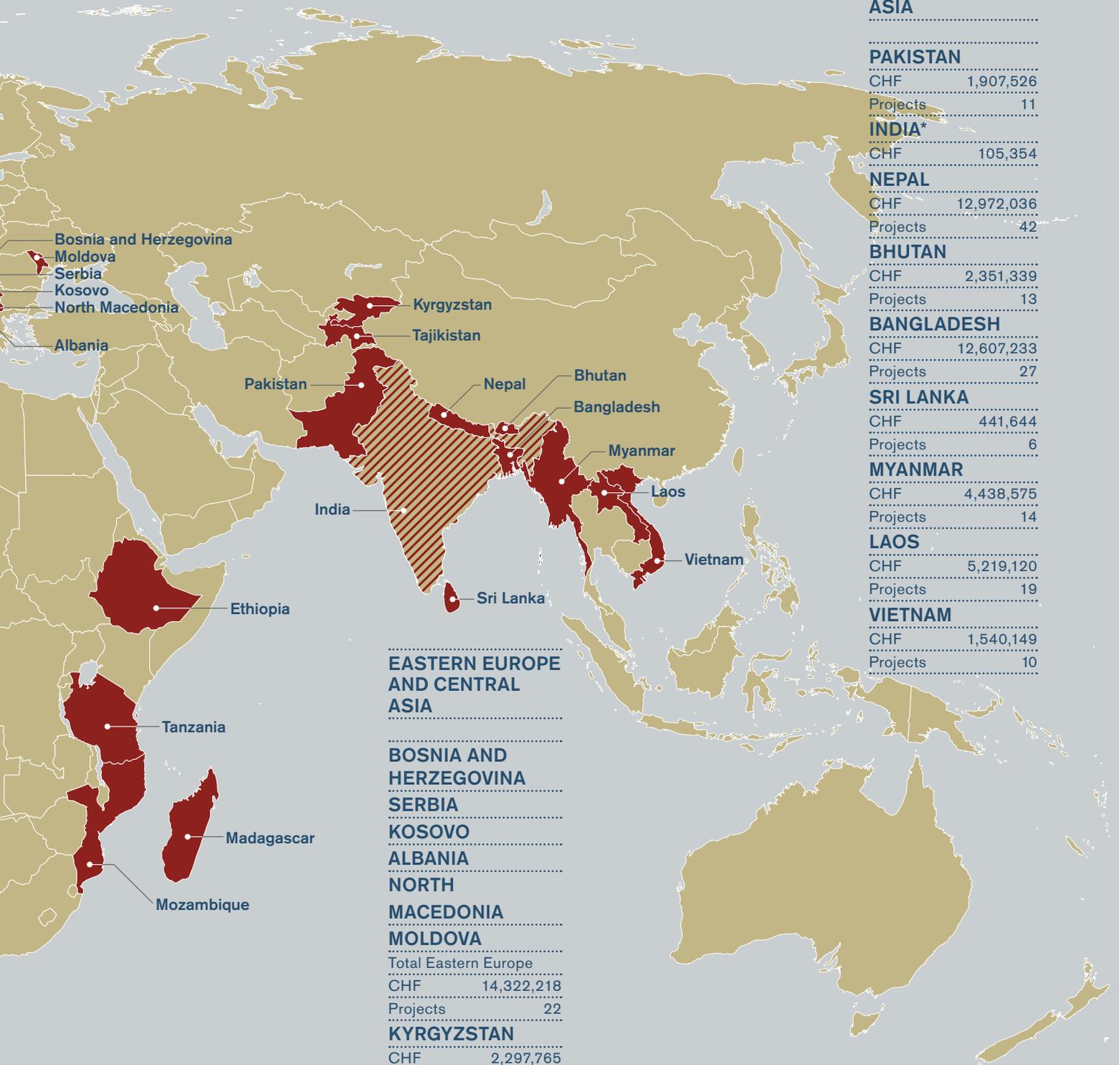
### MOZAMBIQUE

CHF 3,882,117  
Projects 19

### MADAGASCAR

CHF 2,856,490  
Projects 20

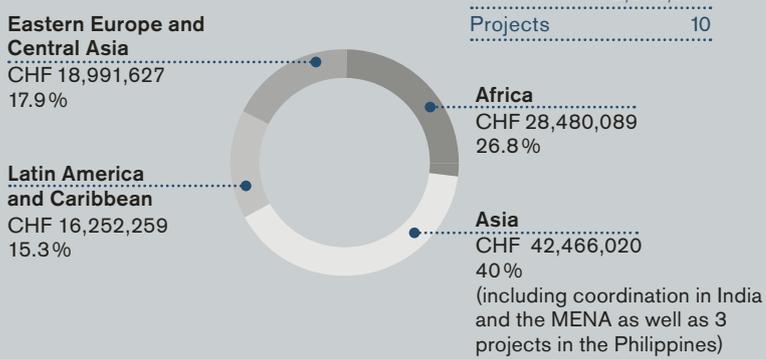
- Country Programs
- \*Alliance Partner



<b>ASIA</b>	
<b>PAKISTAN</b>	
CHF	1,907,526
Projects	11
<b>INDIA*</b>	
CHF	105,354
<b>NEPAL</b>	
CHF	12,972,036
Projects	42
<b>BHUTAN</b>	
CHF	2,351,339
Projects	13
<b>BANGLADESH</b>	
CHF	12,607,233
Projects	27
<b>SRI LANKA</b>	
CHF	441,644
Projects	6
<b>MYANMAR</b>	
CHF	4,438,575
Projects	14
<b>LAOS</b>	
CHF	5,219,120
Projects	19
<b>VIETNAM</b>	
CHF	1,540,149
Projects	10

<b>EASTERN EUROPE AND CENTRAL ASIA</b>	
<b>BOSNIA AND HERZEGOVINA</b>	
<b>SERBIA</b>	
<b>KOSOVO</b>	
<b>ALBANIA</b>	
<b>NORTH MACEDONIA</b>	
<b>MOLDOVA</b>	
Total Eastern Europe	
CHF	14,322,218
Projects	22
<b>KYRGYZSTAN</b>	
CHF	2,297,765
Projects	12
<b>TAJIKISTAN</b>	
CHF	2,371,644
Projects	10

**PROGRAM EXPENDITURE BY CONTINENT**



# HYGIENE AND DIGNITY

Helvetas is encouraging families in remote villages in Guatemala to build or improve latrines. The program's success is in the strengthening of community pride. In 2019 Helvetas carried out 60 projects in the Water and Infrastructure working area for a total of CHF 21,633,351.

## GUATEMALA: PRIDE IN ONE'S OWN LATRINE

On July 5, 2019 the inhabitants of the village of El Centro gather to celebrate that every household now has a good latrine, with the final ones completed in the previous few weeks. The speeches contain long lists of thanks – to the authorities, representatives of a local NGO and Helvetas for their advice, as well as the families, most of whom are indigenous, who have built or improved their own latrine.

The mayor of the town solemnly presents the community's leaders with an official document in recognition of their feat. A banner draped across the main street states: "Welcome to El Centro, the place free from fecal contamination."

Seven million people in Guatemala are in daily contact with feces. Many of them are unaware that this jeopardizes their health and that of their communities. For this reason, Helvetas encourages community-led total sanitation in the villages in the southern highlands and along the border with Honduras. The aim is not to subsidize the construction of latrines and basic hand-washing facilities but to facilitate that entire communities see the value of good basic sanitation and build or improve these amenities themselves. Families learn about the links between hygiene, health and nutrition, and community representatives are trained to promote total sanitation.

Helvetas has been conducting sanitation projects in Guatemala for many years.



Well-built latrines reduce the health risk for the entire village population.

This project, however, is unique in achieving that all families freely decide to build or improve their latrines. Each household's progress is marked with red, yellow and green stickers on a village map that is on public display. Hesitant families therefore feel a certain amount of group pressure to keep up with the community sanitary ambition that all homes in the village have good latrines.

This mixture of awareness raising, peer pressure, community pride and official recognition has proved successful. Collective achievements, and formal state certificates, mean a lot in a society where indigenous peoples have been marginalized for centuries.

In the program's first three years, 369 villages and hamlets with a total of over 150,000 inhabitants have hung up a ban-

ner like the one in El Centro. The impact of this joint effort is visible in everyday life. Whereas a child used to get diarrhea every other week, it is now only once every six months.

This project is funded by the EU, UNICEF, the Esperanza Foundation and private donors.

Helvetas has been active in Guatemala since 1972. The focus is on good governance and community self-reliance to combat poverty, chronic malnutrition and social exclusion of women. Consequently, Helvetas is advocating for access to good water and sanitation services and helping authorities to improve these.



“We’re the ones who benefit from new latrines. All of this is for us, for our community and our families.”

Raimundo Rafael, president of the community development council in the village of Guabinol, Guatemala

**497,963**  
people gained access to clean drinking water and/or sanitation in 2019 thanks to Helvetas.

**689,259**  
people gained better access to schools, hospitals and regional markets in 2019 thanks to bridge-building projects.

#### ADVISORY SERVICES: WATER SECTOR REFORM IN TAJIKISTAN

In Tajikistan, agriculture consumes more than 90 percent of available water resources. The irrigation infrastructure is often degraded, and controlling institutions are weak. On behalf of SDC, Helvetas is cooperating with GIZ and ACTED to support the government to implement its water sector reform. The program follows the principles of Integrated Water Resources Management in order to improve farmers' livelihoods. This involves strengthening water-related institutions from local to national level, integrating water and land management in watersheds and irrigation systems, and raising water-use efficiency in agriculture. Sophie Nguyen-Khoa supports project interventions at all institutional levels and works with multiple stakeholders. Helvetas has built a good reputation due to its close collaboration with the government and communities, and the Tajik government is promoting the project model in other regions.



**Sophie Nguyen-Khoa** is an agricultural engineer and fisheries expert who specialized in social economics at Paris-Sorbonne University and did a PhD in integrated water resources

management at Imperial College London. She has been working for Helvetas since 2016 as an advisor on water management and governance, as well as at the intersection of water, food and climate change.

# BIOTRADE

Helvetas is promoting ethical trade in raw plant materials in Vietnam so that smallholder farmers, mostly members of ethnic minorities, can earn a living while also conserving the forests and their biodiversity. In 2019 Helvetas carried out 86 projects in the Sustainable and Inclusive Economies working area for a total of CHF 28,929,643.

## VIETNAM: ETHICS AND BIODIVERSITY

“For decades I cut down styrax trees and sold the timber. I earn more nowadays by leaving the trees standing and collecting their resin,” Trieu Tai Lam explains. He sells the resin to the Vietnamese company Duc Phu, which pays him a fair price and sells the raw plant materials on to a French perfume maker.

Trieu Tai Lam is a member of the Dao people and lives in a region of northern Vietnam with a highly diverse ecosystem. The Dao live mainly from products of the soil and the forest and have few income-generating opportunities. This increases the pressure on local natural resources and, as in many other parts of the world, the primary forests are shrinking at great speed. The proceeds from resin sales go towards school fees and improving people's meager diet.

Vietnam has countless herbs, flowers, roots and plant saps whose ingredients are in great demand in the food industry and for use in pharmaceutical and cosmetic products. Helvetas, on behalf of the Swiss Secretariat for Economic Affairs (SECO), has therefore initiated some pioneering projects in Vietnam, Laos and Myanmar to establish and strengthen regional, national and international value chains for biotrade products.

Local companies, who are willing to introduce sustainable business models based on environmental and social standards, are important partners in these efforts.



Care should be taken when collecting the resin of the Styrax tree.

They conserve the forests, create jobs and generate income because they pay a decent price for the labor-intensive work of collecting or cultivating the sought-after plants and resins. Duc Phu works with about 900 households in six provinces. All in all, Helvetas is collaborating with twelve SMEs in Vietnam. For seven of them, it is their first experience of exporting internationally.

Helvetas has considerable experience of opening new markets and establishing value chains. It supports regional service

providers, who in turn promote growers and processors of ethically produced natural resources and connect them to national and international trade opportunities. There is better dialogue with government agencies so that the state can define good policies in line with international trade and biodiversity agreements.

The goal is to preserve the botanical diversity of Vietnam, Laos and Myanmar and to encourage sustainable resource management that improves the livelihoods of disadvantaged men and women. It is planned that these three countries forge an international reputation for themselves as suppliers of natural products that meet stringent social and environmental standards.

Biotrade is a project that Helvetas implements on behalf of the State Secretariat for Economic Affairs (SECO) and which is also supported by donors.

Helvetas has been active in Vietnam since 1994. The Center for Rural Economy Development (CRED) is a model developed by Helvetas to promote considerate and community-based tourism. Helvetas also campaigns for the rights of disadvantaged ethnic minorities in the highlands and is establishing a supra-regional network of high-quality educational institutions offering courses on sustainable value chains.



© Gia Chinh

“If we collect the resin of styrax trees instead of cutting them down, we help address deforestation.”

Mr. Trieu Tai Lam, 51,  
Van Ban district, Lao Cai province,  
Vietnam

# 691,551

people attended training on methods to improve the yield of their farms in a sustainable manner with Helvetas in 2019.

# 322,880

people were able to market their products better after attending courses run by Helvetas in 2019.

## MAKING LOCAL SYSTEMS WORK

Stimulating the labor market and offering young people sound prospects for the future requires effective interaction between various market-system players including enterprises, service providers, skills suppliers, intermediary services, youth organizations, and local and central government. In Albania, the role of these players needs to be strengthened. This requires a profound analysis of their strengths, visions and interests as well as their constraints. If agribusiness companies, for example, are going to sell more and create decent jobs, they need to introduce quality standards for high-value markets, and the government should support this with incentive schemes. Edlira Muedini, herself a former consultant, knows that a system is only as strong as its weakest element. So she and her team work to strengthen the roles of private and public actors in order to give young people a real chance of a good future career.



**Edlira Muedini** has a degree in mechanical engineering and has run her own personnel consulting firm in Albania for the past 15 years. She has been responsible at Helvetas for the

SDC's RisiAlbania youth employment project since 2013.

# A HEALTHY DIET

Climate change is drying out the soils in the Wag Hemra region of Ethiopia. Ringbasin Infiltration Pits make it possible for poor farming families to grow vegetables. The income from this activity goes to the women, giving them greater autonomy in a patriarchal society. In 2019 Helvetas carried out 43 projects in the Environment and Climate Change working area for a total of CHF 8,633,548.

## ETHIOPIA: CULTIVATION WITH A PROFOUND IMPACT

“When I got divorced, my husband refused to give me any land. I had nothing with which to provide for myself and my two daughters. With help from Helvetas, I have learned to grow vegetables on land belonging to my mother,” Neberu Tadsse says.

The mountainous region of Wag Hemra gained a tragic reputation during the 1973 and 1984 famines that shocked the world. The region suffers from chronic food insecurity to this day, and its inhabitants are malnourished. Their need is compounded by ongoing environmental destruction, droughts, flooding, pest infestations, diseases afflicting both humans and animals, poor infrastructure, limited possibilities for earning money, population growth and climate change.

Where Neberu Tadsse lives, it is women who are responsible for the lion’s share of the work – both at home and out in the fields. They have virtually no say in financial matters and are passed over when it comes to sharing natural resources. This subordination makes them even more vulnerable to climate change. They bear the brunt of poverty, their diet is worse than men’s and they have to battle for their right and their children’s to live a dignified life.

In order to empower women, improve food security and tackle malnutrition, Helvetas provides women with tools they need to combat climate change and to



The rainwater infiltration pit is still brand new. But the prospects for vegetables are good.

find new sources of income – tools that ultimately increase their role in decision-making. One such tool is the Ringbasin Infiltration Pit, a head-high hole in the ground, surrounded by a dry-stone wall. Around this runs a circular bed in which vegetables, bushes and fruit trees grow all year round. During the rainy season surface water is channeled into the basins, which in turn allows water to seep into the bed. This benefits the roots of the crops, which by penetrating ever deeper into the ground, improve the soil so that it stores more water.

Helvetas only supports the construction of these basins if it is a woman who applies and then cultivates the beds. The full proceeds of crop sales are hers. The project’s demonstration of the value of infiltration basins and vegetable patches has also convinced the regional government

to explore how to spread the concept as a means of combatting malnourishment, for until now vegetables had always been scarce in Wag Hemra.

This project was made possible by the Medicor Foundation and private donations to Helvetas.

Helvetas has been active in Ethiopia since 2002 and supports farming families with the construction of rainwater cisterns and in the struggle against soil erosion to improve food security. Thousands of people use suspension bridges built by local technicians to get to schools, markets and hospitals. Another major element of our work in the country is vocational skills development for young people.



“Since I started earning income from the sale of my vegetables, my community sees me as someone who can be trusted to pay my debts and save, like they do.”

Neberu Tadsse, 35, from Kozba Kebele, Wag Hemra, Ethiopia

# 148,829

people learned in 2019 to be better prepared for natural hazards and to reduce the risks of disaster.

# 152,551

farmers prepared themselves in 2019 for the consequences of climate change, with support from Helvetas.

## ADVISORY SERVICES: WHEN CLIMATE CHANGE POSES A THREAT TO PROJECTS

The same developments that farmers have observed in our project countries also have an effect on Helvetas' projects. There are longer periods of drought and more frequent floods. Climate and environmental advisors from Helvetas are helping local teams to adapt their projects to climate change. Are drought-resistant seeds available? How can fast-flowing surface water be stored for agriculture after heavy rains? How best to protect agricultural produce from heat? Kaspar Schmidt is the head of this advisory team, and he believes in working in tandem with those affected by these changes, as does every team at every level within Helvetas.



**Kaspar Schmidt** studied forestry at the Swiss Federal Institute of Technology in Zurich, did his PhD at the University of Reading in England and has 20 years of experience in development

cooperation and development-led research. He has worked for Helvetas since 2006, first as a community forestry advisor in Bhutan, and later as head of the Environment and Climate Change advisory team. He is now a program advisor in Peru.

# JOBS FOR AFRICA

Helvetas is launching an education initiative that intends to give at least 50,000 young people in seven African countries a chance to get a job and fulfill their potential over the next five years. In 2019 Helvetas carried out 34 projects in the Skills Development and Education working area for a total of CHF 15,819,615.

## GOOD TRAINING FOR A HEAD START IN LIFE

Ousmane Koné is an entrepreneur in southern Mali who works with young farmers to develop agricultural tools and machinery such as threshing machines. The machines help farmers raise productivity and yields, and have been a commercial success, with orders flowing in from all parts of the country. Koné has entered into a partnership with Helvetas to train apprentices, and so far, 70 percent have gone on to find a job. He is exactly the kind of partner Helvetas is cooperating with to address the enormous problem of youth unemployment in Africa.

Despite their best efforts and unflagging motivation, hundreds of thousands of young Africans cannot find a job. This predicament will only get worse: the number of young people aged between 15 and 24 in Africa is predicted to double by 2030. Yet at the same time, local businesses are faced with a shortage of qualified staff, which curbs economic growth. The cause of this paradoxical situation is that existing vocational training is out of sync with the labor market. The content of courses is often outdated, offers no practical training and bears no relation to employers' needs.

Helvetas is working with local training providers, businesses and authorities in all of its seven partner countries in Africa to develop vocational skills development courses suited to the local



© Simon B. Opladen

Electrical installation technicians are in great demand in the capital of Tanzania.

context. The training providers use inexpensive, efficient market analysis tools to ensure that they are putting in place the right courses and are training young people for skills that fit the local employment environment. The objective is to give as many young, disadvantaged people as possible an opportunity to get a job with a fair income.

In rural parts of Africa there is an enormous, largely untapped potential for processing agricultural produce locally and then transporting and marketing it. In urban areas, on the other hand, there is a demand for skilled workers in service industries such as hospitality and construction.

The aim of all vocational skills development is that graduates join the local job market. Helvetas pursues this goal through innovative approaches to training and funding. The vocational training institutes in Ethiopia or Tanzania are only paid the full fee for each course when the young people have found a good job or are successfully self-employed. The courses also teach a combination of technical and social skills because reliability, the courage to ask questions and the ability to track down information are now more important than ever before. Young people must be resourceful in their quest for solutions and alternatives, and they need to be confident when selling their goods or services. To do so, their entrepreneurial spirit must be kindled, and they have to be able to handle money properly.

In many countries and for many years, Helvetas has been implementing successful and innovative skills development programs that focus on integrating apprentices into the local job market. Remunerating training institutes on the basis of their success rates was first trialed in an SDC project in Nepal and has since been incorporated into vocational training projects in Ethiopia, Mozambique, Tanzania and Kosovo.



© Simon B. Opladen

"I told my mother, 'If you've never seen a female mason before, then I'll be the first one you see!'"

Elizabeth Jackson, 28, Dodoma, Tanzania

## 44,820

young people took charge of their own vocational education or training in 2019 thanks to Helvetas.

## 525,546

people – children as well as adults – attended basic literacy and numeracy courses in schools supported by Helvetas in 2019.

### ADVISORY SERVICES: DIGITAL LEARNING LEADS TO BETTER PRACTICE

Digital courses have the advantage of being accessible from anywhere at any time. This allows young people who live in remote villages or have family commitments to learn the theoretical aspects of their course from home, since villages in many countries now have mobile reception. This saves on transport costs and lets them study at their own pace while looking after their families or farms. Daniela Lilja and her team are testing various forms of digital learning in Tanzania with Helvetas' partner organizations with the aim of allowing as many motivated young people as possible to enroll. Courses need to be custom-designed to work on older mobile phones too.



**Daniela Lilja** is a geographer and anthropologist and has been an advisor on vocational training, monitoring and evaluation with Helvetas since 2017. Since June 2019 she has been

performing this same task with our vocational skills development team in Tanzania.

# WORKING ABROAD

Because there is not enough work for them in their own country, hundreds of thousands of young Nepalis travel abroad to work for a few years in countries such as Malaysia or the Gulf States. As part of an SDC project, Helvetas supports the Nepal government in its efforts to make this work-related migration safer and more rewarding. In 2019 Helvetas carried out 79 projects in the Government and Peace working area for a total of CHF 23,391,006.

## NEPAL: MAKING LABOR MIGRATION SAFER

“I took a course to learn how to manage money while my husband was working in Malaysia,” 25-year-old Meena Tamang says. Her husband’s remittances enabled her not only to make ends meet but to put a little money aside as well. Her cooperative bank later granted her a loan to extend her grocery store.

Migration for work is part of life in Nepal. Between 1,300 and 1,400 Nepalis, overwhelmingly men, leave their country every day to go and work somewhere else. For some, migration offers a way out of poverty and a means to send their children to a good school. Yet it does have a dark side too: thousands of male and female migrants are cheated and exploited by middlemen and employers and subjected to violence and abuse. Many return to their homelands penniless and often traumatized.

The Nepal-Swiss Safer Migration Project sets a framework so that migration does not plunge people into a nightmare. Local authorities in 39 of the country’s 77 districts receive support to inform and assist women and men before they embark on their journey abroad. They teach them to document every step they take before and during their migration, and to copy and safely store their work contracts and receipts so that they can present them in the event of a problem.

The project also provides some with skills training – for instance in the gar-



Municipalities advise women and men and recommend that every step be documented.

ment sector for women. Such qualifications place people willing to migrate in a better situation to negotiate a decent wage. In addition, the project has supported almost 2,000 men and women to lodge complaints about bad working conditions; of these 35 per cent have been successfully resolved with damages paid. Traumatized women receive psychological help. People who stay at home, like Meena Tamang, learn how to budget and invest the money their loved ones send back.

One major feature of the project is the support of the Nepali authorities. Forty-six local governments have now set up a separate budget line for safe labor migration services, and last year officials and councillors from 156 local government agencies were trained on matters relating to migration. The aim is not to promote or prevent migration but to pre-

pare and school people who have made up their mind to migrate for what lies ahead so that the years of privation will not be in vain.

SaMi is an SDC project implemented by the Nepal government with Helvetas’ technical support.

Helvetas began its work as a development organization in Nepal in 1956. Nepal is home to Helvetas’ largest country program. The focus is on protecting scarce water resources, disaster prevention, vocational training for young people, employment, good governance, strengthening the position of women and improving the yields of smallholder farming families. The program initially made its name with suspension bridge construction.



© Sangeeta Rijal

“The best thing is that my husband has decided not to go abroad to work again and is going to stay with me to run the business.”

Meena Tamang, 25, Bhalukhop, Ramechhap municipality, Nepal

99,113

people have learned more about their civil rights and civil duties through Helvetas in 2019.

17,409

people attended courses on peacebuilding or conflict transformation in cooperation with Helvetas in 2019.

**LOCAL EXPERTISE: HOW MUCH SHOULD WASTE DISPOSAL COST?**

If a small town wishes to raise inadequate waste disposal and sewage treatment charges to reflect actual costs, it needs to involve its citizens from the very start. This has been done successfully in Bolivia thanks to surveys and workshops, campaigns by youth organizations and exhibitions. Martín del Castillo is in charge of just such a project in small and medium-sized towns, and he advises local NGOs on how to mobilize residents. He bases his approach on the RANAS approach developed by Eawag, the Swiss Federal Institute of Aquatic Science and Technology, which has been adapted for practical use with inputs from Helvetas. RANAS is a model that investigates people’s behavior based on group pressure, emotions, self-confidence or fear of high costs, and changes the behaviors in a positive way. The town of Villazón is now “the municipality with the cleanest waste” in Bolivia and an example for the entire country.



**Martín del Castillo** is an economist and political scientist and has a Master’s degree in Public Administration from the Universidad Andina in La Paz and another in Development

Policies and Practice from the Graduate Institute of International and Development Studies (IHEID) in Geneva. A specialist in accountability and decentralization, he has worked for Helvetas in Bolivia since 2007 and is deputy country director.

# CYCLONE

Dozens of deaths, hundreds of thousands of people dependent on emergency aid, 35,000 destroyed houses, 55,000 hectares of crops ready for harvesting under water, flooded latrines and contaminated wells: since Cyclone Kenneth laid waste to northern Mozambique in April 2019, Helvetas has been helping to prevent a cholera epidemic.

## MOZAMBIQUE: CONTAMINATED DRINKING WATER

“When the sky calmed down, I went out into the countryside to take stock of the damage,” says Maria Florinda, Helvetas’ water advisor in northern Mozambique. In the villages, Kenneth had destroyed houses and health clinics, flooded latrines and contaminated wells. Maria Florinda immediately reported her observations to the Helvetas office in Pemba.

The most important factors in providing successful emergency aid are contacts and time. Helvetas’ contacts with the Mozambique authorities and local NGOs have been good for decades, and to gain time, the people in charge at Helvetas got in touch with Switzerland and the Swiss embassy in Maputo before the cyclone made landfall. All it took then were a few emails and video calls shortly after the storm to define the main aspects of the pre-determined emergency plan. Water supplies were reestablished, and latrines repaired in four districts, and basic medical assistance was supported with the aid of the Swiss organization SolidarMed. Helvetas coordinated the operation, and the SDC seconded three experts from the Swiss Humanitarian Aid Unit.

On May 3, only eight days after the storm, the first emergency water supplies were set up in Pemba’s stadium, which had been transformed into a reception center for the homeless. This was followed by a similar operation in the cholera treatment center. In the months that followed, 1,495 hygiene kits were distributed, and 30,000



After the cyclone it was important for the health of all to repair the water supplies quickly.

women were taught life-saving hygiene procedures. Teams from our local partners repaired and cleaned 130 drinking wells, and five new ones were built in at-risk areas. 4,300 families were given support to put their ruined latrines back in working order.

Overall, the results of the six-month-long operation were positive: Swiss emergency response helped to prevent a cholera epidemic. In December, the Pemba office reported that the transition from emergency aid to development cooperation – so crucial to local people as it enables them to rebuild their lives and businesses – had been completed. There was more good news from Switzerland: the cost of the humanitarian response operation had been entirely covered by

generous donations from individuals and institutions.

This emergency response was funded by the SDC, donations to Helvetas, Swiss Solidarity and UNICEF.

Helvetas has been active in Mozambique since 1979 and works on the communal construction and maintenance of drinking water facilities. Helvetas focuses on empowering women so that they can benefit from this infrastructure. Helvetas promotes improved post-harvest management practices to increase food security. A vocational skills development project is another component of the country program.

“As well as working in a reception camp, I gave a helping hand to people close to me who had lost all their worldly possessions in the storm.”

Maria Florinda, 50, Helvetas Project Officer, Pemba, Mozambique



© Helvetas Mozambique

# 44,852

people gained access to clean water and new or repaired infrastructure after disasters in cooperation with Helvetas in 2019.

# 44,054

people were able to resume and improve their agricultural work after a disaster thanks to emergency aid from Helvetas in 2019.

### ADVISORY SERVICES: HYGIENE AMID DISASTER

What makes people wash their hands, build latrines and disinfect drinking water? It varies from country to country and from one community to the next. The RANAS approach (p. 19) is a good method for finding out more and then developing effective hygiene campaigns. The only problem is that until recently it was impractical in disaster areas because the requisite surveys take about three months to conduct. Nicolas Morand is working with colleagues to overcome this handicap by simplifying RANAS for humanitarian aid use. He successfully tested the simplified system for the first time in Mozambique in March 2019 after Cyclone Idai.



**Nicolas Morand** is an engineer and did a Master's degree in Environmental Science at the Swiss Federal Institute of Technology in Lausanne as well as further training in conflict

resolution and participatory planning. He has worked for Helvetas since 2005 and, following assignments in Haiti, Mali and Mozambique, his most recent posting is in Madagascar.

# A BETTER LIFE

## WATER: A HUMAN RIGHT

Almost 500,000 people gained new access to drinking water and/or basic sanitation in 2019 thanks to Helvetas.

Asia and Eastern Europe  
153,533 people



Africa  
274,212 people



Latin America and Caribbean  
70,218 people



Worldwide  
497,963 people



## VOCATIONAL TRAINING: PREPARING YOUNG PEOPLE FOR THE FUTURE

Almost 45,000 young people participated in vocational training and laid the foundations for their own future and for their communities to develop.

Asia and Eastern Europe  
37,801 people



Africa  
5,304 people



Latin America and Caribbean  
1,715 people



Worldwide  
44,820 people



## GOVERNANCE AND PEACE: A WIN-WIN SITUATION

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

Worldwide  
420,025  
people



Africa  
30,765  
people

Latin America  
and Caribbean  
13,636  
people



Asia and  
Eastern Europe  
375,624  
people



## AGRICULTURE: SUSTAINABLE FARMING FOR A BETTER HARVEST

More than 500,000 farmers attended Helvetas courses that taught them how to produce their crops in a more sustainable way.

Worldwide  
557,699  
people

Africa  
367,941  
people

Latin America  
and Caribbean  
4,428  
people

Asia and  
Eastern Europe  
185,330  
people



# OUTCOME HARVESTING

In the Western Balkans, three projects promote youth employment. Detailed plans were drawn up beforehand to determine the activities with which companies, vocational training institutes, employment agencies and authorities could create better prospects for young people including the expected outcomes and the impact. Now a special method, Outcome Harvesting, shows that the expectations – to the surprise of all those involved – have been exceeded.

## DISCOVERING CHANGES THANKS TO OUTCOME HARVESTING

Over 70 million young people worldwide are currently looking for a job. Those who are lucky will find what they are looking for, but mostly in the low-wage sector - or in the informal sector without a social safety net. In three youth employment projects in the Western Balkans, SDC has been helping to create good quality employment opportunities for young people since 2012. Helvetas and competent local partner organizations are implementing the projects RisiAlbania, EYE Kosovo and MarketMakers Bosnia and Herzegovina.

In order to continuously improve the project work and to share their experience, the project partners (authorities, training institutes, employment agencies, employers, youth organizations, media, service providers, etc.) joined forces to systematically collect and describe all the outcomes of the projects with the help of an 'Outcome Harvesting'. It soon became clear that there were more outcomes than originally expected in the planning.

Development projects are planned comprehensively. The most important activities, the outcomes and impacts to be expected from them, including the indicators that should show the change, are usually recorded in a logical framework, or logframe. This matrix is the basis for monitoring the project, which is indispensable for checking progress. While activities can be easily measured, it is more difficult to measure the outcomes

and the impact of those activities. Since not everything can be predetermined during the planning stage, despite meticulous preparation, projects usually produce more or different results than expected. Therefore, it is worthwhile for development organizations to detach themselves from the logframe and expected outcomes and think outside the box. One possibility is Outcome Harvesting.

### Business Model: Hub

In the Western Balkans, project work has primarily changed business models. Professional job placement services have emerged. Vocational training institutions diversified and expanded their training offers. Governments have improved the framework conditions for companies and start-ups. Labor market information has generally become more comprehensive; more jobs have been created. This was expected during project planning.

However, the new, innovative models attracted imitators, as the example of a hub in Bosnia and Herzegovina shows: There, the MarketMakers project in 2015 supported the establishment of the first business hub for IT companies. The aim was to promote cooperation between different IT companies. The business model found – unexpectedly – imitators in Croatia. The concept of these “co-working spaces” has become increasingly popular – eight such hubs were opened in Bosnia by 2019.

In another example, from Kosovo, a small digital recruitment consultancy has been working since 2017 to integrate disadvantaged ethnic groups into the labor market - with remarkable success. Since the company has been supported by the EYE project, it has been mediating jobs in agriculture - between farmers in need of a workforce and people from disadvantaged communities looking for work. The job placement is easy to manage via an app and demonstrably promotes agriculture and farming. Outcome Harvesting also showed impressively that thanks to open communication with and close support of ethnic minorities and employers, mistrust that had developed over the years due to bad experiences was reduced. Today the company has become a central contact point for job placement in agriculture.

### Why Outcome Harvesting?

The Outcome Harvesting method was inspired by Outcome Mapping, a complex planning method. It is not the direct beneficiaries of a project that are at the center of outcome harvesting – in this case the young people in the Western Balkans – but the system in which the project partners operate.

In joint discussions, the project partners collect information and observations from their environment and everyday life. This enables them to analyze changes in their own behavior and the behavior of others involved. It allows the participants to observe and understand changes in the sys-



© Simon B. Opladen

An important information and communication technology sector is currently developing in Kosovo.

tem, in the current case the labor market. And finally, the method allows them to relate these changes to the concrete project – and explain them plausibly. Conversely, the method also makes visible if a change would have been triggered by a general trend and not the project.

In total, those involved in the three projects identified 72 changes, eleven of which were unexpected and in part surprising. An important impetus for change, as the analysis showed, was the newly initiated, continuous exchange between educational institutions, authorities and employers. The expertise of external specialists, support in the development of new business models, trainings, campaigns and media work also contributed to the changes. The drivers for this came

from the project – but they were implemented by the participants on site.

Outcome Harvesting has shown that, thanks to close cooperation with various public and private partners, difficulties have been overcome and solutions have been developed to integrate disadvantaged women and men into the labor market – and to offer good quality employment opportunities.

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

# ARISING AFRICA

The demographically young societies in sub-Saharan Africa possess great development potential. But living up to this potential will require a social, economic and political transformation. This requires good governance, improved infrastructure, investment in education and vocational training, and favorable conditions for economic activity. Five fields of action lead the way.

## PROSPECTS FOR A YOUNG CONTINENT

The varied and sometimes contradictory developments in sub-Saharan Africa are the subject of much political and media attention. The sheer profusion of analysis, strategy papers and action plans drawn up by international institutions, organizations and think tanks has reached incomprehensible proportions, with forecasts covering the whole spectrum from optimistic to grim. Depending on the author's point of view, the reports may highlight autocratic regimes or democratic progress, poverty and resource extraction or creative, innovative businesses, and unchecked population growth versus the potential of a youthful population.

### The African Union's Agenda 2063

It is remarkable that hardly anybody ever refers to the African Union's blueprint, Agenda 2063: The Africa We Want. Approved in 2013, its objective is a comprehensive transformation of Africa through "inclusive social and economic development, continental and regional integration, democratic governance and peace and security". An agenda is not enough on its own, but its overall thrust merits international support. Sub-Saharan Africa has significant potential for development. Many countries are home to young, innovative companies that are active nationwide and beyond their own borders.

If there is to be a new departure, however, all stakeholders need to show the

political will to tackle the still-considerable hurdles of inequality, violence and poor infrastructure together. Some of the greatest challenges are population growth, urbanization, the effects of climate change, a lack of political legitimacy in many states, and shortcomings in education and vocational skills development. How African countries deal with these challenges will do much to shape the future.

The economies of both rural and urban sub-Saharan Africa are overwhelmingly informal. The only way to bring about and consolidate inclusive and sustainable economic development with comprehensive job opportunities is therefore for Africa's societies, governments and businesses to work together towards a social and environmentally responsible model that includes the informal sector. States will need to diversify their economies, increase productivity and innovation, create jobs and ensure that economic gains benefit the whole population, both in the countryside and in cities.

### Five fields of action for transformation

Five areas must be prioritized if the desired social and economic transformation is to take place. They presuppose democratic cooperation between the

state, the private sector and civil society.

#### 1. Enforcing good governance:

Weak states and autocratic power structures in many countries must be replaced by a stable political environment with legitimate democratic governments, the rule

"States need to ensure that economic gains benefit the whole population."

of law, equality before the law and an administration that guarantees citizens access to public services. The primary task is providing infrastructure such as transport and communications, clean energy and water, as well as skills development and education that are available to all.

#### 2. Strengthening inclusive economies and pan-African trade:

The core of the transformation is an inclusive economic policy that takes account of both the formal and the informal sectors and promotes technological and job-creating improvements while taking the needs of the whole population into account. The focus needs to be on responsible investment in information and communication technology, eco-tourism and a sustainable agricultural sector, as well as investment in processing industries and the service sector in urban areas to satisfy the demand for goods there. This will require a pan-African market with social and environmental standards based on the African Continental Free Trade Agreement



Confident outlook for the future: Vocational training is the key to Africa's progress.

that came into force in 2019.

### **3. Promoting young people and their potential:**

Many of Africa's youth are mobile, well informed and highly motivated and constitute a great opportunity for sustainable development. Widespread investment in education could unlock this potential: a high-quality, well-equipped school system; and diverse and practice-oriented vocational training that applies new knowledge to adapt and evolve in line with changes in the job market and society. Young people must also be encouraged and empowered to start up small businesses. Last but not least, a coherent regulatory framework for the free movement of people and goods across the African continent could promote innovation and knowledge transfer and contribute to the emergence of local and regional economic areas.

### **4. Empowering women economically, socially and politically:**

Co-determination in society and family, overcoming cultural barriers, gaining political opportunities, accessing

information about women's rights, and employment prospects beyond family care enable women to lead a self-determined life. Education and vocational training are transforming women's traditional roles, changing perspectives and offering economic opportunities that contribute to social mobility and political participation. A well-developed health sector and family planning that gives them autonomous access to sex education and contraception reduce infant mortality and fertility rates.

### **5. Increasing climate resilience:**

Strengthening resilience to threats such as drought, flooding, storms or rising sea levels caused by climate change is the top priority. This involves, among other things, gradually raising agricultural productivity using innovative techniques that are adapted to climate change. It involves irrigation systems and traditional crops that prevent erosion and maintain soil fertility. It involves reforestation to slow down desertification and protect farmland, as well as investments in climate-sensitive infrastructure and renewable energies

alongside further development of climate-friendly technologies. It also calls for environmentally sustainable urban development and planning with the aim of using land and other resources in a sustainable manner.

*Geert van Dok, Political Communications, Helvetas.*

*This article is an abbreviated version of a discussion paper entitled "Arising Africa – Challenges and perspectives for a young population".*

# HAPPINESS AND ACTIVISM

The quest for happiness is one of humankind's most ancient yearnings. In its new exhibition "GLOBAL HAPPINESS – What do we need to be happy?" Helvetas looks more closely at this longing and comes to the conclusion that global happiness is closely linked to sustainability. The travelling exhibition shows how happiness relates to development cooperation.

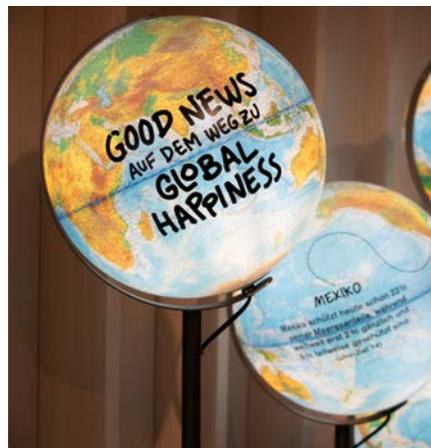
## SWITZERLAND: SUSTAINABLE HAPPINESS AS A COMPASS

Happiness might be a table mat that reminds us of childhood comfort food in Bhutan. It might be a water jug from Guatemala: "I carried it every day for twenty years. I'm happy now – because I no longer need it," says Adilia in Helvetas' new GLOBAL HAPPINESS exhibition.

But what is global happiness? Catherine O'Brien, a professor of education from Canada, gave Helvetas one of many possible answers: "Sustainable happiness contributes to individual, community or global well-being and does not exploit other people, the environment, or future generations." This quote became a leitmotif of the exhibition, which demonstrates just how intertwined individual happiness is with community, a healthy environment and fair political conditions.

But what does happiness have to do with development cooperation? Less poverty means greater happiness and wellbeing. This is Helvetas' mission. Its goal is for people to rise out of poverty and determine the course of their own lives in dignity, to be able to claim their rights, protect the environment and face up to climate change. Yet successful development cooperation also requires activism in the North, which is what this exhibition aims to spark.

The exhibition's curators at Helvetas regularly received thank-you letters.



© Adrian Zayas

piness has very positive connotations, which is essential because it is more important than ever that bad news doesn't numb people but instead inspires them to greater activism.

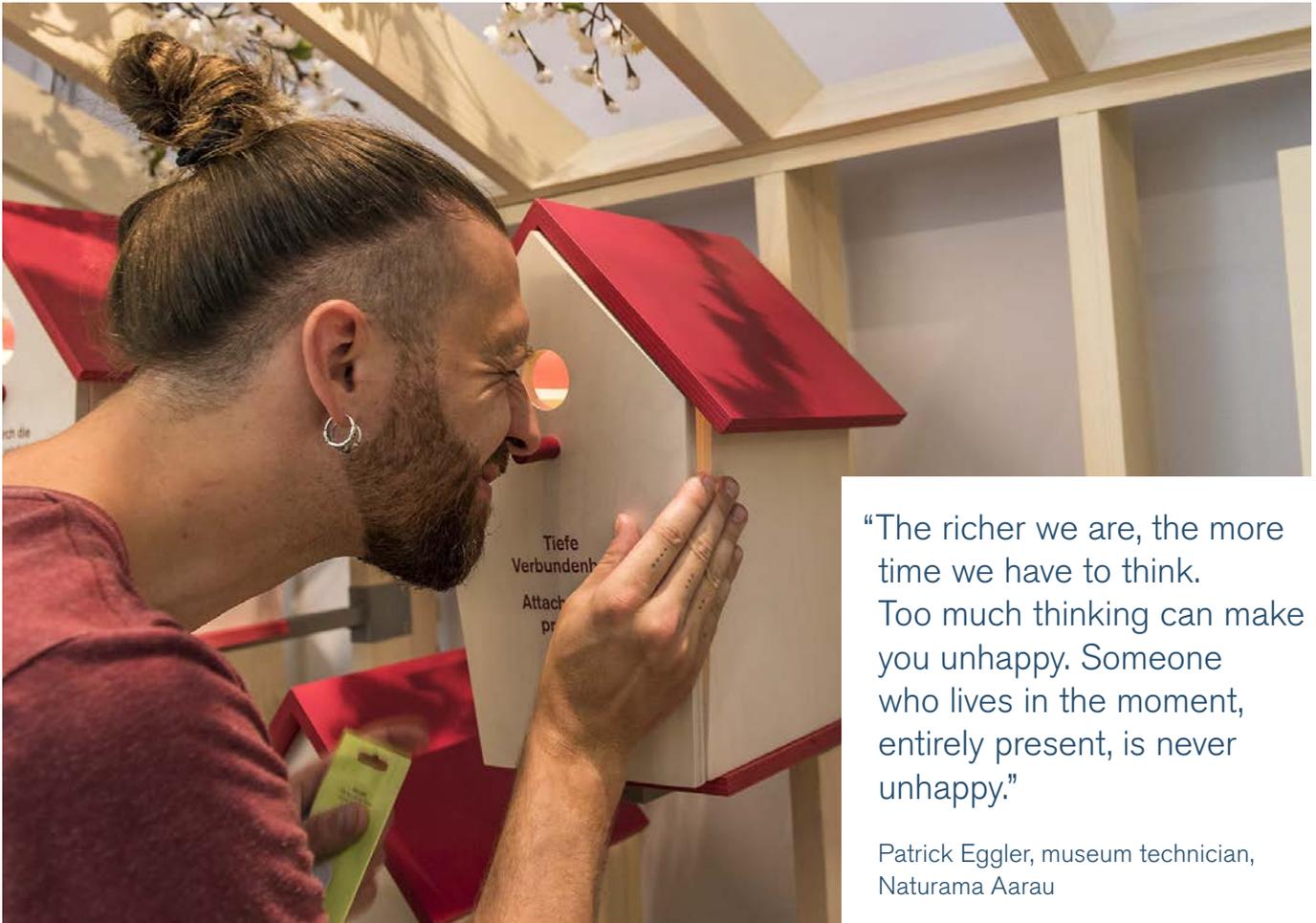
Helvetas is convinced that the activism of every one of us goes a long way towards making the world a better, more environmentally friendly and fairer place – and happiness is an unparalleled incentive for that.

More information at [globalhappiness.ch](http://globalhappiness.ch)

They observed exhibition visitors who didn't know one another engage in deep conversation. They heard people describe their time at the exhibition as a break from daily life that allowed them to reflect on their own and global happiness. That is precisely what Helvetas had in mind when selecting the theme of the exhibition.

The world is facing major global challenges of such complexity that nobody will be able to tackle them alone – not Switzerland, not the international community, let alone a single organization such as Helvetas. If wellbeing is the central question, however, we need to look at environmental, social, economic and political factors on an equal footing and consider them in a holistic way. This fits in with Helvetas' approach and with the Agenda 2030 too. Another advantage to valuing happiness is that hap-

Helvetas helped to set a few milestones in Switzerland in 2019. The Swiss parliament finally signed and sealed a more sustainable public procurement law. In the early summer, Helvetas helped to collect 130,000 signatures in three months for a petition against Swiss arms exports to countries in the grip of civil war. In 2020 Helvetas will throw all its weight behind the Swiss Coalition for Corporate Justice campaign to ensure Switzerland can make a serious contribution to creating a fairer global economy.



© Thomas Kozlik

“The richer we are, the more time we have to think. Too much thinking can make you unhappy. Someone who lives in the moment, entirely present, is never unhappy.”

Patrick Egler, museum technician,  
Naturama Aarau

# 6,776

civil society organizations worldwide strengthened their capacities and working methods together with Helvetas in 2019.

# 22,983

people visited the exhibition “GLOBAL HAPPINESS – What do we need to be happy?” between May and December 2019.

## EXHIBITION: SUSTAINABLE HAPPINESS

There are very few professionals in Switzerland who have both field experience in international cooperation and exhibition experience. Nadja R. Buser does, though, and she spent two years designing the travelling exhibition “GLOBAL HAPPINESS – What do we need to be happy?” with her committed team. Happiness is a vast subject, which is why the theme of “sustainable happiness” emerged as a focal point during the intense preparatory work. During this process, Nadja Buser observed from other members of Helvetas staff just how infectious thinking about happiness can be. After all, the exhibition highlights very clearly that personal and global happiness are interdependent and interrelated.



**Nadja R. Buser** is an anthropologist and curator with an MBA in Sustainability. She was an ICRC delegate in Liberia, the Philippines and South Sudan and later worked for Caritas as a

program director in Uganda, Rwanda and Colombia. She has been in charge of exhibitions for Helvetas since 2016.

# FINANCES

ZEWO members commit to maintaining reserves that are proportionate to the organization's overall expenditure. Helvetas invests a portion of its reserves in sustainable funds, having ruled out, back in the 1990s, any investments in companies that pollute the environment, violate human rights, manufacture arms, fund nuclear energy or are active in the tobacco industry, mining or the mineral trade. Our reasoning is that a development organization's investment strategy should be in alignment with its values. Climate change boosted sustainable investment strategies in 2019. Once again, they kept pace with conventional financial investments, and Helvetas even managed to achieve one of its highest annual returns in 2019.

## Commentary

The 2019 financial statement continues to show rising revenues compared to the previous year. Total income amounted to CHF 137.6 million and expenses amounted to CHF 139.3 million. The rising revenues from donations are predominantly earmarked. The additional expenditure was mostly covered by a financial result of CHF 1.7 million. Project-related donations of CHF 0.46 million were deferred into the coming financial year, resulting in an annual result of CHF -0.467 million.

## Financial audit

KPMG audited and approved the accounts and financial statements and has approved them. Their audit report and the complete 2019 financial report can be viewed at the offices of Helvetas, Weinbergstrasse 22a, 8001 Zurich and downloaded in German from our website [helvetas.org/finanzbericht](http://helvetas.org/finanzbericht)

## BALANCE SHEET

ASSETS	31.12.2019 in CHF	31.12.2018 in CHF
Cash and cash equivalents	36,625,214	32,915,426
Marketable securities	17,262,513	15,580,081
Receivables	2,923,409	2,774,482
Inventories	524,755	945,285
Net assets in project countries	14,236,320	12,642,492
Prepayments and accrued income	11,724,985	11,104,539
<b>Current assets</b>	<b>83,297,195</b>	<b>75,962,306</b>
Investments in financial assets	60,904	60,901
Tangible fixed assets	782,208	868,256
Intangible assets	729,369	543,846
<b>Fixed assets</b>	<b>1,572,481</b>	<b>1,473,003</b>
<b>Assets</b>	<b>84,869,676</b>	<b>77,435,309</b>
<b>LIABILITIES</b>		
Accounts payable	4,495,130	3,497,044
Accrued liabilities	51,889,762	45,719,945
Short-term Provisions	315,092	0.00
<b>Current liabilities</b>	<b>56,699,985</b>	<b>49,216,988</b>
Long-term Provisions	268,365	310,202
<b>Long-term liabilities</b>	<b>268,365</b>	<b>310,202</b>
<b>Liabilities</b>	<b>56,968,350</b>	<b>49,527,190</b>
<b>Restricted fund capital</b>	<b>3,048,878</b>	<b>2,589,036</b>
<b>Liabilities incl. fund capital</b>	<b>60,017,228</b>	<b>52,116,227</b>
Elaborated unrestricted capital	10,734,287	11,200,921
Elaborated restricted capital	14,118,161	14,118,161
<b>Organizational capital</b>	<b>24,852,448</b>	<b>25,319,082</b>
<b>Liabilities</b>	<b>84,869,676</b>	<b>77,435,309</b>

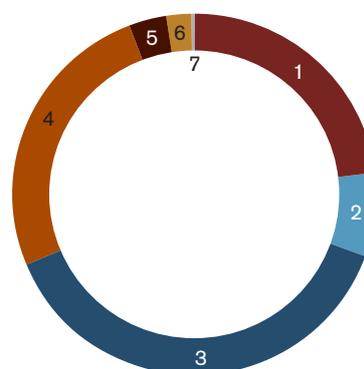
Due to the selected number format, there may be rounding differences between individual amounts and totals.

## STATEMENT OF OPERATIONS

INCOME	2019 in CHF	2018 in CHF
Membership fees	2,283,040	2,366,160
Donation from the public	29,148,569	26,384,693
Legacies	269,406	1,326,890
<b>Income from fundraising</b>	<b>31,701,016</b>	<b>30,077,743</b>
Programme projects SDC	10,330,000	10,392,000
Project funding SDC	52,973,411	52,796,379
Project funding from organizations	34,199,952	30,154,424
Income from advisory services	4,778,706	4,971,246
Income from Fair Trade	3,148,015	3,371,735
Other operating income	476,814	567,793
<b>Income from service provided</b>	<b>105,906,899</b>	<b>102,253,577</b>
<b>Income</b>	<b>137,607,914</b>	<b>132,331,320</b>
<b>EXPENDITURE</b>		
Africa	-28,480,089	-30,969,695
Asia	-42,466,020	-36,253,665
Latin America	-16,252,259	-18,276,530
Eastern Europe, Caucasus, Central Asia	-18,991,627	-18,583,015
Programme coordination & support from head office	-2,820,643	-2,293,903
<b>Expenditures on international programmes</b>	<b>-109,010,639</b>	<b>-106,376,808</b>
<b>Expenditure on advisory services</b>	<b>-6,471,971</b>	<b>-6,513,641</b>
<b>Expenditure on projects in Switzerland</b>	<b>-5,769,608</b>	<b>-5,650,859</b>
<b>Expenditure on Fair Trade</b>	<b>-4,288,969</b>	<b>-3,736,850</b>
Head Office	-4,910,465	-4,873,259
Fundraising	-8,893,131	-7,494,623
<b>Head Office and fundraising</b>	<b>-13,803,596</b>	<b>-12,367,882</b>
<b>Expenditure from service delivered</b>	<b>-139,344,783</b>	<b>-134,646,041</b>
<b>Operating profit / loss</b>	<b>-1,736,869</b>	<b>-2,314,721</b>
Financial result	1,711,471	-781,802
Other result	18,606	506,137
<b>Result before change in funds capital</b>	<b>-6,792</b>	<b>-2,590,386</b>
Change in funds capital	-459,842	2,031,897
<b>Annual result before allocation to organizational capital</b>	<b>-466,634</b>	<b>-558,489</b>

## SOURCE OF FUNDS

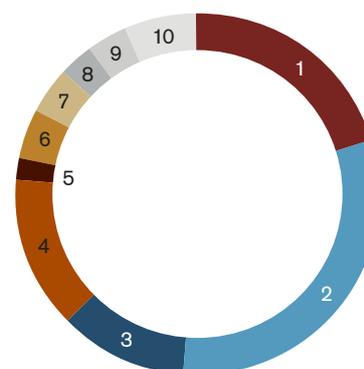
(Total CHF 137,607,914)



- 1 Income fundraising 23%
- 2 Program contribution SDC 7.5%
- 3 Mandates SDC 38.5%
- 4 Project funding organizations 24.9%
- 5 Income advisory services 3.5%
- 6 Income Fair Trade 2.3%
- 7 Other operating income 0.3%

## USE OF FUNDS

(Total CHF 139,344,783)



- 1 Africa 20.4%
- 2 Asia 30.5%
- 3 Latin America and Caribbean 11.7%
- 4 Eastern Europe and Central Asia 13.6%
- 5 Program coordination and support 2%
- 6 Expenditures advisory services 4.6%
- 7 Expenditures projects Switzerland 4.1%
- 8 Expenditures Fair Trade 3.1%
- 9 Head Office 3.5%
- 10 Fundraising 6.4%

# THANKS

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

**FEDERAL GOVERNMENT AND CANTONS** • Federal Office for Spatial Development • SDC, Swiss Agency for Development and Cooperation • Erziehungs-, Kultur- und Umweltschutzdepartement Graubünden • FEDEVACO, Fédération Vaudoise de Coopération • FGC, Fédération Genevoise de Coopération • Canton Aargau • Canton Appenzell Ausserrhoden • Canton Berne • Canton Grisons • Canton Ticino • Canton Uri • Canton Vaud • Canton Zurich • Republic and Canton of Geneva • SECO, State Secretariat for Economic Affairs

**CITY AND TOWN COUNCILS** • Baar • Berne • Capriasca • Geneva • Parish of Küsnacht • Lancy • Lausanne • Locarno • Losone • Lugano • Maur • Montreux • Muralto • Muri bei Bern • Münsingen • Onex • Rapperswil-Jona • St. Gallen • Therwil • Wil SG • Zurich

**FOUNDATIONS** • Albert Jenny Foundation • Alfred Richterich Foundation • Büchi Foundation • C&A Foundation • CHARISMA Stiftung für nachhaltige Entwicklung • Cordama Stiftung • Corrado Foundation • Däster Schild Foundation • Dr. A. von Schulthess Rechberg Foundation • ERBACHER Foundation • Ernst Göhner Foundation • Ferster Foundation • First Island Trustees Limited • Givaudan Foundation • Fondation Agnès Delachaux • Fondation Assistance Internationale • Hermann Foundation • Fondation Johann et Luzia Graessli • PETRAM Foundation • Fondation Renard • SMARTPEACE Foundation • Fondazione Alessandro Ghiggia • Charity Foundation New Flower in Africa • Fondazione Vidar Suisse • Gebauer Foundation • Swiss Solidarity • Gottfried and Ursula Schächli-Jecklin Foundation • Happel Stiftung • Happel Foundation • H.E.M. Foundation • Hilti Foundation • I & F Public Benefit Foundation • Jacobs Foundation • Jean Wander Foundation • Laguna Foundation • LED, Liechtenstein Development Service • Leopold Bachmann Foundation • Lindt Cocoa Foundation • Margaret A. Cargill Philanthropies • Maria Marina Foundation • Medicor Foundation • Renzo und Silvana Rezzonico-Foundation • Rosa & Bernhard Merz Foundation • Solaqua Foundation • Stanley Thomas Johnson Foundation • Corymbo Foundation • Foundation Drittes Millennium • Stiftung ESPERANZA – cooperative help against poverty • Mercator Foundation Switzerland • Temperatio Foundation • Vives Foundation • The Global Alliance for Improved Nutrition • The McKnight Foundation • Tibetania Foundation • UK Online Giving Foundation • Von Duhn Foundation • Werner and Helga Degen Foundation

**COMPANIES** • ADVANTIS Insurance Consulting Ltd • Atlantic Gestion Sarl • Azienda acqua potabile Città di Locarno • Aziende Industriali di Lugano SA (AIL) • Bachema AG • Chocolats Halba • Coop • Debiopharm International SA • Drahtseilbähnli café restaurant bar • ENEL • Frei + Krauer AG • Gebana AG • Geberit International AG • Geberit Distribution SA • Globetrotter Travel Services AG • Background Tours AG • KEK-CDC AG • Lindt & Sprüngli (International) AG • Loterie Romande • Mövenpick Schweiz AG • PINI Group • Pratohaus AG • PriceWaterhouseCoopers AG • Reismühle Brunnen • Ricola AG • Clean Forest Club • Sirisia SA • Swan Analytische Instrumente AG • Swiss Climate AG • Technische Betriebe Flawil

**NGOS, BODIES AND ASSOCIATIONS** • ACTED • Action Against Hunger • AHAMES • Ayuda en Acción • Better Cotton Initiative • CARITAS Switzerland • charity:water • Care Österreich • Concern Worldwide • Conservation International Foundation • Confédération Nationale des Organisations Paysannes (CNOP), Mali • Deutsche Welthungerhilfe e.V. • Drink&Donate • Eawag • ETH Zurich • Fastenopfer • FOSIT – Federazione delle ONG della Svizzera italiana • Foundation myclimate • GLOBAL RESPONSIBILITY • HAFL, School for Agricultural, Forest and

“ Helvetas’ strong roots and large network in its partner countries allows the organization to work quickly, efficiently and effectively to reach the right people. We at the Happel Foundation also value Helvetas’ honest communications policy and open attitude to discussion.”

Alexander F. Lanz, Managing Director  
Happel Foundation, Lucerne

“ Geberit is proud to celebrate the tenth anniversary of our partnership with Helvetas. Our shared vision is that as many people as possible should have access to clean drinking water, improving their long-term quality of life.”

Reto Bättig, CEO  
Geberit Vertriebs AG, Jona, SG

Food Sciences of the Bern University of Applied Sciences • HEKS, Swiss Church Aid • Hivos Humanistisch Instituut voor Ontwikkelingssamenwerking • Medair • Mekong Cultural Hub • People in Need • Plate-Forme Haiti de Suisse PFHS • Projektgruppe Schlatt • Protestant Reformed • Sisters of St. Joseph of Peace • Skat, Swiss Resource Centre and Consultancies for Development • SNIS, Swiss Network for International Studies • SNV • Solafrika • Solidar Suisse • SOS Kinderdorf International • Stockholm Environment Institute • Swisscontact • Swiss Platform for Sustainable Cacao • Swiss Red Cross • Swiss Water Partnership • Terre des Hommes • University of Bern • Viva con Agua Switzerland • Viva con Agua Germany • WIR TEILEN Fastenopfer Liechtenstein • World Vision Switzerland • WWF **INTERNATIONAL FUNDING AGENCIES AND PARTNERS** • ADB, Asian Development Bank • AECID, Agencia Española de Cooperación Internacional para el Desarrollo • AFD, Agence Française de Développement • AfDB, African Development Bank Group • African Union Development Agency • Agridea • AICS, Agenzia italiana per la cooperazione allo sviluppo • The Asia Foundation • AVET, Agency on Vocational Education under the Government of the Kyrgyz Republic • Federal Ministry for Economic Cooperation and Development • Cardno Emerging Markets (UK) Ltd, • Danida • Department of Foreign Affairs and Trade, Australia • DfID, Department for International Development • ECHO, EU • EuropeAid, EU • FAO, Food and Agriculture Organisation of the United Nations • FCG, Fundación para la Conservación de Recursos Naturales y Ambiente en Guatemala • Federal Foreign Office Liechtenstein • FINNIDA, Finnish International Development Agency • GFA Consulting Group GmbH • GIZ, Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH • Government of Ethiopia, Regional Rural Roads Authorities • Government of Nepal • Government of Peru • Government of Ecuador • Government of the Netherlands, Ministry of Foreign Affairs • Handicap International • ICCO, Interchurch Organisation for Development • IFAD, International Fund for Agricultural Development • IFOAM, Organics International • IOM • ITTO, International Tropical Timber Organisation • KM4DEV • Mountain Research Initiative • NORAD, The Norwegian Agency for Development Cooperation • Norwegian Trust Fund • OCHA • Office des routes, Burundi • Plan Binacional de Desarrollo de la Region Fronteriza Peru - Ecuador • SIDA, Swedish International Development Cooperation Agency • TTU, Tanzania Teachers' Union • UNDP, United Nations Development Programme • UN Environment Programme • UNHCR The UN Refugee Agency • UNICEF • UNIDO • United Purpose • USAID, U.S. Agency for International Development • USAID/NEXOS • USDOS, U.S. Department of State • WIN, Water Integrity Network • World Bank • Youth of Osh

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



© Simon B. Ojiaman

“Access to water is a human right. As in Switzerland, all people around the world should have access to clean water and sustainably take care of it. This is what we are working on with Helvetas and we are benefiting from decades of its experience.”

Andreas Batliner, President  
DRINK & DONATE, Zürich

“As engineers, we at PINI build bridges and other infrastructures in Europe. Together with Helvetas we support the construction of bridges in countries with difficulties. We are proud of this intelligent cooperation. PINI has found a reliable partner in Helvetas.”

Olimpio Pini, President  
PINI Group, Lugano

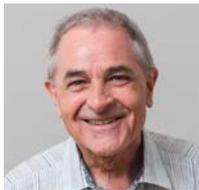
# THE ORGANIZATION

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

## BOARD OF DIRECTORS



**President:**  
Therese Frösch, Bern, social worker,  
former National Councillor,  
Chairman of the Board of Directors  
Spitex Bern and Domicil Bern AG  
Since 2013



**Vice President:**  
Peter Niggli, Zurich,  
journalist, author,  
expert in international  
development  
Since 2015



Rudolf Baumgartner,  
Zurich, Dr. oec. publ.,  
Prof. Emer.  
NADEL-ETHZ  
Since 2011



Jörg Frieden  
Freiburg, Development  
Economist, President  
of the Board of SIFEM  
Since 2018



Marie Garnier,  
Fribourg, former gov-  
ernment member of  
the Canton Fribourg  
Since 2015



Angelo Gnädinger  
Geneva, lic. jur.  
former special envoy  
of the OSCE for the  
South Caucasus  
Since 2019



Heinz Hänni, Bern,  
Dr. rer. pol.,  
president of the board  
Domicil Holding AG  
Since 2016



Romaine Jean,  
Geneva, consultant,  
former editor-in-  
chief RTS Radio  
Télévision Suisse  
Since 2015



Erna Karrer-Rüedi,  
Zurich, Dr. sc.nat.  
ETH, environmental  
scientist, General  
Manager the Eos En-  
trepreneur Foundation  
Since 2019



André Lüthi, Bern,  
tourism expert,  
President of the Board  
and CEO  
Globetrotter Group  
Since 2009



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



Hansi Voigt, Zurich  
Partner dasNetz.ch,  
management consulting,  
Founder Watson  
Since 2019



Ueli Winzenried, Bern,  
Betr.oec. HWV,  
Business, consultant  
for Burkhalter  
Attorneys at Law in  
Bern/Zurich  
Since 2019

## 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.

## REGIONAL GROUPS

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

## PARTNER ORGANIZATIONS

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

Alliance2015, Den Haag • Alliance Sud, Bern • Alliance for Water Stewardship, North Berwick/Scotland • Cao Bang Development Center (Decen), Cao Bang, Vietnam • Center for Rural Economy Development CRED, Hanoi, Vietnam • cinfo, Biel • End Water Poverty Coalition, London • Fairtrade International, Bonn • Forum für Berufsbildung und Internationale Zusammenarbeit FoBBIZ, Zürich • Helvetas Intercooperation GmbH, Bonn • Helvetas USA Inc., Minneapolis, USA • IFOAM - Organics International, Bonn • Knowledge Management for Development, Zürich • KOFF/Swisspeace, Bern • L'Association Intercooperation Madagascar AIM, Antanarivo, Madagascar • Max Havelaar-Stiftung, Basel • Millenium Water Alliance, Washington D.C. • Personalvorsorgestiftung Helvetas, Zürich • Plattform Schweizer NGOs • Skat Consulting und Skat Foundation, St. Gallen • Stiftung Intercooperation, Bern • Swiss Civil Society Platform on Migration and Development, Bern • Swiss Fair Trade, Basel • Swiss NGO DRR Platform, Luzern • Swiss Water Partnership, Zürich • Swiss Water & Sanitation NGO Consortium, Zürich

## THE ORGANIZATION

The **General Assembly** is the organization'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, programs and actions within Switzerland and abroad.

## MANAGEMENT BOARD

\*Formal member of the board



**Deputy Director/  
Joint Head  
of International  
Programs\***  
Remo Gesù



**Executive Director\***  
Melchior Lengsfeld



**Joint Head  
of International  
Programs\***  
Annette Kolff



**Joint Head of  
Advisory Services\***  
Rupa Mukerji



**Joint Head of  
Advisory Services**  
Esther Haldimann



**Head of  
Marketing and  
Communications\***  
Stefan Stolle



**Head of Finance  
and Services\***  
Erich Wigger

## THE ADVISORY BOARD



Sibel Arslan, Basel,  
lic. iur.,  
Nationalrätin



Mario Fehr, Zurich, lic.iur.,  
Member of the government  
of the Canton of Zurich



Therese Frösch, Bern,  
President of Helvetas



Tiana Angelina Moser,  
Zurich, lic.phil.I,  
National Councillor



Martin Naef, Zurich,  
lic.iur.,  
National Councillor



Peter Niggli, Zurich,  
journalist, author, expert in  
international development



Rosmarie Quadranti,  
Volketswil, businesswoman,  
National Councillor



Kathy Riklin, Zurich,  
Dr. sc. nat. ETH,  
National Councillor



Géraldine Savary,  
Lausanne, lic. ès sc. pol.,  
States Councillor



Laurent Wehrli,  
Glion, lic. ès lettres  
National Councillor

## Imprint

Published by Helvetas

With contributions of Hanspeter Bundi, Nadja R. Buser, Therese Frösch, Melchior Lengsfeld, Bruno Studer, Zenebe Uraguchi, Geert van Dok, Rebecca Vermot

Editing: Rebecca Vermot

Collaboration: Monika Linggi

English translation: Simon Pare

Proofreading: Rhiana Fullan

Photos: Andrea Peterhans

Design: Spinas Civil Voices, Zurich

Layout: Marco Knobel

Printed by Künzle Druck AG, Zurich

Paper: Rebello FSC Recycling

Account for donations: 80-3130-4, Zurich;  
Helvetas is ZEWO accredited.



**HELNETAS** Swiss Intercooperation

Weinbergstrasse 22a, CH-8001 Zürich

Tel: +41 (0)44 368 65 00

[info@helvetas.org](mailto:info@helvetas.org)

Geschäftsstelle Bern

Maulbeerstrasse 10, CH-3001 Bern

Tel: +41 (0)31 385 10 10

[info@helvetas.org](mailto:info@helvetas.org)

Bureau Suisse romande

Chemin de Balexert 7-9, CH-1219 Châtelaine

Tel: +41 (0)21 804 58 00

[romandie@helvetas.org](mailto:romandie@helvetas.org)

Ufficio Svizzera italiana

Via San Gottardo 67, CH-6828 Balerna

Tel: +41 (0)91 820 09 00

[svizzeraitaliana@helvetas.org](mailto:svizzeraitaliana@helvetas.org)

[www.helvetas.org](http://www.helvetas.org)