

2013



HELVETAS
Swiss Intercooperation

ANNUAL REPORT

478,371

people have improved their adaptive capacities to climate change.

469,200

persons received new access to drinking water and/or sanitation.

813,661

persons got improved access to markets thanks to bridges and roads.

351,035

people have been trained in value chain activities



135,434

people attended courses on democracy, governance and human rights.



128,367

pupils participated in basic education.

72,263

apprentices and students received a vocational education or training.

567,486

farmers benefitted from agriculture, forestry or animal husbandry activities.

A BETTER LIFE FOR

3,015,817 PEOPLE

© Flurina Rohrbacher



5'000 suspension bridges have so far been built by local people in Nepal. This gives new impetus to trade and helps small businesses.

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© HELVETAS Swiss Intercooperation



50 hectares of land have been planted with cocoa and high-grade timber trees by farming families in Patuca National Park.

Page 14

© Simon B. Opiaden



375 children and young people in eastern Burkina Faso are catching up on their formal education and completing a basic vocational course.

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HELVETAS Swiss Intercooperation is a politically and denominationally neutral development organisation, which is supported by its 97'870 members and patrons, as well as 12 regional volunteer groups. In the main text in this Annual Report, HELVETAS Swiss Intercooperation is abbreviated to Helvetas.

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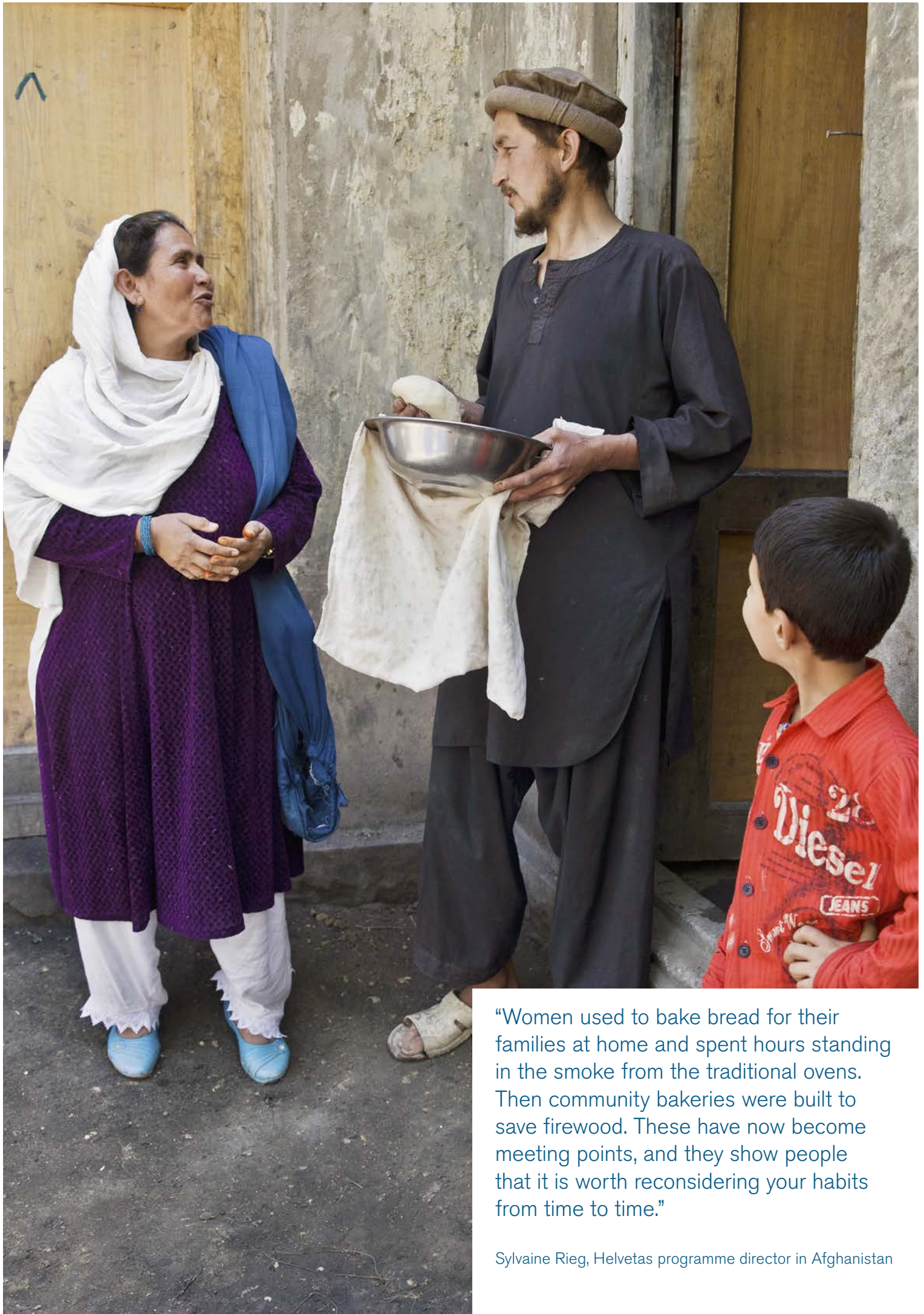
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3,015,817 people were able to improve their lives in 2013. In partnership with HELVETAS Swiss Intercooperation they have built wells for drinking water, bridges and tracks. They have adapted to the demands of climate change. Farming families have altered their production methods and found new markets for their produce. Citizens have studied in courses and cultural events how conflicts can be resolved peacefully. Members of local authorities have learned to take their citizens' needs seriously. These 3,015,817 people include all the women, men and children involved in projects that HELVETAS Swiss Intercooperation has carried out for SDC.



“Women used to bake bread for their families at home and spent hours standing in the smoke from the traditional ovens. Then community bakeries were built to save firewood. These have now become meeting points, and they show people that it is worth reconsidering your habits from time to time.”

Sylvaine Rieg, Helvetas programme director in Afghanistan

PERSEVERANCE

Leaving school early has far-reaching consequences for many girls in rural eastern Burkina Faso, for they are married off at a young age by their families. Diapoa Yonli was scared by this prospect, because she had set her mind against marrying young. She was completing her formal education at the training centre in her village, Tansara, and started a course to become a seamstress. "That protected me from an early marriage," she says today.

In my work for HELVETAS Swiss Intercooperation I get to know young people who are eager to change their lives. I meet villagers who finally, finally have access to a well for drinking water, and I talk to farmers who are adapting to climate change by using new production methods. I read about women who have mustered the courage after a HELVETAS training workshop to get involved in public debate or to be elected to their village council.

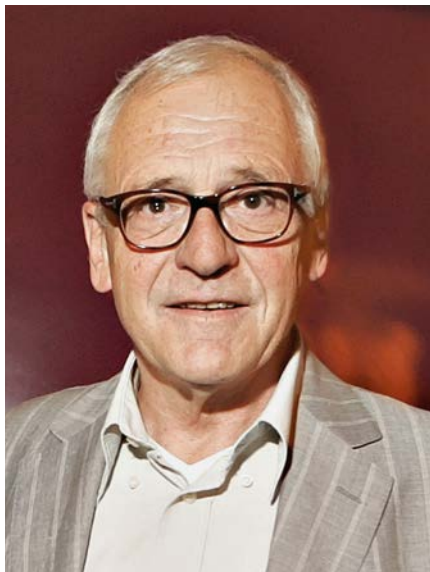
These are all individual stories, but they tell a wider tale of the hundreds of thousands of direct beneficiaries of our support. Many of them had begun to act for a better future on their own initiative before running into difficulties: their region's education authorities did not build the planned training centre; or farmers in a remote area lacked reliable trade channels to urban consumers; or else there were no experts to maintain the new water supply.

This annual report gives an insight into HELVETAS Swiss Intercooperation's work by means of a few examples. These show that we are not satisfied with "teaching people to fish", as a Confucian proverb has it. We are far more con-

cerned with creating the right structures to allow development to take place – for individuals and for society as a whole. We also strive to make the experiences of one area or region available to other regions in the same country. In Bhutan, for example, our successful experiences with community forestry have been incorporated into the national forestry policy.

This work on structures and with local authorities plays an increasing role in development practice, but it is not so visible, laborious and demands perseverance. Successes are achieved inch by inch and are generally difficult to summarize and present. I am glad that unfavourable circumstances do not deter HELVETAS Swiss Intercooperation from working in fragile or failed states, where so many others have already thrown in the towel. I am glad that SDC, SECO and other public agencies see things the same way and entrust us with development mandates and programme contributions. I am also glad that our many members and donors, including those who remember us in their wills, as well as foundations and companies do not just fund the construction of wells and training centres, but also secure their long-term future by strengthening civil society and creating reliable authorities.

© Michele Lumina



Elmar Ledergerber
President of
HELVETAS Swiss Intercooperation

I thank all of you on behalf of Diapoa Yonli and in the name of the 375 children and young people in Burkina Faso who are catching up on their formal education and learning the fundamentals of a profession. I would also like to thank you on behalf of the three million people on four continents who, with HELVETAS Swiss Intercooperation's help, were able to overcome the obstacles in their path to development.

LEARNING

HELVETAS Swiss Intercooperation strives to be a learning organization, both in its practical development work and in how it goes about strengthening institutions. Successful learning is the fruit of the conjunction of theory and practice.

Several times a year I leave my office in Zurich and the meetings and reports behind and set out to visit one of our country programmes. It is then, during face-to-face contacts and conversations with our project partners and staff in the field, and especially in meetings with beneficiaries, that our successes - and sometimes our failures - become tangible. I can put some faces to our technical plans and reports.

One example of this was a trip to meet a smallholder family in the Terai lowlands of Nepal. This family doesn't own enough land to produce sufficient food for its own needs. On a training course they learnt how to use the simplest technology to make high-quality paper from the stems of banana plants, which are usually a waste product. We support them with marketing and with how to use this new income most productively. Combining a waste product with an innovative idea produces new opportunities, and these are being exploited with impressive entrepreneurial zeal.

I saw a further illustration in Mali, close to the border with Burkina Faso, where smallholder women farmers described the impressive story of how they have combined training in new production methods with a search for new markets, despite the conflict-ridden state of their country. These stories don't just bear witness to better food security and higher incomes for the family; they also show that access to land remains problematic for

the women in the cooperatives and that there is a lack of training opportunities for young women.

These impressions are essential, because they show which kind of development approaches are sustainable and which are not. Talking to villagers and government agencies offers stimuli for improving our projects. All too often, national plans are still made using statistics and reports rather than on the basis of insights into the precarious everyday lives of men, women and communities.



© Maurice K. Grüng

Melchior Lengsfeld
Executive Director
HELVETAS Swiss Intercooperation

Development cooperation alone cannot lead a country down the path to economic growth – nor is that its task. Foreign direct investment is important, but broad-based economic development cannot simply be imported. Investment by international firms only contributes to development if the companies respect fundamental labour rights and environmental standards. It is small and medium-sized businesses, which are deeply embedded in society, that are the foundation of sustainable economic development. However, wherever laws are not applied, taxes trickle away through opaque company structures, and profits are transferred abroad, there is very little room for national development.

Development cooperation can help a government to define a framework whereby marginalized groups can also benefit from economic development. If the conditions are right, then the drivers of development can gain traction: broad-based vocational training schemes, a local business culture, reliable laws, effective labour and environmental directives, and a social security net.

These developments are also reflected in our 2013-17 strategy, which clearly emphasizes the value of input from practical project experience when drafting national policies and international directives. Along with access to water, we are expanding our investment in vocational training. Climate change is leading to



© Melchor Lengsfeld

Recycling. Stems of banana trees, processed into hand made paper, as a source of income.

more frequent and more devastating natural disasters. We are actively working to reduce the future impact of cyclones, floods and drought on marginalized and especially vulnerable sectors of society through the adoption of preventive measures. Equal development opportunities for women and men remain a guiding principle of all our projects, and the question of social justice is gaining new recognition due to increasingly unfair wealth distribution. The world is changing faster than ever before. It is therefore essential that we constantly and actively learn from our experiences and strengthen our partners in their new roles.

In the third year after our merger, we have largely completed the fusion of our internal systems, which has required us to focus a lot of our energy in-house. The value of associating our different strengths is now clear. Not only have we learned from each other's experiences, for example in terms of climate change, sustainable agriculture and the productive use of water resources, but our combined size also allows our staff to specialize more on certain issues. We have become more innovative, our quality standards have risen, and our international networks are stronger than before.

At the end of 2013 HELVETAS Swiss Intercooperation joined Alliance2015, an association of eight European NGOs. We shall cooperate more closely with them in many countries. We shall coordinate our

emergency operations and carry out joint international campaigns on development issues, for instance regarding food security or education.

Public relations in Switzerland remain a major aspect of our work, especially at a time when the traditional openness of Swiss citizens is under pressure, despite globalization and the ubiquity of products from all over the world. It is obvious that HELVETAS Swiss Intercooperation must play its part, through volunteer operations, school visits and exhibitions, in educating future generations to become citizens of the world, who are aware of their shared responsibility for our planet and willing to do something about it through their daily shopping and in Swiss politics. In 2013 we launched an interactive travelling exhibition that looks at what we eat as a way of exploring major development issues. "We Eat the World" will be on display in a number of Swiss cities until 2016.

The Millennium Development Goals will be the subject of new international negotiations over the next two years. These should fix clearer obligations for industrialized countries, for example regarding energy and climate policy. Switzerland will also have to redefine its future international positions and its international development objectives. HELVETAS Swiss

Intercooperation will lobby hard to stop Switzerland succumbing to the temptation to condition its international engagement on services in return, for instance in migration policy or free trade negotiations. Practical measures to reduce poverty must remain a central pillar of Switzerland's international commitments.

I would like to thank everyone – our members, our donors, and the many foundations and institutions in Switzerland and beyond - for their wonderful cooperation and for their generous support over the past year. My special thanks go to the Swiss Agency for Development and Cooperation (SDC), the Swiss Secretariat for Economic Affairs (SECO), EuropeAid, the UK Department for International Development (DFID) and the Liechtenstein Development Service (LED). The results we present in this annual report would not have been possible without them.

COUNTRY PROGRAMMES IN 2013

The map provides an overview of the country programmes in HELVETAS Swiss Intercooperation's 33 partner countries. The total funding per programme and the number of projects are as of 31st December 2013.

LATIN AMERICA AND CARIBBEAN

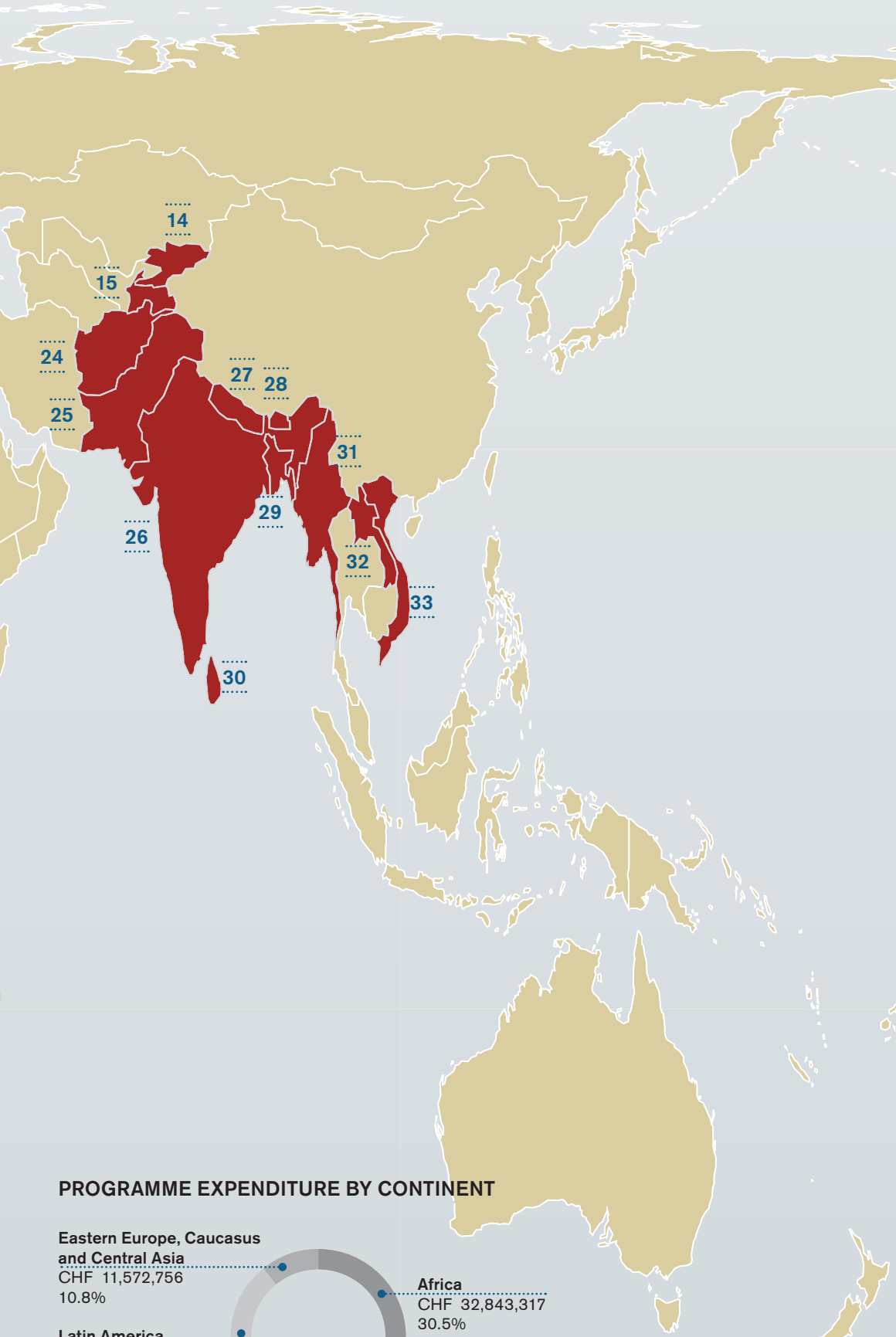
1 HAITI	CHF 5,165,190	Projects 13
2 GUATEMALA	CHF 2,715,019	Projects 15
3 HONDURAS	CHF 1,152,758	Projects 5
4 NICARAGUA	CHF 1,042,735	Projects 3
5 EQUADOR	CHF –	Alliance Partner
6 PERU	CHF 3,951,275	Projects 17
7 BOLIVIA	CHF 5,195,209	Projects 12

EASTERN EUROPE, CAUCASUS AND CENTRAL ASIA

8 BOSNIA / HERZEGOVINA		
9 ALBANIA		
10 KOSOVO		
11 MACEDONIA		
12 GEORGIA		
13 ARMENIA		
TOTAL for 6 countries	CHF 8,279,912	Projects 20
14 KYRGYZSTAN	CHF 1,935,795	Projects 12
15 TAJIKISTAN	CHF 1,357,049	Projects 8

AFRICA

16 MALI	CHF 6,884,469	Projects 29
17 NIGER	CHF 2,949,228	Projects 1
18 BURKINA FASO	CHF 5,944,421	Projects 16
19 BENIN	CHF 4,794,836	Projects 18
20 ETHIOPIA	CHF 2,569,013	Projects 8
21 TANZANIA	CHF 3,723,380	Projects 4
22 MOZAMBIQUE	CHF 3,583,440	Projects 14
23 MADAGASCAR	CHF 2,394,529	Projects 12



ASIA

24 AFGHANISTAN

CHF 5,759,428

Projects 15

25 PAKISTAN

CHF 4,964,455

Projects 6

26 INDIA

CHF 11,144

Alliance Partner

27 NEPAL

CHF 19,446,319

Projects 29

28 BHUTAN

CHF 2,571,356

Projects 15

29 BANGLADESH

CHF 4,144,713

Projects 14

30 SRI LANKA

CHF 397,103

Projects 4

31 MYANMAR

CHF 117,019

Projects 2

32 LAOS

CHF 4,026,913

Projects 9

33 VIETNAM

CHF 2,520,231

Projects 12

PROGRAMME EXPENDITURE BY CONTINENT

Eastern Europe, Caucasus and Central Asia

CHF 11,572,756

10.8%

Latin America and Caribbean

CHF 19,222,186

17.9%

Africa

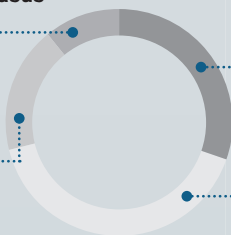
CHF 32,843,317

30.5%

Asia

CHF 43,958,680

40.8%



BRIDGE TALES

Suspension bridges bring people together in Nepal and provide a new stimulus for the local economy. In 2013 HELVETAS Swiss Intercooperation carried out 55 projects in the Water and Infrastructure working area, and invested CHF 25,089,319.

NEPAL: BRIDGEHEADS FOR TRADE AND BUSINESS

Schoolchildren. Farmers on their way to market. Small tradesmen and –women with a sack of bananas they bought for a good price on the far bank. An injured man on the way to the health centre. Hundreds of people use this suspension bridge over the Bheri River in the hills of the mid-West of Nepal every day. The bridge has made their lives easier and has encouraged many people to change their habits and develop new livelihood opportunities.

One of these is Amritha Bhandari. In Hariharpur, on the banks of the Bheri River, she runs a grocery store with her husband Sankar in which she also serves sweet tea and simple meals. “The bridge brings a lot of people past, so we have enough customers,” she says. Seamstress Harikala Beka also gained new opportunities to work for passers-by, and two jeep drivers have been offering taxi rides to the small town of Surkhet 15 kilometres away since the opening of the bridge.

The suspension bridge over the Bheri is just one of 5,000 bridges that have been built since 1975 in Nepal with Helvetas’s help. Some of these bridges are small, making it easier for the few hundred inhabitants of a isolated village to get to school and health facilities, but other bridges, like the one in Hariharpur, have boosted the local economy.

The bridge programme in Nepal – an SDC mandate – is an example of suc-

cessful development work in many respects. Local residents are actively involved in determining the site and size of a new bridge, and local bridge committees take care of the upkeep and make sure that it lasts. While five Swiss experts initially organized the planning and construction of the bridges, the programme is now entirely in Nepalese hands, and government agencies have become active partners in the project.

Helvetas suspension bridges are also a perfect illustration of knowledge transfer between developing countries. When the first suspension bridge was built ten years ago in the craggy mountains of Ethiopia, it was not Swiss but Nepalese experts who trained local professionals in bridge construction. Since then, 54 suspension bridges have been built in Ethiopia on the Nepalese model, and Helvetas has begun building seven pilot suspension bridges in Burundi after being commissioned to do so by the African Development Bank. There too, it is Nepalese experts who are leading the project, and no Swiss bridge-builders are directly involved.



Business. A new tailor's shop serving the users of the new bridge.



Trade. Bridges make it possible to exchange goods, services and ideas.

“The bridge brings a lot of people past, so we have enough customers. But the most important thing for me is that I can now send my children to school without any worries.”

Amritha Bhandari, a 42-year-old shop-owner living near the Bheri bridge in western Nepal.



© Flurina Rothberger

40 %

- the share of the budget for the construction of a Helvetas suspension bridge provided in kind by the local community.

469,200

people gained access to clean drinking water and/or sanitation in 2013 thanks to Helvetas.

813,661

people have managed to build roads and bridges and thus improved their access to schools, hospitals and regional markets.

ADVISORY SERVICES: PLATFORM FOR WATER

In 2012 SDC initiated a Swiss Water Partnership (SWP) - a platform for companies doing business internationally, public and scientific organisations, and NGOs - in order to bring together their vast experience of water issues. HELVETAS Swiss Intercooperation was awarded the secretariat. Marco Daniel chairs discussions between the different actors and organizes events, for example as part of Water Week in Stockholm, a meeting on combating corruption in the water sector. Swiss diplomats have also adopted SWP's positions in international negotiations: the human right to water, especially for the poor, integrated resource management, and sustainable wastewater management.



Marco Daniel MA from The Graduate Institute Geneva. He holds an MSc in Water Science, Oxford, and has carried out studies and development work in Argentina, Venezuela and Colombia.

MARKET OPPORTUNITIES

Fruit growers in the isolated south of Armenia are improving their orchards and establishing links with urban buyers. In 2013 HELVETAS Swiss Intercooperation carried out 99 projects in the Rural Economy working area, and invested CHF 29,805,171.

ARMENIA: POMEGRANATES AND SUPERMARKETS

"It's hard to take care of your family," says Sargis Oarvan, who owns a two-hectare orchard in southern Armenia. Sargis Oarvan is underplaying the difficulties. Life in remote Meghri, seven hours from the capital by bus, is so tough that young people in particular are emigrating in their droves.

Two-thirds of the 1,800 households live below the poverty line, which means they have to survive on less than three dollars per day. Former workers without any education, help or access to credit sit in the small orchards they were allocated after the end of the Soviet Union. Their crops of persimmon, figs and pomegranates are too small to secure their livelihoods, and the quality of the fruit is too variable for them to sell their produce beyond the local market. To make things worse, the customary sales channels were lost when the Soviet planned economy collapsed.

Helvetas has been commissioned by SDC to reinvigorate this isolated region's formerly successful fruit trade through a M4P project. M4P stands for "Making Markets work for the Poor" and covers every link in the value chain, from farms and seed, tool and fertilizer suppliers, transport firms, processing companies and wholesalers, supermarket chains and small shops.

Particularly interested farmers are being trained as trainers in Meghri. They use demonstration plots to show their col-



Market development. Quality standards offer guidance to producers and consumers.

leagues how to prune trees, breed plants and make the most sparing and efficient use of pesticides. Tool, machine and pesticide suppliers are being encouraged to provide better information and to train their (farmer) customers. Three private tree nurseries work with Helvetas to supply farms with greater quantities of higher-yielding saplings. Helvetas has supported the purchase of insulated cooled vehicles and the construction of cooled storerooms. This allows processing and transport companies to develop their activities. This also promotes small businesses, from construction companies through to installers of cooling devices. National banks and microfinance institutes are made aware of the needs



Storage. Traditional techniques in new, dry, cool storerooms.

of the very smallest farms. At Helvetas' invitation, farmers and traders discuss quality standards and price guarantees, among other things.

Sargis Oarvan from the village of Alvanqhat has been part of the marketing project from the very beginning. He says that his fruit trees are healthier than before and that the fruits are now bigger and look better. Thanks to some financial help he has been able to build a 13-tonne storage facility. He particularly appreciates the regular meetings between farmers, traders and supermarket owners. "I've learned how to sort, mark and pack the fruit properly. Now I can sell them at a 20% higher price than I used to."

“I hope that all these improvements and fresh knowledge will mean that one day people in our region will no longer see fruit-growing as inferior but as creative and interesting work.”

Sargis Oarvan, fruit grower in Alvanqhat in southern Armenia.



© HELVETAS Swiss Intercorperation

209

CHF is the value of the fruit an average Swiss household throws away each year.

567,486

people were trained in agriculture, animal husbandry and forestry in 2013 thanks to Helvetas.

351,035

men and women farmers are able to market their products better and earn more income thanks to Helvetas.

ADVISORY SERVICES: LISTENING CLOSELY

Frequently, discussion about a deplorable state of affairs ends in a search for a scapegoat and the planning of individual measures. One example is decreasing production and sales of chickens in Benin. This is attributed to the feed corn producers, or to the poultry breeders, or to the veterinarians, or to the authorities (as desired). Yet this is not a serious analysis. At a M4P workshop in Benin in November 2013, Helvetas adviser Maja Rüegg and Isabelle Dauner encouraged 25 participants from NGOs and SDC to listen closely and to consider the entire system. If one can identify the weaknesses and resources – for example, in the West African chicken market – then one can decide which interventions have the greatest potential for success.



Maja Rüegg, MA from The Graduate Institute Geneva and MSc in Development Studies from London. She worked for long periods in Madagascar, Tanzania and Panama. After holding posts at the ILO and the FAO, she joined Helvetas in 2010 and is now an adviser on value chains.

the ILO and the FAO, she joined Helvetas in 2010 and is now an adviser on value chains.

FARMERS IN THE PARK

Farmers in Patuca National Park in Honduras have begun to plant cocoa and high-grade timber trees. This provides them with new sources of income and protects endangered forest. In 2013 HELVETAS Swiss Intercooperation carried out 62 projects in the Environment and Climate Change working area, and invested CHF 10,062,944.

HONDURAS: COCOA AND TIMBER PROTECT THE FOREST

“There was a lot of poverty where we lived.” “We didn’t have any land to farm.” “There was less and less water, food and firewood.” In a few sentences Honduran farmer Jeronimo Jasinto describes the harsh realities of life for landless peasants and smallholders in Latin America. He and his family wanted to escape poverty and so they emigrated to the virgin rainforest on the Rio Patuca in the east of the country. It was by no means paradise there, but they did find a patch of rainforest to clear. They planted corn, yucca and beans for their own needs, raised cattle for sale and scoured the river for gold. That was 22 years ago.

Now Don Jeronimo and his family are living with 8,000 other settlers in a place where they shouldn’t really be, because the area around the Rio Patuca has been protected since 1999. Covering almost 4,000 km², Patuca National Park is an important part of the Central American biodiversity corridor.

Helvetas was faced with the question of whether to get involved in a national park, where any human intervention is theoretically forbidden. A water supply, schools, health centres and agricultural advisory services – so ran a major argument against a project – might make the national park even more attractive to new settlers. But Helvetas decided to go ahead anyway. “If farmers continue with the current extensive system of burning down the forest, stockbreeding and crop-



No solution. Exhausted grazing land where only a few years ago there was rainforest.

ping, in a few years there’ll be no national park left,” says Daisy Avila, Helvetas programme director in Honduras. “So in the national park we are promoting companion planting, which allows for forest conservation, timber use and food production at the same time.”

As part of the project, farming families have planted a total of 50 hectares of cocoa mixed with fruit trees or high-grade timber trees such as cedar and mahogany which provide shade for the sensitive cocoa bushes. Don Jeronimo was among those who harvested their first cocoa crop in 2012. That this is worthwhile for farmers is shown by a similar Helvetas project in the buffer zone around Patuca National Park. There, farmers started planting cocoa together with high-grade trees for timber five years ago. They sell their high-quality cocoa at Fairtrade



Training. New farming methods that generate income and protect the forest.

prices to Coop Switzerland, whose chocolate factory turns it into gourmet chocolate. In 20 years’ time, when the trees are ready for felling, they can sell the timber and multiply their income several times.

These additional income sources reduce the economic pressure to burn down plots of forest and cultivate the land. Deforestation has decreased markedly compared to a decade ago, when 5% of the forest was being cleared each year, yet Patuca National Park is still under threat.



“If everyone who lived here did companion planting, we wouldn’t have to fell the forest. I dream that the park will go back to how it was when we arrived, with thick forest, leopards, birds and all the small animals that are now threatened with extinction.”

Jeronimo Jasinto, 68 years old, from the village of La Palose in Patuca National Park, Honduras.



13 million

hectares of forest are cut down every year, and 7.8 million hectares of forest grow back.

390,574

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

478,371

people began to manage their natural resources sustainably in 2013 with Helvetas’ help.

ADVISORY SERVICES: SHARING EXPERIENCES

Village communities in Bhutan have been taking on increasing responsibility for forest management and use since 1996. Kaspar Schmidt has been accompanying this handing-over of responsibilities and powers as an adviser to the Bhutanese Ministry for Farming and Forestry. He is advising the Ministry and Helvetas Bhutan on training foresters and selling forest products, and he makes sure that farmers’ needs are heard in the capital. Schmidt has noticed that the principles of local forest management are now widely accepted, even by central government. Community forest management is a vivid illustration of how local experiences can be incorporated into national policy.



Kaspar Schmidt studied Forestry at the ETH Zurich and did his PhD on Kyrgyzstan at the University of Reading, UK. After working for three years as an adviser with Intercooperation (forestry policy,

trade in forest products), he went to Bhutan for Helvetas in 2009. He has led the Helvetas Environment and Climate advisory team since 2013.

SUCCESSFUL LEARNING

Children and young people in Burkina Faso have the opportunity to catch up on their schooling and to complete an apprenticeship at local training centres. In 2013 HELVETAS Swiss Intercooperation carried out 33 projects in the Skills Development and Education working area, and invested CHF 17,894,202.

BURKINA FASO: VOCATIONAL TRAINING FOR SCHOOL DROPOUTS

"I dropped out of school early to help out at home," says now 19-year-old Diapoa Yonli. "But then I realized that all the girls who stopped going to school were soon married off. I was scared. There was no way I wanted that." So she caught up with her primary education and completed a training course to be a seamstress at the vocational training centre in her village of Tansara in the east of Burkina Faso. Diapoa is by no means the only one to leave school early. Only half of the children in Burkina Faso complete the nine scheduled years of public schooling.

The state intends to open a vocational training centre in every community so that children can catch up on the schooling they have missed and young people can complete a vocational course. Yet, as for so many others, there is not enough money to implement these plans nationwide.

Helvetas began to support vocational training in 2009 and there are now four such centres in eastern Burkina Faso, where last year 375 children and young adults, of whom 142 were young women and girls, caught up on the education they had missed out on or took multi-year vocational courses. Helvetas involves local people in school timetabling and asks them where the centres should be built and what kind of trades are in demand in the region. The main area of need is in basic agricultural training as well as long-term courses and work experience

in joining and masonry, tailoring, hair-dressing and mechanics. The centres train mechanics in partnership with the organisation "Velos für Afrika", which collects old and sometimes damaged bikes in Switzerland and sends them to African institutions.

The training centres are there, but that is a long way from meaning that children and young adults will be allowed to attend them. Formal education is not always valued in remote rural areas such as the east of Burkina Faso. Many farmers cannot understand why their children would need schooling to help out on the farm. Helvetas relies on so-called "school mothers", or experienced and respected women who explain the advantages and uses of an education to parents within the catchment area.

Diapoa Yonli benefited indirectly from this too. "Training to become a seamstress was my idea," she says, "and my parents let me attend the course." This may also be due to the fact that school is shut for three months during the rainy season so that children can help out in the fields. This may seem familiar to elderly people in Switzerland: less than 100 years ago, schools in rural areas would also close during the haymaking season and the harvest.



Seamstresses. Professional women who decide when they want to get married.



Mechanics. An apprenticeship that keeps communities moving and developing.

“I’d never touched a sewing machine before. Now I’m in the second year of my course, and it really suits me. I’m already making clothes on the side that I can sell. I can support my family, and that’s why I’m going to this school.”

Diapoa Yonli, 19, trainee seamstress



© Simon B. Opalden

73 million
young people
worldwide have
no job.

72,263
young people attended
a vocational training
in 2013
thanks to Helvetas.

128,367
pupils participated
in basic education
in 2013
thanks to Helvetas.

ADVISORY SERVICES: STRATEGIC QUESTIONS

It is imperative for Helvetas that our programmes fit in with our partner countries' national policies. Yet field officers find that this strategic principle is sometimes at odds with operational imperatives, for example in the field of education. Tengandé François Niada combines the operational and the strategic to ensure that the programmes are embedded in the local environment and national institutions, and thus have greater impact. He describes his work thus: “Sometimes I am the bad – or good – strategic conscience of the programme directors, who throw themselves headlong into their operational work.”



Tengandé François Niada Hanhart, adviser for educational projects in West Africa. He studied Linguistics at the University of Ouagadougou and Education Sciences at Fribourg University. He worked for 20 years as a programme director and adviser on educational issues for SDC, UNESCO, Enfants du Monde and other organizations before joining Helvetas in 2013.

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CITIZENS' VOICE

Young people and women in Guatemala learn to stand up confidently for their concerns. In 2013 HELVETAS Swiss Intercooperation carried out 64 projects in the Governance and Peace working area, and invested 16,970,524.

GUATEMALA: COURAGE FOR WOMEN, INDIGENOUS AND YOUNG PEOPLE

A small minority controls Guatemala's state institutions and authorities. Indigenous people have been excluded from public office since the time of Spanish colonialism and most have lost all confidence in the state. Women have only recently won their battle to be allowed to stand for election. Young people still have no access to these offices, and they are turning their backs on public life in resignation.

Rosario Elizabet Ordoñez is a young indigenous woman, meaning that she has been dealt just about the worst possible cards to exert any political influence. However, she says, "I have learned to take the floor at public meetings. We young people have rights, I say, and we need public support to create something. The main things SERVIME has taught me are to stand up and to give my opinion."

SERVIME strengthens civil society and its associations and interest groups, improves council services and trains local authorities.

In 40 communities in the western highlands, indigenous women and young people in particular are being encouraged to take an active part in developing civil society and to get elected as councillors. This involves courses for women's representatives, trainers and community development advisers leading to qualifications, documents about successful civil society campaigns, roundtables where young

people can come up with common interests and activities, and youth groups that teach and help them to express themselves through theatre, film, dance, art and new media.

Helvetas has been active in Guatemala since 1972 and was initially involved mainly in drinking water and sanitation projects as well as projects that improve agriculture and forestry and generate income. It has becoming increasingly important in recent years that the people with whom we work are capable of influencing public authorities and civil society.

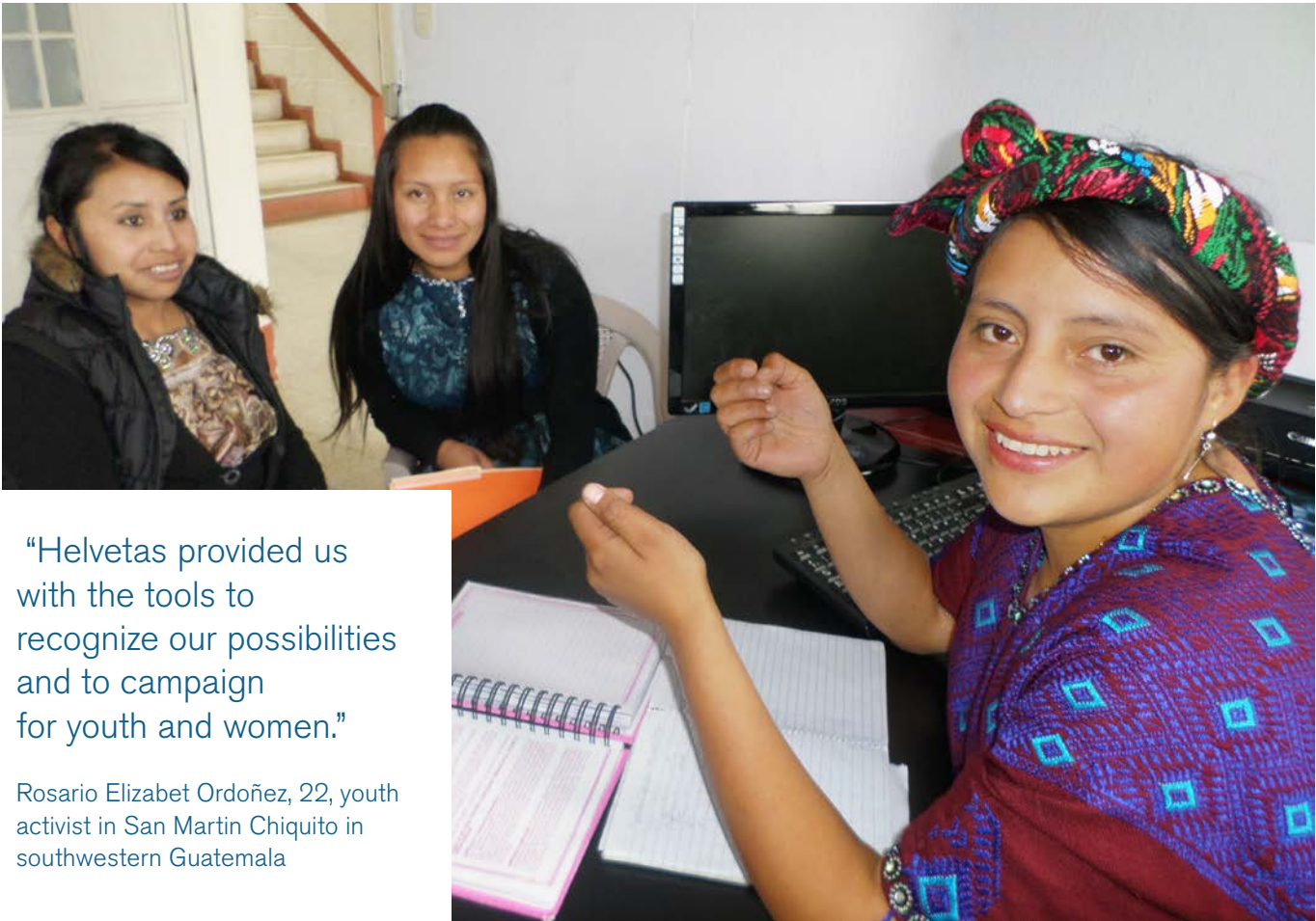
Like other developing countries, Guatemala has decentralized large parts of its administration. New responsibilities for planning infrastructure, health provision and education have been transferred to local authorities, yet many public officials are overwhelmed by these duties. Helvetas offers them preliminary training in how to involve disadvantaged sectors of the population and how to show accountability to the community. To ensure maximum impact Helvetas only works with communities that demonstrate active initiative and that have established an office for women's affairs, in line with state guidelines.



Mask dance. Young actors present environmental and democratic alternatives.



Breakup. Indigenous women preparing themselves for active roles in civil society.



“Helvetas provided us with the tools to recognize our possibilities and to campaign for youth and women.”

Rosario Elizabet Ordoñez, 22, youth activist in San Martín Chiquito in southwestern Guatemala

© Ana Isabel Merediza

20%

of the members of the world's parliaments are women, compared to 14% back in 2000.

135,434

people attend courses for decentralization, democracy and civil rights in 2013 thanks to Helvetas.

1,892

village, district and provincial development plans were drawn up on a participatory basis.

ADVISORY SERVICES: DECENTRALISATION

Democratic decentralized governance is an important component in Albania's process of post-communist transition and EU accession. As part of an SDC mandate, Helvetas supports the capacity development of local governments in Northern Albania, with a particular focus on strategic planning and budgeting, sustainable waste management and electronic governance. Together with the relevant national institutions, Helvetas also contributes to national policies and shares its experience with local governments in other parts of the country. Sarah Byrne, local governance advisor, supports the staff of the decentralization project in analyzing, structuring and documenting its experience so that the knowledge and learning can be shared in an accessible way, including through an electronic platform.



Sarah Byrne studied at the Graduate Institute of International and Development Studies in Geneva and is currently working towards a PhD at the University of Zurich.

She previously worked in South Asia and the Balkans. She has expertise in the field of local governance, with a particular focus on issues of empowerment and accountability.

A BETTER LIFE

Development is based on hope. Helvetas supports people who face the challenge of improving their livelihood and that of their community.

WATER: A HUMAN RIGHT

Almost half a million people gained new access to drinking water and/or sanitation facilities in 2013 thanks to Helvetas.



AGRICULTURE: NEW MARKETS FOR FARM PRODUCTS

More than 350,000 farmers received training in value chain activities.



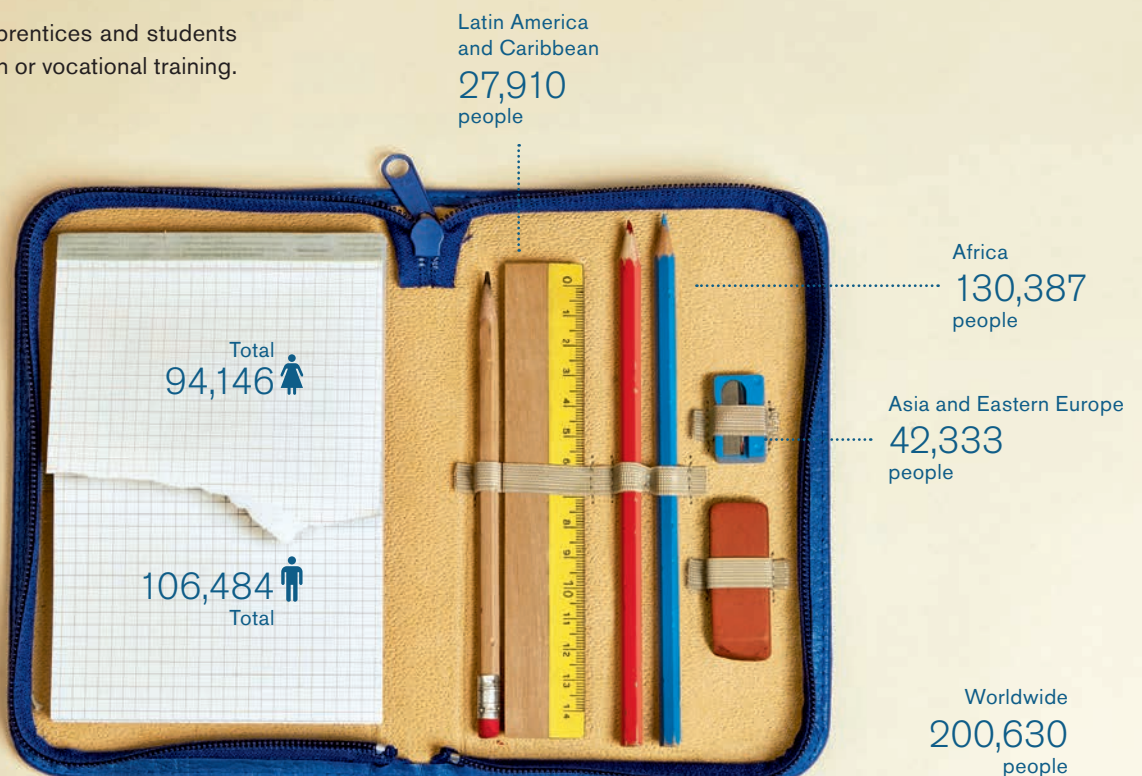
GOVERNANCE AND PEACE: BENEFITTING ALL

More than 135,000 people learned in trainings and project activities about their own rights, as well as about democracy and decentralised administration.



EDUCATION: PREPARING YOUNG PEOPLE FOR THE FUTURE

More than 190,000 pupils, apprentices and students attended either basic education or vocational training.



FROM THE SOURCE TO THE GLASS

Funding drinking water supply and raising awareness about hygiene issues have been core Helvetas skills for over 40 years. In 2013 HELVETAS Swiss Intercooperation commissioned external experts to investigate the impact of two projects in Benin and Vietnam.

BENIN AND VIETNAM: HYGIENE EDUCATION

Isabel Günther from ETH Zurich assessed a project to improve drinking water in marginalized communities and another project providing drinking water to schools and health centres in Benin. In Vietnam an EAWAG team looked into the question of how many households consumed clean drinking water and how many of them disinfected the water using the SODIS method by leaving it in PET plastic bottles in the sun.

Clean wells in Benin

Helvetas provides technical, financial and institutional support for the construction of drinking water fountains in remote villages, health centres and schools in northern Benin. As part of these Helvetas projects, bacteria-infected sink wells are uncovered and fitted with a hand-operated pump. Within three years 125 wells in the project area were improved for the benefit of 230,000 villagers and 18,000 schoolchildren or patients. This simple, cost-efficient process received a World Bank award.

In the ETH study the water quality was not only checked directly at the well, but also in the homes of end consumers – in their drinking bowls, so to speak. The results make one sit up and take notice. The cleaning operations at the well have made the water far safer: the infection rate in the village fountain has fallen by 43%. The rates of bacterial findings in hospitals' or schools' own fountains have even dropped by two-thirds.



Improving a tube well. The first step on the difficult path to clean water.



Washbasin. To keep the source water clean.

Pure drinking water. Where good infrastructure and hygiene go hand in hand.





© Daniel Valenigh

However, the hygienic advantages of improved wells are undermined during the transport and conservation of the water. Unclean containers, inappropriate storage and dirty hands add so much dirt to the water that it is impossible to tell from the water in metal cups and drinking bowls whether it comes from traditional or improved wells.

The results confirm current observations in many countries. Thus water experts from around the world, including Helvetas, have begun to focus on water's journey from the well to the household.

SODIS in Vietnam

In 2004 Helvetas began to publicize the SODIS method and to promote hygiene education in families and at schools in the Mekong Delta in the south of the country. We did this in close cooperation with the Vietnamese Women's Union, a women's organization with 13 million members which is close to the Party and the government.

In 2013 EAWAG experts Max Friedrich and Professor Hans Joachim Moster examined the impact that this awareness-training about safe water and SODIS had had on people. They investigated 649 households distributed in equal parts inside and outside the project area.

The survey found that 80% of households were drinking safe water; this rose

Sensibilisation for SODIS. Posters and fliers explaining how sunlight disinfects impure water.

to 90% inside the project area. Most households boiled water before drinking it, or else bought it in large canisters that are on sale at low prices. Inside the project area, one in four households uses the SODIS water disinfection method. SODIS users said that they disinfected their drinking water before the campaign. For them SODIS is a simple and cost effective water treatment option. Therefore mainly the poorest households use SODIS, rather than the average household.

Interest in hygiene and water quality issues is surprisingly high. In 95% of all households people is used to wash their hands. It is therefore all the more disappointing to see that only 56% of those surveyed have built a toilet at home. Even within the project area, where leaflets, posters and meetings as well as radio and television have tackled question of hygiene, only a modest 59% of households have one.

New focus

A critical analysis of our own work and learning from our difficulties and mistakes are an integral part of Helvetas's strategy. Impact studies allow for an external view of our work and challenge things we take for granted. They enable us to

check our approach to projects and to use funds in a more targeted manner. The results of the two drinking water studies have caused Helvetas to place greater emphasis on hygiene education and to investigate what actually motivates people to change their attitudes to hygiene. The SODIS method is no longer systematically promoted in Vietnam, rather it is targeted specifically at poor people and households far from village water supply systems. We shall also use methods that proved particularly successful in the survey; i.e. meetings and posters that are hung up in people's homes.

Helvetas always emphasized the inclusion of civil society as well as a integration of hygiene sensibilisation activities. In the new water strategy Helvetas emphasizes behavior changes in households and schools. Here Helvetas is in good company: raising awareness about hygiene and transporting drinking water cleanly have been defined a priority by water experts the world over.

WHEN THE STATE IS FAILING

Over a third of Helvetas's partner countries are so-called "fragile states", in other words ones in which everyday life is marked by poverty, violence and bad governance. Appropriate measures are needed if one is to provide effective support in such countries – and a lot of patience.

LONG-TERM INTERNATIONAL COOPERATION

The vicious circle of a collapsing state, violence and poverty, which have become known as fragility, has taken hold of an increasing number of developing countries in recent years. Over 1.5 billion people live in such states and more than a third of Helvetas's partner countries are on the OECD's list of fragile states.

There may not be an agreed precise definition of fragility, but fragile states can be described in terms of a number of fundamental characteristics. Their governments are either not capable or not willing to provide basic public services (in education or health for example), to guarantee legal certainty and to respect human rights. Fragile states are generally in no position to guarantee domestic security and to protect the country from malign external forces. This might be because they have lost the state's monopoly of force; it might be because a small minority has seized control of state institutions and is pursuing interest-driven politics. Whatever the case, the consequences are corruption, arbitrary politics and violence.

Authoritarian or non-existent states

Three Helvetas partner countries illustrate the various reasons why some states are either totally or partially unable to fulfil their responsibilities.

Haiti is a country whose institutions are extremely weak. The 2010 earthquake was not the root cause of the current

misery, but it revealed the dire situation of a state that cannot come up with any satisfactory response to the lasting emergency.

In Afghanistan, a 35-year war, which is still continuing in some parts of society and of the country, has not only destabilised state institutions, but has also killed off almost all the green shoots of civil society and created enormous insecurity.

Laos is ruled by a party with insufficient democratic legitimacy, which excludes large swathes of the population and sells off the country's resources to third parties with very little transparency about the conditions.

Three situations, three strategies

Non-governmental organizations NGOs have one great advantage in fragile states: unlike public development agencies, which are almost always dependent on a state counterpart, they can work even in places where state structures are lacking. It is nevertheless essential that these NGOs are perceived as independent and peaceful actors that act in an unpartisan manner and maintain good and trusting relations to local partners.

In almost entirely devastated countries such as Haiti, state bodies are extremely weak, whilst there is also a paucity of stable civilian structures such as village committees, cooperatives, and farmers' and water unions, which can bear the



Haiti. Self-reliance and local initiatives to bridge the gap in state structures.

responsibility for projects and ensure their sustainability. This makes it particularly hard to hand over projects to local communities. The development and reinforcement of local partners or grassroots organizations is therefore even more important here than elsewhere. As long as there are very few reliable state structures, then civil society can or even must take on the state's responsibilities. However, grassroots organizations cannot replace the state in the long term, and so Helvetas has been striving even harder since the 2010 earthquake to strengthen state institutions.

Yet the short-term emergency measures that often predominate in fragile contexts leave no time for strengthening institutions and for issues of governance. That is why Helvetas combines short-term interventions aimed at securing immediate survival with longer-term projects promot-

ing self-reliance and sustainability. This work in Haiti is particularly demanding, and six months ago the Helvetas Board decided jointly with SDC to submit the country programme in Haiti to a programme evaluation.

In violence-ridden states like Afghanistan, Mali, Pakistan and Sri Lanka, NGOs must consciously channel their efforts into reducing conflict. Countries like these require the specialist conflict-resolution knowledge that Helvetas has acquired over the years. We take great care in conflict situations not to escalate the conflicts through our activities, but rather to mitigate them. Before we act we always analyze who the parties are, what the conflicts and their causes are, and how they affect our actions. One major challenge is the safety of our staff. Many Helvetas country programmes in crisis areas have to take substantial and expensive security measures that involve setting up warning and communication systems, improving the protection of buildings and arranging safety training. However, acceptance by local people is more important than any technical measure. The members of the rural communities with whom we work put themselves on the line for our staff's safety, bring their influence to bear on warring parties and warn us of any imminent unrest. We would not be able to act in fragile environments like these without local people's trust. The fact that Helvetas can remain active for so many years in an environment as difficult as Afghanistan should be interpreted as a sign of quality.

In authoritarian states such as Laos, supporting a local and democratic civil society is one of our core tasks. In this case Helvetas relies on as wide-ranging a dialogue as possible with the government about respecting human rights. Development aid is always political. Either explicitly or implicitly, it always has an impact on existing power relations and fuels debate about people's visions of society. We must view our work as acting beyond the



© HELVETAS Swiss Intercoperation

Afghanistan. Peace-building and development with a transparent agenda.

boundaries of individual projects, and as a contribution to changes to the system. The expulsion of the Helvetas programme director from Laos – she had to leave the country within 48 hours in December 2012 – demonstrates that this approach is not always appreciated.

Should we stay or should we go?

Helvetas does not systematically seek out fragile states for our interventions; the possibilities of fighting poverty are our guide. Nor does Helvetas leave a partner country when the going gets tough. Quite the opposite, in fact: the obstacles to closing down a country programme are extremely high. It is only if it becomes obvious that our development work is having little or no impact any more, or if safety reasons prevent us from carrying out long-term work, that Helvetas would take such a decision. However, Helvetas remains present as long as local people are committed to the project and there is a chance that they will be able to take over the responsibility for it at some point.

In Haiti, for instance, we have seriously wondered whether circumstances allow us to stay, and whether there are authorities or communities that can share responsibility for the tasks in hand and continue them in the future. We made a positive decision to stay, because we

know that real change takes one or two generations and because we want to do our bit to speed up the process.

Our patience is rewarded time and time again. For example, NGOs sometimes found it almost impossible to operate during the civil war in Nepal. Helvetas trusted in its local support at the time and decided to stay, along with SDC. Today, Nepal is one of our most successful country programmes. Also, unsuspected resources sometimes come to light in fragile states. In Myanmar, where Helvetas is setting up a country programme, dynamic civil society organizations took root during the military dictatorship. The organizations now say with pride: We went through a lot, we did a lot without a lot of help, and we now know exactly what we want.

This is good news for development cooperation – and note that it comes from formerly fragile states.

Remo Gesù, Co-Head International Programmes

PREMIUM BRAND

Fair Trade is booming. Our FAIRSHOP's fashion collection is competing successfully in a market dominated by discount retailers and luxury brands.

FAIR DESIGN: ENTERING A HOTLY CONTESTED MARKET

Fair Trade makes the world a better place – the coffee grower, craftsmen and women, weavers and cotton producers who earn a better price for their products will testify to that. Yet Fair Trade must appeal to additional consumer markets if it is to offer more than just a small, fair alternative to a few tens or hundreds of thousands of farmers. This includes having a range of products that can compete on the mainstream market in terms of quality, taste and appearance.

The Helvetas Fairshop recognized this at an early stage and has become a place where modern, style-conscious people go to buy their Fairtrade products: glassware from Guatemala, leatherwork from Paraguay, fine coffee and tasty chocolate. Now, in a further step to meet customer expectations, the Fairshop has revamped its textile range by introducing its own unmistakable textiles.

Fashion designer Eliane Ceschi is in charge of this new style, having made her name in Switzerland and beyond with high-quality and sophisticated creations before joining Helvetas in 2013. The Fairshop presented the first items in her new Helvetas line last fall, including T-shirts and tracksuits whose neat touches and clever styling stand out from the mass market. Designing our own textiles has enabled Helvetas to expand its customer base and to take control of a further link in the cotton value chain, namely design.



© Tanja Demarmels

Organic cotton. Helping to keep people and farmland healthy.



© Michele Limira

Fashion. Clothing for people who are looking for style and social responsibility.

One major event in Fairshop's entry into the textile sector was a large order from the airline Swiss, which had 5,600 polo shirts made from Malian organic cotton for its Business Class passengers. This showed that the Fairshop is capable of managing large orders.

2013 was a commercially successful year for the Fairshop as well. Despite doing without our stall on the Zurich Christmas market and closing our shop in Lausanne, we slightly increased our turnover to 3.43 million CHF. The textile sector was particularly successful, with a 25% rise in turnover. Internet sales grew again last year, and over a quarter of our turnover was generated online.



© HELVETAS Swiss Intercoperation

Recycling. Turning tin cans into animals for fair pay.

With our own designer line and increasing online sales, the Fairshop has broken through Fair Trade's usual borders without breaking the rules of solidarity-based shopping.



“The orders from Helvetas are bigger and more important than any others. If everything goes well, we may be able to be able to build a larger house with some guestrooms later on.”

Joseph Razanamahefa, maker of metal animals, Madagascar

© RIK Manandhar

1 %

of the world's cotton is produced organically.

851,107

CHF was the FAIRSHOP's 2013 turnover from sales of textiles, a quarter of total turnover.

430 million

CHF was the turnover of Fairtrade products in Switzerland in 2013, 15.5 % up on the previous year.

PORCELAIN: FROM VIETNAM TO THE SKI SLOPES

Skiing and snowboarding are his passions, and running his own bar was his dream. Erlend Gass brought his passion and his dream together and opened a fairly exotic pub in Grindelwald - an old bus, which he converted into a bar with his own hands. At the Bus Stop, which is what he calls his après-ride bar, he serves exhausted but happy skiers “Engine Oil Coffee” and “Café La Chauffeuse” in Phong Nha cups from Vietnam. “The Fair Trade cups are just as unusual as everything else about the Bus Stop Bar,” says Erlend Gass. “And they’ve become a popular souvenir. I’m going to have to order some new ones soon.”



After doing an apprenticeship as a draughtsman, **Erlend Gass** worked, mainly in Grindelwald, in this profession and as a snowboard teacher, a chef and for an advertising firm.

SOLIDARITY, NOT PITY

Public ideas about “development aid” have barely changed over the last 30 years, yet the reality in the field is completely different nowadays. If the Swiss public is to show greater solidarity, then their expectations of development cooperation need to be modified. This will take detailed public relations work and awareness-raising.

OVERCOMING TRADITIONAL IDEAS ABOUT AID

Swiss development aid is toiling into a stiff breeze. The pejorative image of “naïve development officers” is persistent, even among left-wingers. At the same time, there are exaggerated expectations about what development aid can do. It is supposed to overcome all the poverty, hunger and misery in the world.

Development agencies are not free of all blame for this false impression. For a long time we propagated the picture of a powerful “giver” and a grateful “beneficiary”. There is a tension involved in fundraising and public relations that leads to lots of pictures of smiling children and happy farmers’ families, while the causes of poverty, hunger, war and bad governance are all too often consigned to the background. Helvetas is no exception in this. Our portrayal of world poverty has barely changed since the Live Aid concerts in the 1980s, for all the discussions surrounding the Millennium Development Goals and the “Make Poverty History” campaign. Even well-informed people quickly reach their limits when confronted with discussions about Fair Trade, governance and aid effectiveness.

A study carried out by GfS for SDC and Alliance Sud issued a warning back in 2010 about “declining problem awareness” and an increasing “lack of appetite for information” among the population regarding development issues. The general sense of shared responsibility and solidarity had fallen appreciably since the

previous study in 2004. At the same time, the study stated that people’s willingness to make a personal contribution to development aid or to make do with a more modest lifestyle in order to aid the poor was on the decline. Given the increasingly critical and often populist depictions of development cooperation in the media, and the resultant angry reactions by readers, there is a legitimate concern that public willingness to support development work has suffered even more since the last study.

In reaction to this, agencies are intensifying and professionalizing their communication. This is still largely restricted to fundraising – and here it has been successful, to judge by ZEW’s donation statistics. Helvetas too collected more donations in 2013 than ever before. Yet if donor and taxpayer solidarity is to be maintained in the long term, this will require detailed information and awareness-raising that sticks more closely to the realities of development cooperation as portrayed in this annual report. So Helvetas is increasing its presence in political debates about development issues, for example, and is also campaigning for sustainable development to be an obligatory part of the future Swiss school curriculum. Such actions won’t necessarily earn us any plaudits in the media, but they are indispensable if the next generation is to continue to show solidarity with the world’s poorest people.



Lobbying. A petition for a development policy that supports water projects.



Irritation. Artificial heaps of excrement remind people of the right to basic sanitation.



© Thomas Kozlik

“Great topic for an exhibition. Make more about it public. There are still lots of people who could learn something. Cool! Great!”

Entry in the “We Eat the World” exhibition guest book

30,635

people visited the Helvetas exhibition on food, enjoyment and the environment in Aarau.

88,200

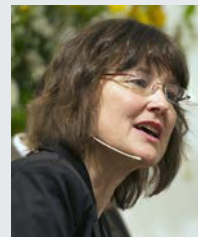
households received an insight into opportunities and problems of developing countries thanks to “Partnerschaft” Magazine.

20,187

hits were registered by entries to Helvetas’s 2013 “Clip Award” short film competition.

EXHIBITION: WE EAT THE WORLD

Where does our food come from? How was it produced? What impact do our purchasing decisions have on the environment and on other people’s lives? The new Helvetas exhibition “We Eat the World” allowed visitors, including 6,000 young people from 284 school classes, to explore these questions. During an imaginary round-the-world trip, they found out about the impacts of speculation, bargain-hunting and EU agricultural subsidies on developing countries. “We Eat the World” was shown at the Naturama in Aarau for eight months and will go on display in Berne, Zurich and other Swiss cities. The exhibition was made possible by support from the Mercator Foundation Switzerland, SECO, the Liechtenstein Development Service and the Ernst Göhner Foundation.



Beatrice Burg-herr coordinated the “We Eat the World” exhibition. After gaining a degree in Modern Languages and completing post-graduate studies in Cultural Management she worked in Mexico and then as a youth coordinator for the Council of Europe and the EU. She has been in charge of planning events and designing exhibitions for Helvetas since 1999.

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FINANCES

Key figures from the 2013 accounts:

- Thanks again to excellent fundraising results of over CHF 28.6 million, we were able to conclude the previous financial year with a positive result.
- The contributions of the Swiss Agency for Development and Cooperation (SDC), our largest single revenue source and amounting to CHF 73.8 million, is in line with our contractual agreements.
- Mandates for our Advisory Services contributed CHF 3.3 million in revenue.
- In our project work abroad we disbursed CHF 107.6 million, an increase of CHF 15.7 million compared to last year.
- For the coordination and monitoring of foreign projects we spent CHF 1.8 million.
- Spending on communication, outreach and association work in Switzerland amounted to CHF 5.7 million.
- Expenditure on fundraising and the head office has remained stable at CHF 10.3 million.

KPMG audited the accounts and the financial statements and has approved them. Their audit report and the complete financial report 2013 can be viewed at the offices of Swiss HELVETAS Intercooperation, Weinbergstrasse 22a, 8001 Zurich and downloaded from our website www.helvetas.ch/annualreport

BALANCE SHEET

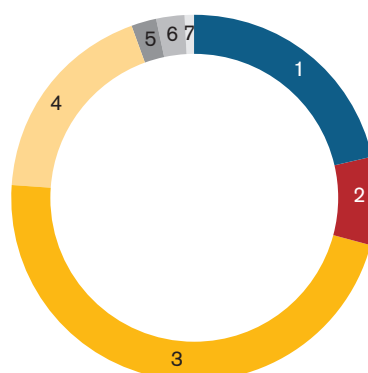
ASSETS	31.12.2013 in CHF	31.12.2012 in CHF
Cash and cash equivalents	31,573,997.15	32,036,420.86
Marketable securities	15,758,610.61	13,544,774.30
Receivables	1,592,561.01	1,518,833.69
Inventories	972,249.39	825,993.12
Net assets in project countries	17,840,998.46	12,420,004.70
Prepayments and accrued income	10,096,455.99	11,817,120.92
Current assets	77,834,872.61	72,163,147.59
Tangible fixed assets	607,491.19	603,200.02
Intangible assets	1,053,309.96	1,151,391.50
Investments in financial assets	82,311.95	40,936.30
Fixed assets	1,743,113.10	1,795,527.82
Total Assets	79,577,985.71	73,958,675.41
LIABILITIES		
Accounts payable	3,575,088.06	2,624,083.57
Accrued liabilities	42,251,726.00	38,714,565.15
Current liabilities	45,826,814.06	41,338,648.72
Provisions	1,679,139.48	1,598,454.48
Long-term liabilities	1,679,139.48	1,598,454.48
Liabilities	47,505,953.54	42,937,103.20
Restricted fund capital	1,743,110.89	1,910,383.74
Elaborated unrestricted capital	16,710,760.38	15,493,027.57
Elaborated restricted capital	13,618,160.90	13,618,160.90
Organisational Capital	30,328,921.28	29,111,188.47
Total Liabilities	79,577,985.71	73,958,675.41

STATEMENT OF OPERATIONS

INCOME	2013	2012
in CHF	in CHF	
Membership fees	3,008,174.58	3,027,662.93
Donations	21,846,283.53	20,100,386.63
Legacies	3,785,676.09	935,681.13
Income from fundraising	28,640,134.20	24,063,730.69
Programme contribution SDC	10,700,000.00	10,700,000.00
Mandates SDC	63,124,859.60	53,738,859.86
Project funding from organisations	24,226,975.68	19,954,828.80
Income from advisory services	3,263,776.75	3,414,420.89
Income from Fair Trade	3,426,173.15	3,400,448.62
Other operating income	752,435.49	295,288.79
Income from service provided	105,494,220.67	91,503,846.96
Total Income	134,134,354.87	115,567,577.65
EXPENDITURE		
Africa	32,843,316.84	28,863,317.68
Asia	43,958,679.83	37,955,016.38
Latin America and Caribbean	19,222,185.81	15,253,825.65
Eastern Europe, Caucasus, Central Asia	11,572,756.00	9,851,133.40
Programme coordination & support	1,765,223.80	1,399,740.91
Expenditure on internat. programmes	109,362,162.28	93,323,034.02
Expenditure on advisory services	5,117,235.14	4,947,404.66
Expenditure on projects Switzerland	5,675,095.70	4,735,174.96
Expenditure on Fair Trade	3,388,101.90	3,332,038.32
Head office	4,562,183.73	4,168,884.65
Fundraising	5,695,849.05	5,307,961.58
Head office and fundraising	10,258,032.78	9,476,846.23
Expenditure from service delivered	133,800,627.80	115,814,498.19
Operating profit	333,727.07	-246,920.54
Financial result	997,548.30	616,273.91
Other result	-280,815.41	14,269.51
Result before fund result	1,050,459.96	383,622.88
Fund result	167,272.85	13,740.28
Annual result before allocation to organisational capital	1,217,732.81	397,363.16

SOURCE OF FUNDS

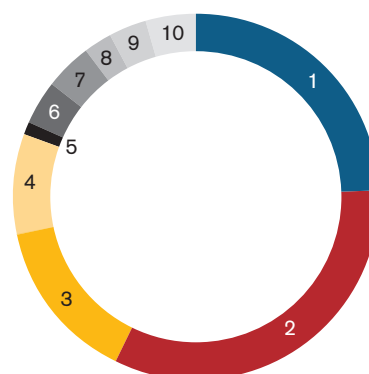
(Total CHF 134,134,354.87)



- 1 Income from fundraising 21.3%
- 2 Programme contribution SDC 8.0%
- 3 Mandates SDC 47.1%
- 4 Project funding from organisations 18.1%
- 5 Revenue from advisory services 2.4%
- 6 Revenue from Fair Trade 2.5%
- 7 Other operating revenue 0.6%

USE OF FUNDS

(Total CHF 133,800,627.80)



- 1 Africa 24.5%
- 2 Asia 32.9%
- 3 Latin America and Caribbean 14.4%
- 4 Eastern Europe, Caucasus and Central Asia 8.7%
- 5 Programme coordination & support 1.3%
- 6 Expenses on advisory services 3.8%
- 7 Expenses on projects Switzerland 4.2%
- 8 Expenses on Fair Trade 2.5%
- 9 Head office 3.4%
- 10 Fundraising 4.3%

THANKS

Helvetas's work would not be possible without the generous contributions of our partners, members and donors. We would like to express our gratitude for the support of all those mentioned below. We also extend our thanks to all the institutions and private individuals not listed due to lack of space or because they wished to remain anonymous.

FEDERAL GOVERNMENT AND CANTONS SDC, Swiss Agency for Development and Cooperation • SECO, State Secretariat for Economic Affairs • FEDEVACO, Fédération Vaudoise de Coopération • FGC, Fédération Genevoise de Coopération • FOSIT, Federazione delle ONG della Svizzera italiana • Canton Aargau • Canton Appenzell Ausserrhoden • Canton Basel-Stadt • Canton Berne • Canton Glarus • Canton Graubünden, Department for Education, Culture and Ecology • Canton Solothurn • Canton Ticino • Canton Vaud • Canton Zurich • Republic and Canton of Geneva **CITY AND TOWN COUNCILS** Aarau • Baar • Baden • Bioggio • Cossonay • Elgg • Erlenbach • Erlenbach im Simmental • Frauenfeld • Geneva • Grenchen • Hedingen • Jouxens-Mézery • Küsnacht • Lausanne • Lugano • Maur • Münsingen • Muri bei Bern • Onex • Plan-les-Ouates • Rapperswil-Jona • Riehen • Schaffhausen • Sorengo • St. Gallen • Vernier • Wettingen • Winterthur • Yvonand • Zollikon • Zürich **FOUNDATIONS** ACCENTUS Foundation • Ferster-Foundation • Foundation Agnes Delachaux • Foundation Albert Jenny • Foundation Bienfaisance • Foundation Educa Ltd • Foundation Ensemble • Foundation Ernst Göhner • Foundation ESPERANZA - cooperative help against poverty • Foundation for Agricultural Education in Developing Countries • Foundation Gebauer • Foundation Gertrude Hirzel • Foundation Giessenbach • Foundation Happel • Foundation Hoja Verde • Foundation Johann et Luzia Graessli • Foundation Julius Bär • Foundation Lanfrosa • Foundation Leopold Bachmann • Foundation Megguy et Charlotte Renard • Foundation Mercator Schweiz • Foundation Solaqua • Foundation Stefanie und Wolfgang Baumann • Foundation Symphasis • Foundation Tibetania • Foundation Valüna • Foundation Von Duhn • Franco Mambretti – Foundation for Children • Fürsorge- und Bildungstiftung • Greendale Charitable Foundation • Hedwig Rieter-Foundation • Jacobs Foundation • Laguna Foundation • Medicor Foundation • René und Susanne Braginsky-Foundation • Rosa und Bernhard Merz-Foundation • Swiss Solidarity • Tarbaca Indigo Foundation **COMPANIES** AIL (Aziende Industriali di Lugano) • Bachema Ltd • BSI Bank Limited • Chocolats Halba • CHUV, Centre Hospitalier Universitaire Vaudois • Claro Fairtrade Shop • Coop Foundation for Sustainability • Elektrizitäts- und Wasserwerk Wettingen • Federation of Migros Cooperatives • Fent Ltd • Frei + Krauer Ltd • FS Geotechnik Ltd • Geberit International Ltd • Hartung Engineering Ltd • Hug Verlag Ltd • Industrie- und Finanzkontor • Ingenieurbüro Frommelt AG • Loterie Romande • Philippe C. Biedermann Consulting • Pini Swiss Engineers • Play'n'help Ltd • Pratohaus Ltd • Preziofin Ltd • Ricola Ltd • Services Industriels de Genève SIG • SIGE

“ Fair tourism contributes to economic development. Helvetas shares our vision, so we invited them to present Fairtrade products at our Fernweh Festival in Berne. ”

Dany Gehrig, CEO of tour operator **GLOBETROTTER TRAVEL SERVICE**

“ Helvetas has a good reputation in Ticino. I notice it repeatedly when I call on local and cantonal councils. The project descriptions are clear, the project implementation is convincing. ”

Pietro Veglio, President of the **FEDERAZIONE DELLE ONG DELLA SVIZZERA ITALIANA** (Federation of NGOs in Italian-speaking Switzerland)



(Service Intercommunal de Gestion) • Soder R. Baugeschäft Ltd • Swan Analytical Instruments Ltd • Top-Team-Sanitary-Installations GmbH • Victorinox Ltd • Vivell + Co. Ltd **NGOS, BODIES AND ASSOCIATIONS** • Protestant Reformed Parish Küsnacht • Protestant Reformed Parish Lyss • Two-hours-run of Frauenfeld • Solidarity Group Oberamt • Catholic Parish Küsnacht a.R. • HEKS, Swiss Church Aid • Kaufmännischer Verband Schweiz • Projektgruppe Schlatt • Rotary Club Oberer Zürichsee • SPET, Society for Promotion of Education and Training • Association El Puente • Association Ethiopian Enterprises • Viva con Agua Switzerland • Lenten Fund Liechtenstein WIR TEILEN • WWF • ZH₂O – drink and donate **INTERNATIONAL FUNDING AGENCIES AND PARTNERS** ADA, Austrian Development Cooperation • AFD, Agence Française de Développement • AfDB, African Development Bank • Agridea • Agriterra • AIM Association Internationale de la Mutualité • Caritas Luxembourg • CDKN, Climate and Development Knowledge Network • Croix Rouge Malienne • DFID, Department for International Development, UK • EuropeAid, EU • FAO, Food and Agriculture Organisation of the United Nations • FCA • GEF Global Environment Facility • GIZ Deutsche Gesellschaft für Internationale Zusammenarbeit • Government of Ethiopia • Harewelle International Ltd • ICCO, Interchurch Organisation for Development Cooperation • IDB, Inter-American Development Bank • iDE • IDRC, International Development Research Centre, Canada • IFAD International Fund for Agricultural Development • IMC Worldwide Ltd • ITTO, International Tropical Timber Organisation, Japan • IUCN, International Union for Conservation of Nature • KfW Entwicklungsbank • KIT/CFC Royal Tropical Institute, NL • LED, Liechtensteinischer Entwicklungsdienst • NIRAS • ÖAR-Regionalberatung GmbH • OXFAM Hong Kong • OXFAM International • Peru Opportunity Fund • PROTOS, Belgien • RAIN, Rainwater Harvesting Implementation Network • RRI, Rights and Resources Initiative, USA • SIDA, Swedish International Development Cooperation Agency • SNIS Swiss Network for International Studies • Starbucks Coffee Company • UEMOA, Union Économique et Monétaire de l'Afrique de l'Ouest • UNDP, United Nations Development Programme • UNICEF, Mali • UNPCB, Union Nationale des Producteurs de Coton du Burkina Faso • US Department of State, USA • USAID, United States Agency for International Development, USA • WCS Wildlife Conservation Society • World Bank • WFP, UN World Food Programme **SPONSORS** Alternative Bank of Switzerland • Geberit Vertriebs Ltd • Globetrotter Club Ltd • Globetrotter Tours Ltd • Globetrotter Travel Services Ltd • Henkel & Cie. Ltd

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

“ Helvetas' capacity-building for women farmers and businesswomen in Guatemala (which encourages quality and not pity) motivates us in our volunteer work in Geneva. ”

Cecilia Viscarra, coordinator of the **GENEVA REGIONAL GROUP**

“ What we eat has an impact on the environment and people's living conditions around the world. Helvetas shows how we can all live responsible daily lives, and that's why we support the “We Eat the World” exhibition. ”

Nadine Felix, Managing Director of the **MERCATOR FOUNDATION SWITZERLAND**.

THE ORGANISATION

HELVETAS Swiss Intercooperation is a politically and denominationally neutral development charity. The General Assembly constitutes the Association's top organ. Its main powers are to enact by-laws, approve the annual report and elect the members of the Board of Directors and the President. The Regional

Groups support the endeavours of Helvetas through awareness-raising and fundraising. The Control Agency verifies the Association's annual statement and its adherence to the budget. The Board of Arbitration rules on clashes of authority between the Association's organs.

BOARD OF DIRECTORS



President:
Elmar Ledergerber,
Zurich, Dr. oec. HSG,
lic. phil. I, former
mayor of Zurich
Since 2010



Françoise de Morsier
Heierli, Berne,
lic. sc. éco.
development expert
Since 2011



Anita Müller, Zurich,
Dr. phil. I,
Director Swiss institute
Youth and Media
Since 2011



Vice president:
Therese Frösch, Berne,
social worker, former
National Councillor,
former Finance Minister
of the city of Berne
Since 2013



Ruth Egger Tschäppeler,
Stäfa, Dr. oec. publ.,
consultant on rural
development and the
grassroots financial
sector
Since 2011



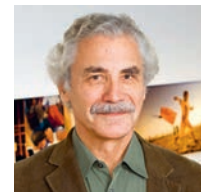
Fenneke Reysoo,
Cully VD, Dr. sc. soc.,
Program Gender and
Global Change IHEID
Since 2011



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



Richard Gerster,
Richterswil, Dr. oec.
HSG, consultant
and publicist
Since 2009



Oswald Sigg, Berne,
Dr. rer. pol., former
vice-chancellor,
journalist
Since 2009



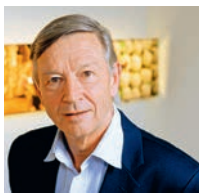
Serge Chappatte,
Avry-sur-Matran, lic.
sc. éco et soc., former
deputy director of SDC
Since 2011



André Kuy, Zurich,
Dr. iur., lawyer, MPA
Since 2005



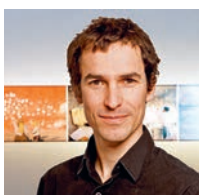
Pierre-Etienne Weber,
Rheinfelden,
MBA/lic. oec. HSG,
consultant for corpo-
rate development,
marketing and man-
agement development
Since 2005



Rudolf Dannecker,
Hinterkappelen,
Dr. phil. I, historian,
former deputy director
of SDC
Since 2003



André Lüthi, Berne,
tourism expert,
managing director of
Globetrotter and Glo-
betrotter travel service
Since 2009



Guillaume de Buren,
Lussy-sur-Morges,
lic. rel. intern., Post-
graduate at IDHEAP
Lausanne
Since 2011



Dick F. Marty, Lugano,
Dr. jur., former States
Councillor, consultant
for legal and economic
matters
Since 2006

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 Swiss Intercooperation are listed in the Helvetas financial report on our website www.helvetas.org/annualreport.

PARTNER ORGANISATIONS

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

Agridea Association for rural development • Alliance2015 • Alliance Sud • Cinfo • EAWAG aquatic research • End Water Poverty Coalition • FoBBIZ Vocational training and international cooperation • HAFL School for Agricultural, Forest and Food Science • ICCO Interchurch Organisation for Development Cooperation (NL) • IFOAM International Federation of Organic Agriculture Movements • KFPE Commission for Research Partnerships with Developing Countries • Knowledge Management for Development (KM4Dev) • KOFF/Swisspeace • Max Havelaar Switzerland • Skat Consulting and Skat Foundation • Swiss DRR NGO Platform • Swiss Fair Trade • Swiss Water Partnership • Swiss Water & Sanitation NGO Consortium

THE ORGANISATION

The **General Assembly** is the organisation's highest body and meets once a year. It is responsible for issuing HELVETAS Swiss Intercooperation's Working Principles and elects the members of the Board of Directors. The **Board of Directors** is responsible for issuing the Strategy. It supervises the head office, and approves the bylaws and the annual budget. The **Head Office** oversees all the activities of HELVETAS Swiss Intercooperation in Switzerland and abroad. It is responsible for planning, implementing and supervising the projects, programmes and actions in Switzerland and abroad.

THE HEAD OFFICE

*member of the Management Board



Executive Director*
Melchior Lengsfeld



Joint Head of Advisory Services
Peter Schmidt



Deputy Director / Joint Head of International Programmes*
Remo Gesù



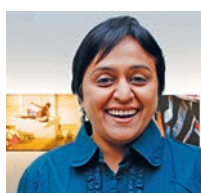
Head of Communications and Fundraising*
Stefan Stolle



Joint Head of International Programmes*
Annette Kolff



Head of Finance and Services*
Erich Wigger



Joint Head of Advisory Services*
Rupa Mukerji



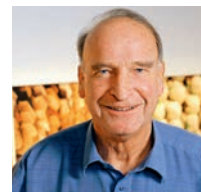
Head of Fair Trade
Tobias Meier

REGIONAL GROUPS

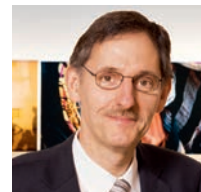
The Regional Groups provide moral and material support for Helvetas' endeavours through awareness-raising, organizing events and fundraising.

THE ADVISORY BOARD

The Advisory Board is elected by the Board of Directors and consists of politically active figures who support the endeavours of HELVETAS Swiss Intercooperation. Members of the Advisory Board are Dick Marty and Elmar Ledergerber as representatives of the board of directors in addition to the following individuals:



Peter H. Arbenz,
Winterthur, lic. rer.
publ.HSG, consultant
for strategic
development and
entrepreneurship,
honorary president



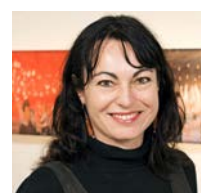
Mario Fehr, Zurich,
lic.iur., Member of the
government of the
Canton of Zurich



Bastien Girod,
Zurich, Dr. sc. nat.,
National Councillor



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



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



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