

ANNUAL REPORT

2022



**WHAT
PROVIDES STABILITY
TO PEOPLE IN NEED?**

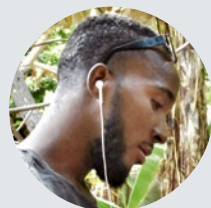
Our vision is a just world in which all men and women determine the course of their lives in dignity and security, using environmental resources in a sustainable manner.

“I thought we would just highlight the problems. It seemed too difficult to change a law, but we succeeded.”



Chinara Yusupova,
local councilor, Kyrgyzstan

“This training earned me respect. I’m someone now.”



Sauveson Bonnet,
self-employed locksmith,
Haiti

“We must strengthen nature again for the generations to come. I always knew that was important, but I didn’t know how. Now I do.”



Pili Mohammed,
farmer with a forest garden,
Tanzania

In emergencies such as the one caused by Russia’s attack on Ukraine, people need to be sure that they will not be abandoned. They need assistance as they flee, such as here in Moldova, where they can get supplies, logistical support and orientation. Emergency aid gives people in exceptional circumstances a sense of stability and security.

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28-year-old Ljuba Mirsa helping refugees at the Moldovan border in March 2022.

Cover photo: 73-year-old Maria Koval in front of her repaired house in Kopyliv, Ukraine.





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DEVELOPMENT DEPENDS ON PEACE

Multiple concurrent crises challenge and overwhelm society and politics. But giving up is not an option. Each of us has the possibility to fight the increasing poverty associated with war and inflation, and to create opportunities for people to be able to live in safety.

The keys to a stable and secure future

Over the past three years, the world has been shaken by a series of global crises. The consequences of the pandemic, the Ukraine war, climate emergency and price increases are burdening more and more people. That is true here in Switzerland, but it is even starker in poor countries in the Global South. Fortunately, though, we do not need to sit idly by and watch as the progress made in the battle against hunger, poverty and inequality is swept away. There are things we can do. Helvetas highlights these courses of action every day through our work in our project countries and also in our "Appeal for Global Justice", which has collected 10,000 signatures. In conjunction with the people of Switzerland, politicians and the private sector, we are committed to campaigning for sustainable development and global justice. If these are to become a reality, it will take both fairer and more farsighted policies and strong development cooperation – these are the keys to a stable and more secure future. This is why we demand that Switzerland finally makes good on its promise to devote 0.7% of its GDP to creating equal opportunities worldwide and fair chances for all so that no one must live in poverty. Thank you for your dedicated support, which allows people around the world to face the future with greater confidence.

Regula Rytz, President



Melchior Lengsfeld, Executive Director, and Regula Rytz, President, of Helvetas.

© Maurice K. Grüning

Giving up is not an option

Many of the political, social and economic crises we face – the pandemic, the food crisis, conflicts and the dramatic effects of climate change – were predictable and indeed predicted. The impacts on our partner countries are massive, many magnitudes greater than in Switzerland, and Russia's invasion of Ukraine has aggravated an already bad situation over the past year. These countries' debts have rocketed, and rising prices for food and energy are driving inflation ever higher. At the same time, they lack the economic means to create social safety nets or launch economic development initiatives. The result is the most severe increase in worldwide poverty since the Second World War.

This in turn feeds new conflicts, and authoritarian tendencies are gaining ground in many countries. The world is becoming more fragile and therefore less secure. Looking away is not an option. Development depends on peace and peace on development. In the three decades prior to the pandemic, global poverty was declining; together, we must chart a path back to this development trajectory. Thanks to your support, we at Helvetas will continue promoting social, political and economic change so that people all over the world have a fair opportunity to take control of their own lives and contribute to the development of their families, villages and countries.

Melchior Lengsfeld, Executive Director

A group of school children, mostly girls, are riding bicycles on a dirt road in a rural, arid landscape. They are wearing yellow school uniforms and carrying backpacks. The road is reddish-brown and stretches into the distance, flanked by sparse green trees and bushes. The sky is clear and blue. The children are riding towards the camera, and their shadows are cast on the ground.

WHY DO ROADS LEAD TO INDEPENDENCE?

Roads don't just reduce the distance to school (as pictured), to markets or to health centers. They also generate income in many different ways. The evaluation of an SDC project implemented by Helvetas in Burkina Faso is revealing: 32,000 people, 70% of them women, were involved in building and repairing 271 miles of roads; many people used this income as seed capital to start their own businesses. Incomes in the villages rose by an average of 25%. Helvetas is assisting ten similar projects in seven regions of Burkina Faso.

WE HAVE A LOT TO LOSE

In today's world, the international community would not be able to agree on the 2030 Agenda for Sustainable Development or the Paris climate goals. COVID-19, the crisis of democracy, the climate emergency, growing inequality, and the war in Ukraine have further weakened an already fragile global system. More and more frequently, Helvetas is providing humanitarian aid to alleviate people's suffering and help them survive.

Ukrainian refugees in Moldova are having to rearrange their lives. Hurricanes in Mozambique and Madagascar have left devastation in their wake. Millions of people in East Africa are suffering from famine, because for years there has been no rain. Torrential downpours in Pakistan and excessive glacier melt-water due to a heatwave have brought huge flooding. All over the world, people are trying to rescue their livelihoods, knowing full well that the next disaster will soon be on its way.

In addition, there is the worldwide food crisis that has built up over many years because our entire food system, from production through processing and distribution to consumption, has long been unsustainable. Conflicts, the climate emergency, the pandemic, and finally the war in Ukraine have fueled such a surge in food prices that the World Food Programme has been forced to cut rations. People are going without meals or resorting to unhealthy, cheaper options.

Simultaneously, 60 countries are now classified as fragile. They are home to a quarter of the global population. Their governments are incapable of meeting their

A reliable partner in an emergency
When an emergency strikes, Swiss Solidarity, depending on the severity, launches into action. With its support, combined with generous donations from Swiss people, organizations like Helvetas can respond rapidly to deal with basic necessities. Swiss Solidarity assesses project applications quickly and efficiently, and funds up to 80% of the estimated cost. Helvetas then covers the remaining amount from direct donations. In 2022, Swiss Solidarity and you as a donor financed emergency aid and reconstruction projects worth more than CHF 3.8 million.

core responsibilities, such as protecting their people, guaranteeing a functioning infrastructure, and providing social services. They show great failings in terms of the rule of law and are often places of violent conflict. Climate change is a significant factor in the destabilization of these countries, further feeding the need for humanitarian aid. Helvetas is active in 15 of these 60 countries.

409,339
people have received help in an emergency situation thanks to your support.

This is why Helvetas is increasingly providing humanitarian response. Our national and local experts are able to act swiftly thanks to our longstanding presence in these countries and cooperation with partners from the European Alliance2015. Yet emergency aid also means that we must quickly raise extra financial resources. The amount required is increasing every year and with every disaster. This humanitarian response is only possible because we have strong partners who stand by us, most importantly Swiss Solidarity and the Swiss people (see box). They support refugees in Ukraine, host families in Moldova, flood victims in Pakistan, those affected by famine in Ethiopia, Rohingya refugees in Bangladesh and migrants in Peru... and the list goes on.

However, even as Helvetas is alleviating the immediate suffering, our teams are already looking to the future. Our goal is to always create basic economic, social and political conditions so people have a fair chance to forge secure livelihoods for themselves without fear of poverty and exclusion. The right conditions allow businesses to flourish, to create jobs



© Franz Thiel

The drought in the Borana region of Ethiopia has driven many nomadic pastoralists to refugee camps in their desperate search for food.

and to guarantee decent working conditions. They strengthen the rule of law and promote people's participation in politics. The international community has made so much progress in the past few decades. Deaths in infancy and childbirth have fallen and rates of schooling and pupils completing school have risen, as has the number of middle-income families. The number of people living in extreme poverty has dropped starkly, as has the number of fatalities from natural disasters. There have been regular setbacks, such as those triggered by the pandemic and by the war in Ukraine. But giving up is not an option. Every human being has the right to fair opportunities.

Nevertheless, international development budgets are under pressure because they are increasingly put in competition with other areas of state expenditure. More and more frequently, money that has been allocated to poverty alleviation is used to finance measures for people to adapt to climate change. This is of course important, but it is not the same as fighting poverty.

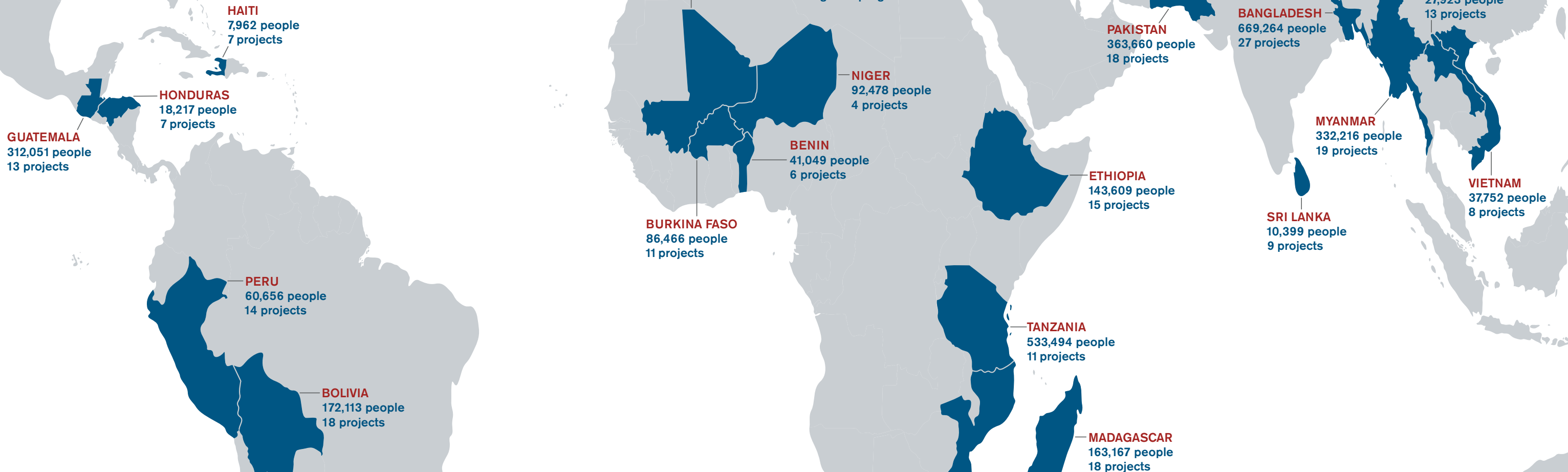
In the context of the war in Ukraine, fears of an energy crisis, and the growing number of authoritarian

states, it is increasingly doubtful whether the international community is willing to come up with the necessary financial scheme for a loss and damage solution as well as for climate adaptation and mitigation measures – in addition to development funding. Yet this is not about charity, but about minimal compensation to the people and countries affected who have caused only a fraction of climate change but who are suffering the full force of its destruction. If the world is to be a safe haven for the generations to come, no one must be left to their own fate.

Switzerland now has a seat on the UN Security Council and can exert its influence there to address injustices and present solutions. That seat comes with a responsibility that is incompatible with some politicians' plans to cut the Swiss international development budget. These plans are also contrary to the will of the Swiss people, who, according to a study by ETH Zurich, would like to see greater investment in development cooperation.

FAIR OPPORTUNITIES FOR EVERYONE

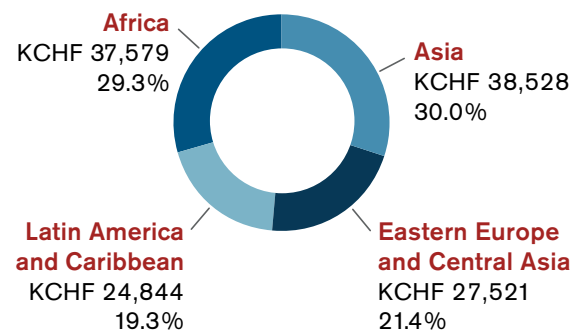
Helvetas works with and for people living in poverty. We work in countries that are among the poorest in the world as well as in middle-income countries and in fragile, insecure regions. Because our experience shows that sustainable development takes time, we are committed to the long-term effort of creating fair opportunities for all.



WHY WE ACTIVELY ENGAGE

- Partner countries
- New partner countries

PROGRAM EXPENDITURE



Every single person counts

For each of our 319 projects, Helvetas collects annual data on how many women and men have directly benefited from improvements such as vocational training courses, new water connections or safer migration, and how many organizations and institutions have been strengthened. The figures reflect the situation as of December 31, 2022.

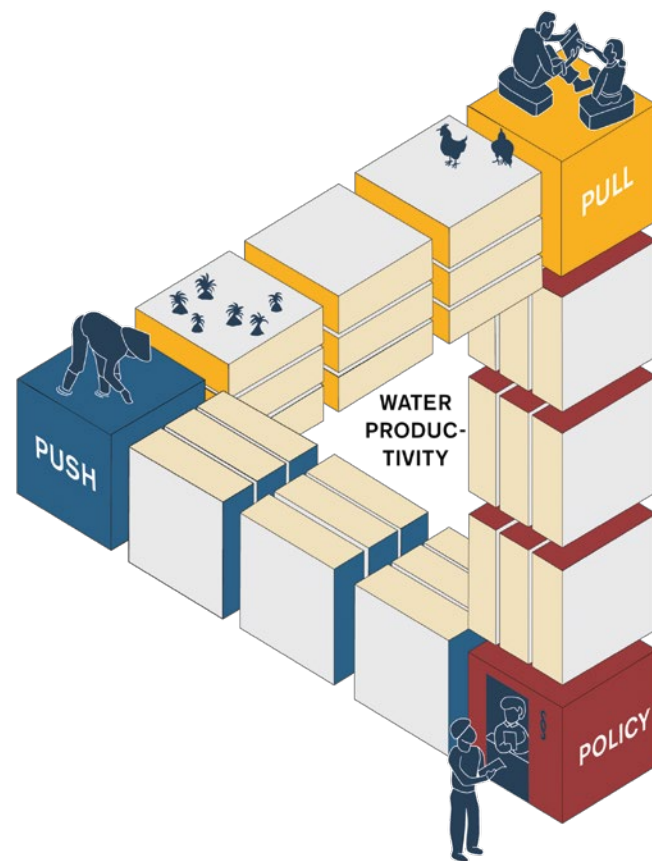
USING PRECIOUS WATER RESOURCES EFFICIENTLY

Approximately 70% of freshwater worldwide is used in agriculture. Rice and cotton are two notoriously thirsty crops. Water is becoming an increasingly scarce commodity, not least due to climate change. So how can Helvetas help to solve this problem? Some answers from Peter Schmidt, Senior Advisor for Agriculture and Food.

In December 2022 Helvetas concluded a unique project. Over 100,000 rice and cotton producers significantly reduced their water use for irrigation purposes while also increasing their yields and therefore their incomes. This was the fruit of eight years of work in six countries – Kyrgyzstan, Tajikistan, Pakistan, India, Myanmar and Madagascar. Helvetas worked jointly with farmers and various partners in ten subprojects. The catalyst for this scheme was a call for tender by the Swiss Agency for Development and Cooperation (SDC), which funded the project throughout these years. Helvetas succeeded in brokering deals for the project with a string of relevant private companies, including the Swiss retailer Coop and the transnational food company Mars. These partners not only made financial contributions that multiplied the funding of the Swiss federal government, they also committed to continuing guaranteed purchases of sustainably produced rice and cotton well beyond the project’s lifetime. These major companies additionally work with private buyers and processors in these partner countries, who purchase the products directly from the producers and give them technical advice. Under the guidance of three global initiatives, the Sustainable Rice Platform, the Better Cotton Initiative and the Alliance for Water Stewardship, the stakeholders have agreed joint production standards. The role of Helvetas in this constellation was to take on the project management, coordinate all the tasks, and facilitate an exchange of knowledge and experience. Representatives of the companies, platforms and SDC provided strategic advice on the project.

An external evaluation of this Water Productivity Project (WAPRO) was carried out in 2022 and gave it excellent grades. When the results of this assessment were presented, the evaluator Carsten Schulz from KEK–CDC Consultants in Zurich stated that

Push – Pull – Policy
The WAPRO project developed a special approach to stimulating efficient water use in rice and cotton production, and it achieved its goals. The producers received support (“push”) as well as guaranteed purchases of their sustainably produced agricultural crops (“pull”). Participatory water management plans and jointly developed adjustments to the regulatory framework (“policy”) complemented the project’s other two pillars.



© Simon B. Opladen

Cotton is usually a water-intensive crop. Nowadays, though, it is produced in a sustainable manner that saves water in many parts of Kyrgyzstan.

the project has “the greatest probability of making a sustainable impact in a complex system that I have seen in my career to date”. So, what were the components that contributed to the project’s success?

- It focused on a problem of global significance – addressing the shortage of water for food production – and built a shared vision of all stakeholders to solve the problem.
- The project came up with a clear approach that everyone could understand and implement, as well as a catchy name: “Push – Pull – Policy” (see illustration). “Push” stands for the support and advice provided to producers so that they can comply with specific production methods that easily reduce water usage. “Pull” means guaranteed purchases of goods produced in a water-efficient manner by private clients who generally pay an additional premium price. Finally, “Policy” signifies, on the one hand, that the producers learn to claim their human right to water, and on the other that governments adapt the regulatory framework to reward efficient water use.
- It was the wide range of stakeholders that simultaneously laid the groundwork for the project’s

success and also represented its greatest challenge. Yet Helvetas successfully created a shared understanding and built mutual trust through active facilitation and comprehensive knowledge management.

In order to enable other organizations to replicate this successful model, Helvetas documented the project experiences and processes in a number of publications. The experiences and methodologies were presented to an audience of interested experts at a Helvetas-organized symposium in November 2022. Another offshoot is an internal handbook on working with the private sector. This compelling approach is already feeding into other Helvetas projects and will be incorporated into future projects.



WHAT PUTS YOUNG PEOPLE IN TOUCH WITH REALITY?

In June, Helvetas and the ZHAW School of Engineering in Zurich carried out a series of virtual reality (VR) training courses for aspiring electricians in Tanzania. Their task was to test the lighting system and a fuse box in a virtual auto repair shop. VR allowed the students to familiarize themselves with difficult and even potentially dangerous activities virtually before attempting them in real life. It will be some time before VR is widely used in vocational training, whether in Tanzania or Switzerland, but the methodology has enormous potential, especially in countries where the necessary practice material is in short supply. © Franz Thiel

WHAT WE DO

Helvetas implements development and humanitarian aid projects. We ensure basic rights, create new perspectives, and strengthen good governance. We also provide technical advisory services, develop subject-specific expertise, and engage in political dialogue and lobbying.



Ensuring basic rights

Water, food and climate

In 2022 **2,967,436** women and men gained sustainable access to water, sanitation, good hygiene, better nutrition or natural resources and benefited from higher yields or improved climate resilience. They worked with Helvetas to install pumping wells and latrines as well as learning important hygiene principles and new, climate-adaptive farming techniques.

Creating new perspectives

Skills, jobs and income

In 2022 **724,254** young and mostly disadvantaged women and men gained access to education and vocational training, found a job or started their own business with Helvetas' support. Over the same period, **12,897** small and medium-sized enterprises improved their access to markets and created jobs for disadvantaged people, while also offering sustainable products and better services.

Strengthening good governance

Voice, inclusion and cohesion

In 2022 **97,794** women and men have been empowered to claim their rights to basic public services or to transform local conflicts, with support from Helvetas. Over the same period, Helvetas cooperated with authorities and partner organizations to help **969,491** women and men plan their labor migration safely, responsibly, and profitably.

Alleviating suffering

Humanitarian response

In 2022 Helvetas supported **409,339** Ukrainian refugees and their host families, as well as flood victims in Pakistan, people affected by hurricanes in Madagascar and Mozambique, and people in forgotten crisis areas elsewhere. Helvetas combines short-term humanitarian aid with long-term development work so that people quickly have the chance to rebuild their daily lives and create future prospects for themselves.



© PACC/Omar Lucas

At 15,000 feet above sea level in Peru, Timoteo Velazquez Alvarez and Isabel Flores are renaturing the grasslands to save their livelihoods so they do not have to leave.

5,168,314 people had a fair opportunity to lift themselves out of poverty with your support.

FIGHTING HUNGER AND CLIMATE DAMAGE

Millions of people were born in countries where water is often scarce, and where they struggle to eat a balanced diet and protect themselves from the consequences of climate change. We would like to thank you for your support and your dedication to helping give people a fair chance to access the necessities of life.

Women's voices for water

The SDC National Water Resources Management project in **Tajikistan**, implemented by Helvetas as part of a consortium with other NGOs, assists the national government with applying the principles of integrated water resources management in the Tajik part of the Syr Darya River Basin. Because the water sector is male dominated, the project helped to set up the Basin Women Forum, a dialogue platform that conducts regular meetings of the women living in the river basin to discuss and agree on their voice in sustainable water management. Their position is then presented at the meetings of the River Basin Council. Women can thus make themselves heard much better than if they spoke as individuals. The forum is now used as a model in other river basins.

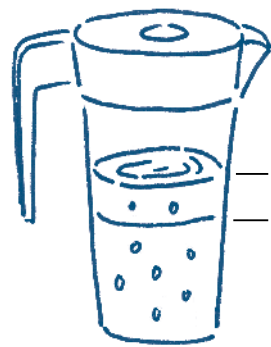


The value of water

In many countries, public services, economic growth and infrastructure development struggle to keep pace with urbanization. This is also the case in Abancay, a town with a population of 73,000 in **Peru**. With support from Helvetas, the waterworks and the authorities have found a sustainable way of protecting and monitoring the town's fragile watershed, which is threatened by climate change. The extra cost of protecting ecosystems is added to water bills. There is extremely high approval for this measure, as everyone in the surrounding area and also in marginalized areas of the town is involved.

Our goal for 2021–24:

1 million people have gained direct access to safe drinking water



2021–22 result: **1,380,501 people**
Goal 2024

Helvetas helps to achieve the following Agenda 2030 goals:

- 1 No poverty
- 2 Zero hunger
- 6 Clean water and sanitation
- 9 Industry, innovation and infrastructure
- 12 Responsible consumption and production
- 13 Climate action
- 17 Partnerships for the goals



“My first daughter was always sick and I felt weak, too. Now I know that I have to eat a richer diet during pregnancy.”

29-year-old Jeni Tripura with her daughter Jyoti, Bangladesh

There are parts of Bangladesh where pregnant women are urged to eat very little so that their babies are small at birth to avoid complications. The health effects of this are disastrous because malnutrition has a lasting impact on child development. With the help of many volunteers, Helvetas is investing in sensitization work for a healthy diet, which includes growing nutritious food, better hygiene and public health services. Altogether 282,000 mothers, infants and girls are benefiting, and so are their families.

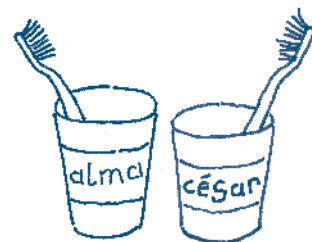


Stopping diarrhea

822 municipalities in **Guatemala** with almost 323,000 inhabitants have been awarded a label that recognizes the fact that their populations no longer have to relieve themselves outdoors. 10,724 families have built their own toilets. The methodology for encouraging municipalities and individuals to go along with the scheme has since been employed outside the project region, and the health ministry plans to embed Helvetas' approach nationally. The aim of this project, developed jointly with UNICEF and a private foundation, is to greatly decrease outbreaks of diarrhea among small children.

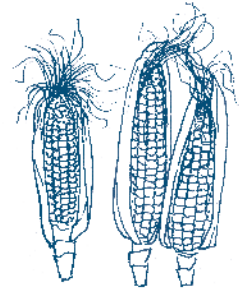
Implementing the law

Farmers and local authorities in **Kyrgyzstan** persuaded the national parliament in 2021 to approve a law that finally allows municipalities to co-finance repairs of rundown irrigation facilities. The Foundation for the Third Millennium agreed to fund a new project phase to ensure that this new law can now be implemented throughout the country and to bring the long-term process to a successful conclusion. This will enable Helvetas to continue to assist committed local actors with the implementation of this excellent project. This is a fine example of the importance of long-term project partnerships.



A hygiene fair

COVID-19 and a series of hurricanes have exacerbated an already precarious situation in the schools of **Honduras**. In order to facilitate a safe and dignified return to schooling, Helvetas was commissioned by SDC to repair the water systems and install toilets in twelve educational establishments. Three fairs for schoolchildren and their parents were held in 2022, where they learned in a fun way about the importance of washing hands, hygiene during menstruation, and cleaning their teeth. The children's contributions to the operation were theatre performances designed to raise awareness and prevent diseases in the future.



Saving harvests

In **Tanzania**, one of Africa's largest maize producers, between 15%–40% of the crop is lost between harvest and market. Working with private sector partners, over the past three years Helvetas has introduced tarpaulins for drying maize grain as well as hermetic, insect-proof sacks. These help to reduce post-harvest losses and render the use of insecticides superfluous during storage. Over 600,000 farmers have been informed via more than 1,000 village meetings and 200 radio broadcasts; 14,254 farming families were taught by 286 specially trained farmers. They all now have longer-lasting stores of grain for their own consumption and have improved their incomes because they can sell the maize when market prices rise. A new business model has also sprung up: in 317 kiosks, men and women are selling equipment to reduce post-harvest losses. Wholesalers have so far sold a total of 76,710 tarpaulins and 428,892 sacks. Due to the strength of demand, other sales points unconnected to the project have appeared, as have new manufacturers of tarpaulins and sacks. Thanks to the involvement of government agencies and agricultural officials, many local authorities are now providing farmers with information about the importance of post-harvest management, because ultimately it also reinforces food security.

More about our working area Water, Food and Climate: helvetas.org/basicrights



473,600
in Africa

162,525
in Latin America

788,431
people gained direct access to water from a newly built or rehabilitated source.

152,306
in Asia and Eastern Europe

Since the beginning of 2022, the village of Hurucune in Mozambique now has a well. The delight in the running water is enormous.

“We used local products”

The war in Ukraine has worsened the global food crisis. The situation in Mali has deteriorated as a result of a bad harvest due to climate change, internal displacement caused by attacks by armed groups, and economic sanctions triggered by two coups.

What is the impact of the food crisis on people in Mali?

At the end of 2022 at least 600,000 people were food insecure, which manifested in a malnutrition rate that was twice the WHO's alert threshold. Currently 1.5 million children suffer from acute malnutrition, 20% more than expected by the World Food Programme forecasts. There was a shortage of nutritional supplements, fertilizers and seeds due to the embargo imposed after the coups, and this was all made worse by the consequences of climate change.

What is Helvetas doing in this situation?

For years Helvetas has been working on sustainable agriculture, which improves food security via several schemes. For example, with local service providers who advise farming families on how to improve their production systems and who promote good agricultural practices such as composting. Or, introducing renewable energy, and water and soil conservation methods. Over 17,000 family farms received access to 88 tons of climateadapted seeds, which were produced by a seed producers' network supported by Helvetas.

Has Helvetas also been able to tackle malnutrition?

Given the lack of imported nutritional products, we worked

with Sotuba's Laboratoire Technique Agricole to develop a nutritious flour for children and the elderly. It consists of rice, millet and maize, enriched with proteins such as black-eyed beans and soy as well as energy sources such as groundnuts and baobab fruit. We organized information campaigns targeted at parents to tell them how important these nutrients are for their children's development.



Rosaline Dacko is the head of agricultural projects for Helvetas Mali.

FIGHTING STEREOTYPES AND BUREAUCRATIC COSTS

We all need a solid basic education so that we can later learn a trade. We also need businesses for job creation. However, many children grow up in countries where the chances of going to school and later getting a job are slim. We would like to thank you for helping ensure that fair opportunities for education and work are not a matter of chance.

Organic cashews for Europe

In September 2022, cooperatives in the conflict-stricken north of **Mozambique** for the first time exported organic cashew nuts to the Netherlands. With funding from the Liechtenstein Development Service, Helvetas is supporting these small farmers to convert to a sustainable production model and gain organic certification – a huge bureaucratic challenge. In view of the good results and experiences, the national government is now promoting organic agriculture.

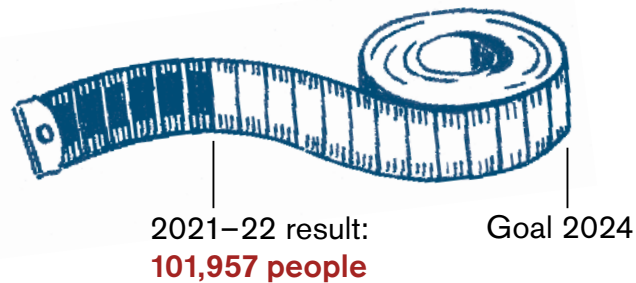


Booming dual vocational training

The unemployment rate of youth aged 15–24 in **North Macedonia** has surpassed 30%, not counting those not looking for work. In a SDC project, Helvetas has supported ministries, training institutions, companies, and business organizations over the past five years to establish a dual vocational training system based on the Swiss model. Currently 2,763 students are being trained in theory at school and practice in an enterprise – compared to only 98 students in 2020. This dual VET system is now being offered by 61 schools, compared to only eight schools in 2020. In 2022, 450 companies were providing practical training for students, compared to only 16 companies just two years ago.

Our goal for 2021–24:

320,000
women and men have attended a vocational education and training



Helvetas helps to achieve the following Agenda 2030 goals:

- 2** Zero hunger
- 4** Quality education
- 8** Decent work and economic growth

“I would like to save up enough money to help my wife start her own business.”

Arnaud Donatien, newly trained solar engineer, Madagascar



In Madagascar, 70% of unemployed people are under 25 years of age. Jobs are particularly hard to come by in rural areas. The Miasa project, which is funded by various foundations, gives young people in the countryside the chance to learn a trade that not only reflects their own skills and preferences but is also in demand on the local market. The training courses are provided at the young people’s villages and are adapted to their personal availability. Businesses, training centers and local authorities are all pulling together to create decent and secure jobs.

“This is all about social cohesion”

In the world’s largest refugee camp in Cox’s Bazar, hundreds of thousands of young Rohingya have been living for five years without any prospects – neither for a return to Myanmar nor for integration in Bangladesh. In addition to emergency aid and development cooperation activities, Helvetas, together with partner organizations, also provides vocational skills for the future.

Why does Helvetas offer skills training in a refugee camp?

We are in a protracted crisis and people are still dependent on humanitarian aid. But people have dreams, especially the younger ones. They tell us they want to become doctors or computer engineers, even though they don’t even have the opportunity to get a formal education. We want to ensure that they can acquire at least simple skills that can be directly applied in this context.

So what is Helvetas doing?

Through a UNHCR-funded project, we provide pre-vocational training to adolescents. For example, solar panel repairs, and tailoring. Apart from this skills training, we want to keep the adolescents engaged and avoid conflicts and illegal activities. The training sessions happen in our community center. It is always open so that any time they want to practice, they can just come in. At the same time, we also raise awareness about issues such as human trafficking, peace building, and the importance of coexistence between the host and Rohingya communities. We inform them about the negative impacts of child marriage. They share what they hear with their peers. That is really important because they

are all confronted with these issues. Overall, they are receiving lessons for life – and that is essential in the camp context. It keeps their hopes up. If they ever get the chance to leave, they will have vocational and social skills.

Which aspect is most important?

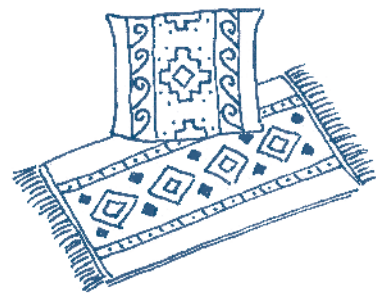
This is all about social cohesion, about not getting into trouble. There are many cases of domestic and gender-based violence. Everything is interlinked. The training gives the young people self-esteem. They can lend a hand wherever this is needed. It gives them a purpose.

What are the challenges?

As they are not allowed to do paid work in the camp or leave the camp, the priority is to keep them busy. The outcome of this training is therefore not immediately visible. We need to explain this properly to the camp authorities and to donors. You know, humanitarian response focuses on very important basic needs such as food, water, shelter, hygiene, and safety. But in a protracted crisis you need to link the current situation with future needs. These may be skills that can also be used in the longer term.



Nasrin Akter is Humanitarian Coordinator for Helvetas Bangladesh in the Cox’s Bazar refugee camp. The project focusing on pre-vocational skills development is financed by UNHCR.



Top Destination

The Alay region in **Kyrgyzstan** has made it onto the “2022 Green Destinations Top 100 Stories” list – the first Central Asian country ever to do so. The organization behind the list selects exemplary sustainable destinations on the occasion of World Tourism Day. The decisive factor for the nomination is the successful inclusion of women and their craftsmanship as independent entrepreneurs in tourism promotion. On behalf of SDC, the EU and Seco, Helvetas is promoting the development of small businesses and sustainable tourism in the south of the country, and small and medium enterprises in the winter tourism value chain in the east.

“You can find work even if you are unskilled. But if you have learned some skills you can do a better job – and life will be easier.”

As part of a vocational training program that Helvetas is implementing for SDC in **Nepal**, Kalpana Shrestha is taking a nine-month cookery course, which is inspired by the Swiss “dual system” combining schooling and work experience. Within three years, our Nepalese implementing partner managed to recruit 450 small and medium companies, which gave 6,382 young people the chance to learn practical vocational skills during the first phase of the project.

449,370

people benefited in 2022 from the support for sustainable growth of micro and small enterprises across economic sectors.



Ghanshyam Timalisina collects milk for khoa production. With his help, his parents’ family dairy in Nepal is thriving.

A CHALLENGE IN 2022

Girls often have to give up school against their wishes, and this hinders their chances of finding a job later in life. Young women are frequently exploited and have unplanned pregnancies. In Ethiopia, with the support of a private foundation, Helvetas has been working to combine vocational training with schooling and sexual and reproductive health education. Women are deliberately trained for traditionally “male jobs” because these are better paid. This also helps to break stereotypes and raises the women’s self-esteem. After some initial skepticism and resistance, the families and employers are now enthusiastic. The young women offer one another support and set up their own businesses – a path out of poverty.



Counting the bureaucratic cost

The 12-country RECONOMY program in the Eastern Partnership countries and the Western Balkans aims to make it easier for women and young people to become entrepreneurs. However, the existing bureaucratic requirements (permits, fees, certificates) are costly. In this program, financed by the Swedish International Development Cooperation Agency

(SIDA), Helvetas supports companies, associations, and authorities in jointly creating a conducive economic environment. In **Ukraine** and **Moldova**, the M-test digital tool allows companies and associations to calculate the actual bureaucratic costs of an existing regulation. Thus informed, they can advocate to the relevant authorities for leaner regulations. The program was adapted in Ukraine in 2022 and has continued despite the war. In Moldova it was used intensively in 2022.

More about our working area Skills, Jobs and Income: helvetas.org/newperspectives

MORE COMPETENCIES AND TRANSPARENCY

Billions of people are born in countries where basic public services are limited or not accessible to all, where circumstances force them to seek jobs elsewhere as economic migrants, or where they are displaced by conflict. Thank you for helping to make their voices heard and supporting them to live in safety.

A unique mandate

In a consortium led by the Institute of Development Studies (IDS UK), together with other Swiss organizations, Helvetas experts are advising SDC's new thematic section "Peace, Governance and Equality". The mandate is unique as it seeks to leverage the intersectionality between the three topics and allows the consortium to work directly with the SDC's Cooperation Offices as well as with SDC head office. Helvetas is pleased to multiply its good practices, experiences and innovations from the country programs for more social inclusion, equity, security and cohesion for all, contributing to even more effective Swiss development cooperation.



New capacities

During the democratization process in **Bhutan**, local authorities acquired considerable decision-making powers. They manage public funds and decide on their municipal development priorities. But how are they to deal with their new and wide-ranging authority? As part of the new "Moving Governance" program (p. 40), Helvetas is supporting local authorities to include their constituents' needs and concerns into their work in order for their municipalities to make evidence-based decisions. Citizens, especially women and young people, are also learning to make their voices heard and play an active part in political processes.

Our goal for 2021–24:

500,000 people have been empowered to raise their voice and claim their rights



Helvetas helps to achieve the following Agenda 2030 goals:

- 5** Gender equality
- 10** Reduced inequalities
- 11** Sustainable cities and communities
- 16** Peace, justice and strong institutions

More about our working area Voice, Inclusion and Cohesion: helvetas.org/governance

“Thanks to digitization, we are achieving one of the key elements of decentralization – ensuring transparency.”

Viola Çyrbja, councilor in Shijak, Albania



When COVID-19 engulfed Albania, all 61 municipalities and their councils faced incredible operational difficulties, including an inability to convene and carry out their decision-making role. With the help of an SDC project implemented by Helvetas, more than 1,000 councilors were trained to use digital tools. After some initial reluctance, 54 out of 61 municipalities now regularly livestream their council meetings, and in total more than 300,000 citizens have tuned in. This new approach brings transparency to citizens, but it doesn't stop there. Digitization has been expanded and now includes electronic registers for complaints, requests and citizens' initiatives. There are also tools for waste management and preschool education.



969,491

women and men were able to make an informed decision about a potential work migration abroad in 2022 based on comprehensive counseling on safe migration.

Salina Akter (r.) informs Ridoy Chandra Paul about measures to help him migrate safely. Migration is an important topic in Bangladesh.

© K. M. Asad

“Arts and culture connect people”

The multi-ethnic state of Myanmar faces major challenges. With the “Culture for Peace” project (C4P), Helvetas is promoting inclusive, sustainable peace.

Why Culture for Peace? How does culture promote peace?

The most serious issues in Myanmar are founded on the rise of nationalism, demographic and religious tensions, intolerance for cultural diversity, and identity issues. Uncertain politics, inadequately protected cultural and social rights and the lack of religious freedom intensify the situation. Arts and culture are the easiest tools to connect people and help them in building trust and a cohesive society. They are deeply established in Myanmar society, with its 135 recognized ethnic groups.

Cultural interchange, intercultural discussion, cultural heritage protection, and cultural diversity promotion are important components of building a pluralistic society as they are soft approaches to address multiple and difficult social issues.

How is change triggered?

With the help of professional artists, the C4P project developed a Pluralism Toolbox to provide guidance for organizing art and culture events. Three hundred civil society organizations were instructed and financially supported to facilitate participatory activities, 100 artists financially support to create artwork that addresses social issues, including freedom of expression, assembly and association. They are bringing communities together promoting mutual trust.

What are the achievements so far?

To address social challenges, the project effectively brought civil society, artists, and interfaith organizations together and strengthened their network. As art and culture are simple to engage with and motivate individuals to take part, a million individuals have participated so far. Because arts and culture are entertaining and disseminate readily on social media, they are welcome instruments in campaigns for change.

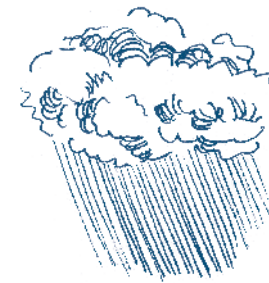


Kyaw Myint Moe is the Governance Advisor for Helvetas Myanmar.

ALLEVIATING SUFFERING

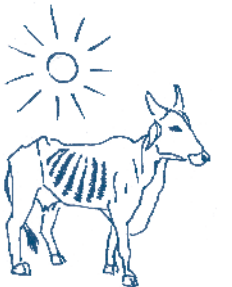
HUGE HOSPITALITY AND WINTER AID

Russia’s invasion of Ukraine has exacerbated existing crises while also forcing many other wars out of the spotlight. Thank you for supporting people in need and enabling them to find their bearings, rebuild their homes and their livelihoods, and create new prospects for themselves.



Dangerous combinations

Glaciers melting on an unprecedented scale due to climate change and a powerful monsoon led to unimaginable flooding in **Pakistan** in the summer of 2022. Thanks to extremely generous donations, along with funding from Swiss Solidarity and the Swiss federal government, Helvetas was able to help a million people in severe hardship with food, hygiene kits, clothing, and blankets for the winter as well as water filters in health centers and hospitals, latrines in reception centers, and seeds in places where farming is possible. There is great fear ahead of the next monsoon because there are many places where last years’ floods have yet to subside.



Enormous hospitality

In 2022, over 800,000 people fled to **Moldova** after Russia’s attack on Ukraine. At the Palanca border crossing (p. 3), Helvetas looked after refugees in insulated tents provided by the Swiss Humanitarian Aid Unit. Here people were given hot meals, SIM cards, power banks to charge their phones, and also space and time to organize themselves. There are 100,000 Ukrainians still living in the poorest country in Europe, 90% of them with host families whose household budgets have come under strain. Helvetas and Swiss Solidarity are supporting these families with cash payments that enable them to cover the higher cost of living.

Survival assistance in a drought

Five rainy seasons have already passed southern **Ethiopia** by. With every animal that dies, the region’s nomadic pastoralists lose not only a little more of their livelihood but also a little more of their social status. SDC and Helvetas have been safeguarding and improving the existing water resources in the Borana region since 2016, but both heifers and cows have died of thirst during the current drought. The project has therefore been looking for cattle traders who can buy the animals and sell them in other parts of the country. The situation has put downward pressure on prices, so the purchase price has been partially subsidized. This emergency aid has generated \$900,000 for 2,271 affected families, which has enabled them to afford fodder for the other animals – and pay taxes to the local authorities.

Helvetas helps to achieve the following Agenda 2030 goals:



More about our Humanitarian Response: helvetas.org/humanitarianresponse

“Who knows if it was a missile or a bomb, but everything was destroyed. The windows, the roof, and the walls.”

With the support of Swiss Solidarity and Helvetas, Maria Koval (cover image) and other affected residents of Kopyliv and Makariv near Kyiv in Ukraine received money to carry out essential repairs to their houses before winter. They were given cash so they could pay local tradespeople to do the work, so also supporting the local economy. Elsewhere, Helvetas organized the installation of sanitation in collective housing for refugees, and repairs to destroyed water infrastructure, as well as extensions to the water system in municipalities where the sheer number of internally displaced persons was threatening to outstrip the available supply of water.

A CHALLENGE FOR 2022

Russia’s invasion of Ukraine was also an attack on the world’s poorest people. It worsened the global food crisis that had already been affecting people before the war. The food crisis has been caused not by a shortage of food but by the unequal distribution of food and natural resources. In addition, farming families are abandoning agriculture because of rising fertilizer prices and transport costs. Combined with higher interest rates on loans, farmers’ incomes have dropped dramatically. This has exacerbated the food crisis. The weak links in the world food system have long been documented – and so have the solutions. Studies show that sustainable agroecological production methods offer a genuine alternative to

industrial agriculture. Agroecology protects people, animals, the environment and biodiversity while making a substantial contribution to feeding the world. This is not green ideology, and the UN Food and Agriculture Organization, as well as the Swiss government recognize its usefulness. Helvetas is therefore demanding an overhaul of food systems in the Global South and North. Food must be grown and used in a way that is appropriate to the local environment, and diversified. To alleviate the need of millions, Helvetas, with its “Appeal for Global Justice” in 2022, urged the Swiss federal council and parliament to raise Switzerland’s contribution to the World Food Programme by CHF 100 million – in vain.

“Helvetas makes it possible for us to play soccer. I’m already looking forward to next time because it makes me so happy.”

A 15-year-old Rohingya boy, Bangladesh



While the soccer World Cup was taking place, the Rohingya Soccer Championship was held in the refugee camp in Cox’s Bazar. As in Qatar, the final was decided by a penalty shootout. There was also a campaign against gender-related violence under the slogan #16DaysOfActivism. Helvetas works closely with young people in Cox’s Bazar to fight against their lack of future prospects (p. 24). With financial support from UNHCR, Helvetas has also been training volunteers so that they can provide a rapid response in the case of fires or flooding. Women, men, people with disabilities – everyone can take part.

“We would like to take part in the reconstruction effort, too”

Helvetas provided humanitarian aid to 14 countries in 2022, mainly in places where the organization has country offices and good networks. With support from international alliance partners, Helvetas was also able to line up aid quickly elsewhere, as Christian Gemperli explains.

What influences Helvetas’ decision to intervene in an emergency situation?

We are guided by clearly defined criteria, for example the scale of the suffering and whether the local authorities are capable of meeting their people’s needs. One major factor is whether we can mobilize the financial resources for rapid humanitarian response. And the safety of our teams is also a high priority.

Does Helvetas intervene in countries where it doesn’t have an office of its own?

Helvetas avoids going into a region for just a couple of months. We prefer

to work in places where we can build on humanitarian response and also take part in the following sustainable reconstruction effort, investing in the nexus between humanitarian aid and development cooperation. If there is a chance of longer-term engagement and our making a meaningful contribution, we then weigh on a case-by-case basis whether we should commit to countries where we had no presence prior to the crisis.

Where would Helvetas refuse to intervene?

One example is Tigray in Ethiopia during the civil war. The security situation due to the fighting made it impossible to carry out a humanitarian operation. Following the ceasefire, we swiftly became active. Another is the drought in Somalia, because Somalia is not one of our program countries and we don’t have a team there. The situation

was different in Ukraine, where we were able to provide a rapid response through our European partners in Alliance2015, first indirectly and later with our own team (see above).

What is Helvetas’ strength?

More and more frequently we incorporate humanitarian approaches into our ongoing development projects. That has had positive results in Myanmar, for example, or during the drought in southern Ethiopia (p. 29). Our in-country specialists also raise our readiness for potential major disasters.



Christian Gemperli is the Head of Humanitarian Aid at Helvetas Switzerland.

SYSTEMIC PROBLEMS REQUIRE POLITICAL SOLUTIONS

Some people criticize Helvetas for being too active in development policy issues. Others expect a stronger political commitment. According to its statutes, Helvetas is “a politically and denominationally neutral organization”. Stefan Stolle, member of Helvetas’ Management Board, comments.

Stefan Stolle, why does development cooperation need to be backed up politically?

Development cooperation takes place where systems are failing. Poverty is one symptom of failing systems. The threat of poverty increases when governments cannot discharge their duties to the public, for example, or where trade barriers exclude producers from global markets. And we all know that the only solutions to systemic problems are political.

Shouldn't countries tackle that themselves?

One of Helvetas’ priorities is to strengthen our partner organizations’ capacity to integrate the concerns of civil society into political processes. However, Switzerland is also part of the global economic system, to which we owe much of our prosperity. We spend hours on mobile phones containing components produced from commodities mined in Africa. We wear clothes sewn in the Far East. The food in our shopping baskets has sometimes travelled around the globe. Our consumption habits and our prosperity bring with them responsibility. Our laws – and, above all, those areas not covered by our laws – have an impact on the lives of people all over the world. That is why our political advocacy campaigns for fair Swiss foreign, economic, trade, and tax policies – because greater global justice depends on it.



Hazardous cobalt mining in the Congo. The ore is an elementary component of mobile phone batteries.

How do you respond to criticism that Helvetas is too progressive?

Our approach has not changed. We were founding members of Alliance Sud back in 1971, Switzerland’s centre of excellence for international cooperation and development policy. Through our membership of that network we have been influencing Swiss development policy ever since and have always raised awareness in the media and in political circles about global poverty and its causes. Switzerland is not an island. We are part of the world and reliant on its wellbeing. The societal, economic and environmental challenges have grown and become more complex and, above all,

more urgent in recent years. All of those factors explain why we have been actively taking part in debates that are relevant to development policy and campaigning for the changes that are needed. We are glad that our voice is increasingly being heard.



Stefan Stolle is the Head of Marketing and Communication at Helvetas and a member of Helvetas’ Management Board.

FURTHER TRAINING AND TOP GRADES

The further training courses that Helvetas introduced in Tanzania with the support of the Tanzania Teachers Union (TTU) are revolutionizing how children are taught. Inflexible frontal instruction is increasingly giving way to forms of participative learning of the kind used in Switzerland. An impact study has awarded the approach a top grade.

The figures first: since 2012, some 2,612 schools with a total of 7,707 teachers and 1,016,970 pupils have taken part in the project. The teaching staff received general pedagogical and also subject-specific further training in math and English. The goal was to get the children actively involved in lessons and share this new methodological knowledge with colleagues so that the impact could then snowball. Recurrent project assessments revealed remarkable learning improvements among the schoolchildren, as well as obstacles to the implementation of this cascade system. Each time, the project was adapted.



The new teaching methods are much appreciated at the Oloirieni Primary School in Tanzania.

In 2022 the Institute for Political Economy at the University of Bern published an evaluation that had studied the impact of these further training modules on the teachers’ mathematical knowledge and the pupils’ math grades. The cascade system and the transmission of knowledge from one teacher to another was also tested. The study involved 130 teachers from 130 schools, with a control group of 90 schools whose teachers had not taken part in the further training.

The results are surprisingly positive. According to the questionnaires, the teachers greatly appreciate the School-Based In-Service Teacher Training (SITT)

program. Their pupils obtained better grades – 30% more children got an A or a B compared with the control schools. The failure rate in the final exams fell by 10%.

On the other hand, the cascade effect – how teachers transfer the knowledge they had acquired to their colleagues – was rated inadequate. But a good cascade effect is central to disseminating the obviously good approach more widely and also cost effectively.

The impact study comes to the following conclusion: “If the cascade elements can be systematically improved, then SITT

could become an effective and efficiently scalable scheme for professional development that might even attract global attention.” In order to achieve this goal, school principals will now be included in the training modules so that they can act as role models in their institutions.

Martina Jakob, Konstantin Büchel, Daniel Steffen & Aymo Brunetti, 2022: “A mixed methods deluxe evaluation of the School-Based In-Service Teacher Training (SITT) program in Tanzania: an evaluation report.” Published online at aymobrunchetti.ch/research/



Many young people in post-war Sri Lanka do not know their basic rights and are therefore passive citizens in a crisis-racked democratization process. Helvetas has been training young journalists in issues including people's basic right to information, the power of the media, and conflict-sensitive and gender-inclusive communication and awareness-raising. They learn to stand up to hate speech and violent extremism. These young people work with mentors who guide their projects so that they can convert ideas into high-quality media content that promotes and strengthens freedom of expression. © Roshani Manoranshan

WHO TURNS POWERLESSNESS INTO FREE SPEECH?

GENEROSITY AND VOLATILE MARKETS

The 2022 financial statement shows an increase in revenue to CHF 165.5 million thanks to generous donations and bequests of almost CHF 46.7 million, as well as increased income from services provided of CHF 118.8 million. Total expenditure for the year was CHF 157 million. Due to volatile markets, book losses added up to CHF -2.9 million. With an “other result” of CHF -2.9 million and a fund result of CHF -5.5 million the overall annual result amounts to CHF -2.8 million.

Successful acquisition, challenging financial markets

The fiscal year 2022 was characterized by contrasting developments: The COVID-19 measures were eased, but soon after, Russia attacked Ukraine. Donations for the people in Ukraine and for refugees were generous, which is visible in the income statement. In addition, project acquisition in 2022 was extremely successful. On the other hand, the outbreak of the war sent stock markets plummeting, resulting in book losses on our balance sheet. Inflation due to rising energy and food prices also left its mark on the cost side. This and other negative effects exceeded the positive aspects mentioned above. Our financial year therefore closed with a significant loss, which will be charged to the organizational capital.

Financial audit

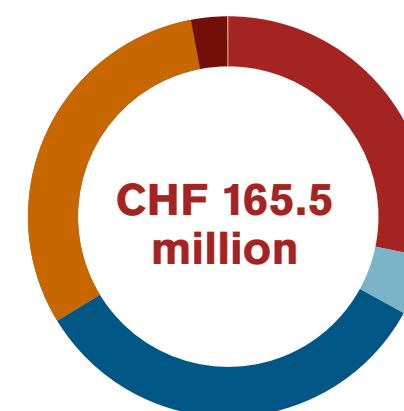
KPMG audited the accounts and financial statements and approved these May 12, 2023. Their audit report and the complete 2022 financial report can be viewed at the offices of Helvetas, Weinbergstrasse 22a, 8001 Zurich and downloaded in German from our website [helvetas.org/finanzbericht](https://www.helvetas.org/finanzbericht)

The financial statements are presented in CHF thousand (KCHF). Due to the selected number format, there may be rounding differences between individual amounts and totals.

BALANCE SHEET

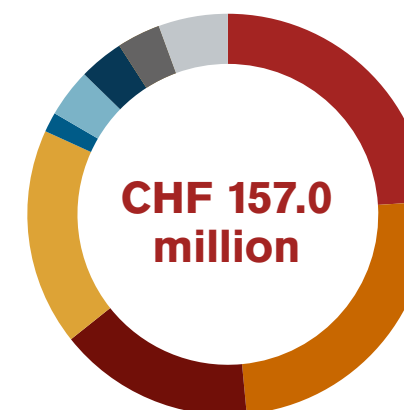
ASSETS	31.12.2022 in KCHF	31.12.2021 in KCHF
Cash and cash equivalents	52,573	43,717
Marketable securities	18,164	20,573
Receivables	5,948	5,545
Net assets in project countries	13,278	14,918
Prepayments and accrued income	18,096	13,679
Current assets	108,058	98,433
Investments in financial assets	2,041	41
Tangible fixed assets	462	475
Intangible assets	1,357	1,268
Fixed assets	3,860	1,784
Assets	111,918	100,217
LIABILITIES		
Short-term accounts payable	6,481	4,899
Accrued liabilities	58,787	52,778
Short-term provisions	1,150	0
Short-term current liabilities	66,418	57,677
Long-term provisions	400	165
Long-term liabilities	400	165
Liabilities	66,818	57,842
Restricted fund capital	15,125	9,612
Liabilities incl. fund capital	81,944	67,453
Elaborated unrestricted capital	12,686	13,145
Elaborated restricted capital	17,289	19,618
Organizational capital	29,975	32,763
Liabilities	111,918	100,217

SOURCE OF FUNDS



- Income from fundraising 28.2%
- Program contribution SDC 4.8%
- Mandates SDC 33.3%
- Project funding from organizations 30.7%
- Income from advisory services 2.9%
- Other operating income 0.1%

USE OF FUNDS



- Africa 24.0%
- Asia 24.5%
- Latin America and Caribbean 15.8%
- Eastern Europe and Central Asia 17.5%
- Program coordination and support 1.6%
- Expenditure on advisory services 3.9%
- Expenditure on projects Switzerland 3.6%
- Head Office 3.5%
- Fundraising 5.6%

STATEMENT OF OPERATIONS

INCOME	2022 in KCHF	2021 in KCHF
Membership fees	2,687	2,344
Donation from the public	40,999	35,187
Legacies	2,993	1,446
Income from fundraising	46,679	38,976
Program contribution SDC	8,000	8,000
Mandates SDC	55,046	56,405
Project funding from organizations	50,736	41,892
Income from advisory services	4,798	4,502
Other operating income	242	507
Income from services provided	118,822	111,306
Income	165,501	150,282
EXPENDITURE		
Africa	-37,579	-32,046
Asia	-38,528	-35,774
Latin America and Caribbean	-24,844	-25,664
Eastern Europe and Central Asia	-27,521	-23,939
Program coordination and support	-2,527	-2,520
Expenditure on international programs	-131,000	-119,944
Expenditure on advisory services	-6,095	-5,596
Expenditure on projects in Switzerland	-5,640	-5,284
Head Office	-5,486	-4,808
Fundraising	-8,822	-8,643
Head Office and fundraising	-14,309	-13,450
Expenditure from services delivered	-157,043	-144,274
Operating profit/loss	8,457	6,008
Financial result	-2,868	2,038
Other result	-2,864	-70
Result before change in funds capital	2,725	7,977
Change in funds capital	-5,513	-3,672
Annual result before allocation to organizational capital	-2,788	4,304
Allocations/utilizations		
Free capital	-459	1,004
Fund for value fluctuation of marketable securities	0	500
Strategy Acceleration fund	-115	1,800
Social fund	-2,214	1,000

COMMITTED AND OPEN-MINDED

Helvetas is a politically and denominationally neutral association, supported by over 100,000 members, benefactors and donors. Board members work on an unpaid basis and support Helvetas with generous private donations.

BOARD OF DIRECTORS



Regula Rytz, President, Bern, historian, former National Councilor, consultant, since 2021
Peter Niggli, Vice President, Zurich, journalist, author, expert in international development, since 2015
Jörg Frieden, Fribourg, Dr. oec. publ., Development Economist, President of the Board of SIFEM, since 2018
Therese Frösch, Bern, former National Councilor, President of the Board of Spitex Bern, resigned June 2022
Marie Garnier, Fribourg, former member of the government of the Canton Fribourg, Director Prolait, resigned June 2022



Angelo Gnädinger, Geneva, lic. iur., former General Director of the ICRC (2002–2010), since 2019
Heinz Hänni, Bern, Dr. rer. pol., President of the Boards of UPD Bern and Domicil Holding AG, resigned June 2022
René Hostenstein, Schaffhausen, Dr. phil. I, expert in development and former Swiss ambassador, since 2020
Romaine Jean, Geneva, consultant, former editor in chief of the society programs of RTS Radio Télévision Suisse, since 2015
Jean-Philippe Jutzi, Verbier VS/Lausanne VD, journalist, former dipl. advisor to the FDFA, communications consultant, since 2020



Erna Karrer-Rüedi, Zurich, Dr. sc. nat. ETH, environmental scientist, GM/Co-Founder Eos Entrepreneur Foundation, since 2019
Peter Messerli, Bern, Director Wyss Academy for Nature, Prof. for Sustainable Development, University of Bern, since 2020
Dina Pomeranz, Zurich, Assistant Professor of Applied Economics, University of Zurich, since 2020
Fenneke Reysoo, Cully VD, Dr. sc. soc., Prof. Emeritus of Anthropology, former Research Director Gender Centre IHEID, since 2011
Dominique Schmid, Worblaufen BE, lic. rer. pol. MBA/EMBA, indep. consultant and Board member at several companies, Pres. a.i. of the Exec. Board of UPD Bern, since 2021



Hansi Voigt, Zurich, Partner dasNetz.ch, Management consultant, Founder Watson, Co-Director Wepublish, since 2019
Ueli Winzenried, Bern, Betr. oec. HWV, Business consultant Burkhalter Attorneys in Bern/Zurich, since 2019

The **General Assembly**, the organization's highest body, meets once a year. It elects the members of the Board of Directors and determines the mission statement.

The **Board of Directors**, the highest executive body, is responsible for the organization's strategy and for approving the annual budget.

MANAGEMENT BOARD



Melchior Lengsfeld, Executive Director*
Remo Gesù, Deputy Director/Director International Programs*
Annette Kolff, Director International Programs*
Rupa Mukerji, Director Advisory Services*
Esther Haldimann, Director Advisory Services



Stefan Stolle, Director Marketing and Communications*
Erich Wigger, Director Finance and Services*

*Formal member of the board

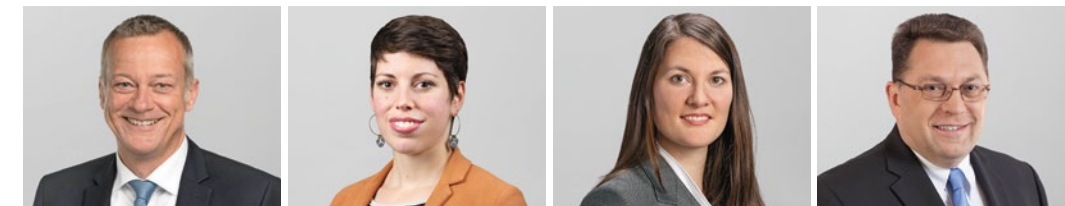
The **Management Board** is responsible for planning, implementing, and supervising the projects, programs, and actions within Switzerland and abroad.

Potential conflicts of interest of members of the Board of Directors and the Management Board are listed in the financial report.

ADVISORY BOARD



Sibel Arslan, Basel, lic. iur., National Councilor
Marina Carobbio Guscetti, Lumino TI, Dr. med. FMH, States Councilor
Mario Fehr, Zurich, lic. iur., Member of the government of the Canton of Zurich
Roland Fischer, Howw LU/Triengen LU, Dr. rer. pol., National Councilor, since July 2022
Claudia Friedl, St. Gallen, Dr. sc. nat. ETH, National Councilor



Martin Landolt, Näfels GL, Swiss Business Economist HWV, National Councilor
Lisa Mazzone, Geneva, lic. ès lettres, States Councilor
Tiana Moser, Zurich, lic.phil. I, National Councilor, resigned April 2022
Laurent Wehrli, Glion, lic. ès lettres, National Councilor

Regula Rytz and Peter Niggli represent the Board of Directors in the Advisory Board.

PARTNER ORGANIZATIONS

All organizations with which Helvetas has signed a framework agreement or on whose boards Helvetas has a seat are listed. Alliance2015, Brussels • Alliance for Water Stewardship, North Berwick, Scotland • Alliance Sud, Bern • cinfo, Biel • End Water Poverty Coalition, London • Schweizer Forum für Berufsbildung und Internationale Zusammenarbeit FoBBIZ, Rensens • HELVETAS Intercooperation gGmbH, Bonn • Helvetas USA Inc., Minneapolis • Knowledge Management for Development KM4DEV, Zurich • KOFF Die Schweizer Plattform für Friedensförderung, Basel • Max Havelaar-Stiftung (Schweiz), Zurich • Millenium Water Alliance, Washington DC • Personalvorsorgestiftung der HELVETAS Swiss Intercooperation, Zurich (in liquidation) • NGO-Plattform der Schweizer Entwicklungsorganisationen, Bern • Skat Foundation, St. Gallen • Swiss Fair Trade, Basel • Swiss NGO DRR Platform, Wabern • Swiss Water Partnership, Zurich • Swiss Water&Sanitation NGO Consortium, Zurich

NEW FORMS OF PARTNERSHIP

Good governance involves competent provision of public services so that everyone benefits. These services are key in the fight against poverty, and so Helvetas launched the “Moving Governance” program in 2022. The Somaha Foundation is one of the strong partners who have made the scheme possible.

Municipalities have a duty to provide services such as water supply, waste removal, education and infrastructure like schools and health centers. Citizens have a right to these, but often local authorities lack the instruments or skills to include the concerns and needs of local people prior to decision-making or implementing projects with them. Helvetas and local partner organizations are therefore supporting local government and civil society organizations to deal with thematic, organizational and financial issues.

“We are convinced that only independent, local organizations can sustain their activity financially in the long run,” says Eva Maria Jaag, managing director of the Somaha Foundation. But access to high-quality public services is still denied to many people, especially poor and marginalized women and men, and as citizens they must therefore be supported in their attempts to formulate and voice their concerns.

The Somaha Foundation has not been running for very long and has therefore turned to an experienced partner. “Our foundation wants to forge partnerships that dare to do new things,” Jaag explains. “By promoting a topic and its funding through a fund and not, as is usually the case, through project financing, Helvetas has shown that it has the courage to experiment.”

An extra benefit in Jaag's view is that knowledge transfer is part of the exchange. “Moving Governance” promotes the exchange of information between a number of different projects, and the conceptual framework is designed to be open access. “The Somaha Foundation is interested in having a sustainable impact, not just short-term success.”



Eva Maria Jaag is the Managing Director of the Somaha Stiftung.



What household duties do men have? And how about women engaging in politics? In Guatemala, these topics are also discussed at the market.

HOW \$100 BECOMES \$400

As donors, benefactors, businesses, foundations, cantons and municipalities, you enabled 5.1 million women and men to fight hunger and poverty and chart a pathway towards a self-determined life. Thanks to your support we are able to apply for additional funds from public funding agencies such as Swiss Solidarity, SDC and the EU. Some funders require us to provide a certain amount from our own funds before they will finance projects. As a general rule, every franc donated is multiplied by four, meaning that \$100 becomes \$400.

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“I would like to highlight Helvetas' efforts on behalf of Rohingya refugees. The commitment of the managers in the field increased the trust we in the Genevan cantonal government have in Helvetas' work.”

Maria Jesus Alonso Lormand, Department for Solidarity, Canton of Geneva

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FCG, Fundación para la Conservación de Recursos Naturales y Ambiente en Guatemala
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TTU, Tanzania Teachers' Union
 UNDP, UN Development Programme
 UNEP, UN Environment Programme
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“Constructive cooperation and an active dialogue forge mutual trust. Helvetas has impressed us with its high-quality, needs-based programs.”

Isabelle Sommer, member of the management board, Linsi Foundation

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 CGAP, Consultative Group to Support the Poor
 CIVICUS
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 DDLGN, Democratisation, Decentralisation and Local Governance Network
 ECEAT, European Centre for Eco Agro Tourism
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 FiBL, Research Institute of Organic Agriculture
 FoBBIZ, Swiss Forum for Skills Development and International Cooperation

FOEN, Federal Office for the Environment
 Fondation Hirondelle
 GCF, Green Climate Fund
 Gemeinsam für Afrika Netzwerk
 Gesellschaft Schweiz-UNO
 GNDR, Global Network of Civil Society Organisations for Disaster Reduction
 GWC Global WASH Cluster
 HAFL, School of Agricultural, Forest and Food Sciences
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 PROVIA, Global Programme of Research on Climate Change Vulnerability, Impacts and Adaptation
 Public Eye
 RECI, Swiss Network for Education & International Cooperation
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 RRI, Rights and Resources Initiative

RWSN, Rural Water Supply Network
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 SDC E+E Education and Economy Network
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 SFRAS, Swiss Forum for Rural Advisory Services
 SFUVET, Swiss Federal University for Vocational Education and Training
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 SSF, Swiss Sustainable Finance
 Sustainable Rice Platform
 SVEB Swiss Federation for Adult Learning
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Bamma Rawat, 22, Nepal

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This allowed **1,436** committed Helvetas staff and about **1,150** partner

organizations worldwide to support **2.5** million women and **2.6** million men in

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